

## HRM PRACTICES IN CEMENT INDUSTRY

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### ABSTRACT

In today's highly competitive and turbulent business environment all modern organizations are operating in dynamic changing scenario. Due to increasing complexities and cut throat competition running organizations effectively became challenge for employers. To gain competitive advantage organizations need to implement unique strategies. 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. Organization performance is influenced by set of effective HRM practices. It gives fruitful results like enhancing employee commitment, retention and reduced employee turnover. This article emphasizes the role of HRM practices in increasing organizational effectiveness. The research is carried out to find out the employee perception towards existing HRM practices for better improvement.

*Key Words: Cut throat competition, Employee commitment, HRM Practices.*

### INTRODUCTION

Cement Company plays a major role in the growth of nation. The demand and supply of cement in India has grown up in a fast developing economy. There is always large possibility of expansion of Cement Industries. Cement is one of the core industries and plays a vital role in the growth and development of a nation. The cement industry of India is the second largest producer in the world. The production of cement has increased at a Compound Annual Growth Rate (CAGR) of 9.7% to reach 272 million tonnes. Human Resource Management has as its central focus, 'managing people within the employer-employee relationship' and involves marshaling the productive capacity of an organization's members. Stone suggests the domain of HRM covers the 'acquisition, development, reward and motivation maintenance and departure' of employees and

typical areas of concern include HR planning and capability audits, recruitment and selection of employees, skill development and training, career progression, performance appraisal, formulating employment conditions and compensation and reward. Further, Wright and Ferris add that HRM is concerned with understanding and interpreting the legal framework and context regulating conditions of employment and employment relations.

## **REVIEW OF LITERATURE**

Human Resource Management (HRM) refers to the policies and practices involved in carrying out the Human Resource (HR)? Aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Dessler,2007). HRM is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2007). Academic research conducted at the organizational level supports that human resource practices affect organizational outcomes by shaping employee behaviors and attitudes (Arthur 1994; Huselid 1995). Ostroff and Bowen (2000) found that human resource practices shape work force attitudes by moulding employees' perceptions of what the organization is like and influencing their expectations of the nature and depth of their relationship with the organization. There is also a general notion that human resource practices interact with perceptions of organizational support to affect employee commitment. In 2009, Bhayani & Sanjay an attempt has been made to identify which variable are judging the profitability of Indian Cement Industry. The study covers the all listed cement firms working in India for the period of 2001 to 2008. Giles, Brain A and Barrett G.V., say the term incentives system has limited meaning that excludes many kinds of inducement offered to people to perform work or to work up to or beyond acceptable standards. Baldev R Sharma has analyzed the following factors for advancement: provision of adequate opportunities for advancement and growth; existence of definite career development plans for employees; grievance handling: existence of a sound grievance-handling procedure, readiness of the management to look into the grievances and complaints of employees; sympathetic handling of employee's problems;

monetary benefits; attractiveness of salaries, allowances and perquisites; participative management: involvement of employees through meetings, committees or other forums in joint decision-making for tackling day-to-day problems; consultations with employees before taking important decision; objectivity and rationality. Sumathi S. Conducted study on 'A study on industrial Relations in Dalmia cement (Bharat) Limited, Dalmiapuram-Trichy District' has analyzed the relationship between productivity and wages. He has also analyzed Welfare Measures and impact of Trade Union in industry. He has also examined the causes of disputes in the factory and the remedial resources adopted.

### **STATEMENT OF THE PROBLEM**

Human resource plays a vital role for the existence and survival of any organization. The success or failure depends on the perception, attitudes, values of the employees, which they have about their organization. Further more, it also depends upon the recruitment, training and development programme carried out in the organizations. Today organizations are existing in a rigid competition and the organizations are facing problems in the areas of technological advancement and shortage of resource power. The cement industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees exposed are entirely different. The employees are easily prone to accidents and health hazards. Due to the heavy of dust inhalation in the manufacturing process the employees are victims of pulmonology disease. So the employees has to safe guarded by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what extent human resource management is contributing for the satisfaction of the employees in the cement industry.

### **OBJECTIVES**

- To identify the role of HRM practices in enhancing employee job satisfaction
- To find out employees perception towards existing HRM practices in organization.
- To suggest ways and means for improvement of HRM practices in the organization.

## SCOPE OF THE STUDY

The scope of the study is confined to the employees of Ms.Grasim industries limited Ariyalur, Tamil Nadu. The present study has identified various HRM practices like Recruitment & Selection, Performance appraisal, Training & Development, Compensation, Welfare and Safety measures.

## RESEARCH METHODOLOGY

A research design is the arrangement of conditions for collection and analysis of data. Regarding this study, descriptive research design concerned with describing the perception of each individuals or narrating factors on HRM Practices. The major purpose of descriptive research is description of the state of affairs as it exists at present.

**Sources of Data:** The data collected for this study was through Primary & Secondary sources.

**Primary Data:** It consists of original information gathered for the study. The first hand information has been collected through a well structured questionnaire consisting of 30 items on 5 dimensions by direct contact method. The study is mainly based on primary data collected from employees of Ms.Grasim industries limited Ariyalur, Tamil Nadu. Employee opinion was rated on five point scale.

**Secondary Data:** It consists of information that already exists that has been collected for the purpose of this study. The second hand information has been collected through the company websites, journals, magazines, & internet.

**Sample Size:** A sample size of 50 executives working in various departments of the organization was taken for the survey.

**Statistical Tools:** The statistical tool used for this study is Simple percentage method & Weighted average method.

## DATA ANALYSIS AND INTERPRETATION

### Frequency of personal profile

Particulars	No.of respondents (n=50)	Percentage (100%)
Age		
Below 30yrs	13	26

31 to 40yrs	21	42
41 to 50yrs	10	20
51yrs & above	6	12
<b>Marital status</b>		
Married	31	62
Unmarried	19	38
<b>Working experience</b>		
Below 5yrs	12	24
6 to 10yrs	23	46
11yrs & above	15	30
<b>Overall HRM practices</b>		
Low	22	44
High	28	56

*Source: Primary data*

- More than one third (42 per cent) of the respondents were in 31 to 40yrs of age group, 26 per cent of the respondents were below 30yrs, 20 per cent of the respondents were 41 to 50yrs and remaining 12 per cent of the respondents were 51yrs & above.
- Majority (62 per cent) of the respondents was married and remaining 38 per cent of the respondents were unmarried.
- Nearly half (46 per cent) of the respondents were 6 to 10yrs working experience, 30 per cent of the respondents were 11yrs and above and remaining 24 per cent of the respondents were below 5yrs.
- More than half (56 per cent) of the respondents were high level opinion about overall HRM practices and remaining 44 per cent of the respondents were low level.

### **Statistical analysis**

$H_0$ : There is no significant difference between marital status of the respondents and their opinion about overall HRM practices

$H_1$ : There is a significant difference between marital status of the respondents and their opinion about overall HRM practices

Overall HRM practices	Mean	S.D	Statistical inference
Married (n=31)	83.19	1.672	t=18.348 Df=48
Unmarried (n=19)	71.22	3.721	.001<0.05 Significant

*Statistical test: Student 't' test was used the above table*

**Inference:** The above table reveals that there is a significant difference between marital status of the respondents and their opinion about overall HRM practices. Hence, the calculated value less than table value ( $p < 0.05$ ). So  $H_1$  is accepted and  $H_0$  is rejected.

## CONCLUSION

In particular, certain HRM practices such as career management, reward system, recruitment may not have immediate effect. HR practice use at the job group level positively related to all dependent variables and that affective organizational commitment partially mediated the relationship between HR practice perceptions and organizational citizenship behavior and fully mediated the relationship between HR practice perceptions and intent to remain with the organization. Effective HRM acquires quality employees, motivates them to maximize performance and helps meet their psychological and social needs. This leads to long term relationships with skilled and happy employees (Stewart & Brown, 2011). HRM focuses on people in organizations. People are a major component of any organizations so organizations with more productive employees tend to be more successful. Employee productivity increases when organizations hire and motivate employees effectively. In addition, good human resource practices create more satisfied employees. It is imperative that management retains its best employees and keeps them committed to the organization in order to attract other quality employees. With the high costs involved in employee selection and recruitment, companies are increasingly concerned with retaining employees.

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