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HRM PRACTICES IN CEMENT INDUSTRY



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ABSTRACT

Introduction - Literature Review- Statement of the Problem- Recruitment & Selection- Training & Development- Performance Appraisal- Employee Satisfaction - Cement industries- HRM Practices - Employee commitment - Conclusions

KEYWORDS :HRM Practices , Selection- Training , Human Resource Management.

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.

LITERATURE REVIEW

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 organization are existing in a rigid competition and the organization are facing problems in the areas of technological advancement and shortage of resource power

RECRUITMENT & SELECTION

Recruitment is a process of attracting a pool of high quality applicants so as to select the best among them. Top performing companies allocate considerable sources of energy to creating high quality selection systems. Due to the complexity of work increases, organizations that now use more selection methods that capture the applicant's capability to do the work. Selection procedures should be able to improve fit between applicant and other aspects of the work. Such as personality fit and organization fit. (Smith, 1994) . Selection procedure should be able to match applicant's values with the organization culture.

TRAINING & DEVELOPMENT

Training and development deals with updating of skills and competencies of the employees through series of training and development programmes. In today's competitive environment skilled employees with necessary skills and competencies are able to enhance productivity, organization competitiveness and performance. Training programs yield both tangible and intangible results. Tangible results like enhanced productivity and quality of goods and services. Intangible results are high self esteem, enhanced morale and high job satisfaction. Blair & Sisakthi(2000) argued that investments on training and development produce enormous benefits.

PERFORMANCE APPRAISAL

Performance appraisal process is an activity that ensures mutual understanding between subordinate and supervisor. Performance appraisal is positively related to organizational performance. Lee & Lee (2007) posited that successful performance appraisal systems enhance quality and productivity. Comprehensive, transparent performance appraisal systems enhance talent retention. Rahman (2006) established that a comprehensive performance appraisal system increases subordinate commitment. Performance appraisal influences organizational performance.

EMPLOYEE SATISFACTION

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, goals achievement and positive morale in the workplace. Employee satisfaction in areas such as management, understanding of mission and employment, teamwork, communications and coworker interaction.

The basic objective of human resource management is to contribute to the realization of the organizational goals. However, the specific objectives of human resource management are as follows :

(i) To ensure effective utilization of human resources, all other organizational resources will be efficiently utilized by the human resources. (ii) To establish and maintain an adequate organizational structure of relationship among all the members of an organization by dividing of organization tasks into functions, positions and jobs, and by defining clearly the responsibility, accountability, authority for each job and its relation with other jobs in the organization. (iii) To generate maximum development of human resources within the organization by offering opportunities for advancement to employees through training and education. (iv) To ensure respect for human beings by providing various services and welfare facilities to the personnel. (v) To ensure reconciliation of individual/group goals with those of the organization in such a manner that the personnel feel a sense of commitment and loyalty

towards it. (vi) To identify and satisfy the needs of individuals by offering various monetary and non-monetary rewards.

CONCLUSIONS

The government of India is strongly focused on HRM development to boost economic growth and plans to increase investment in infrastructure to 12th five year plan (2012-17). During the plan, the industry is estimated to add a capacity of 150 MT of Cement productions. The study reveals that more employees are satisfied with human resource policies and practices followed in the cement sector in allowance also more employees are satisfied. In the employer and employee relationship is also satisfied the overall conclusion about the human resource policies and practices followed in the cement sector in future it may achieve many glorious things.

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