

# A Study of Human Resource Management Practices in Cement Industry

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## Abstract

When employees come to work place, they come with not only technical skills, knowledge etc. but also with their personal feelings, perception, desires, motives, attitudes, values etc. Therefore, employee management in an organization does mean management of not only technical skills but also other factors of the human resources commonly known as human resource practices. Managing human resources is very challenging as compared with managing technology or capital and for its effective strength management, organization requires effective human resource management system. It should be backed up by sound human resource practices. For any organisation, increase in productivity, increase in employee performance, reduced employee turnover are the result of an effective human resource practices. This research is carried out to find how the organisation performance is influenced by set of efficient HRM practices.

**Keywords:** Human resource management, Human resource management practices.

## Introduction

Human resource management is the management of employees' skills, knowledge, abilities, talents, aptitudes, creative abilities etc. Employee in human resource management is treated not only as economic man but also as social and psychological man. Thus, the complete man is viewed under the human resource management approach. Employee is treated as a resource. Employees are treated as a profit centre and therefore, invests capital for human resource development and future utility. Employees are used for the multiple mutual benefit of the organization, employees and their family members. Human resource management is a strategic management function. In simple sense, human resource management means employing people, developing their resources, utilizing, maintaining and compensating their services in tune with the job and organizational requirements. In order to develop a sound human resource management system, the organisation should have efficient human resource management practices. Human resource management practices refer to organizational activities directed at managing the unite of human resources and ensuring the resources are employed towards fulfilment of organizational goals. Human resource management practices may differ from one organisation to another and from one country to another country. Employee- Employer relations can be made improved if the organization tools effective human resource management practices. Human resource management practices are related to turnover and profitability.

## Human Resource Management Practices

**Training and Development:** Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training and development improve, changes, moulds the employees' knowledge, skill, behaviour, aptitude and attitude towards the requirements of the job and organization. Thus, training and development bridges the differences between job requirements and employee's present specifications. Training programs yield both tactile and impalpable results. Tactile results like increased productivity and quality of goods and services. Impalpable results are high self-esteem, enhanced morale and high job satisfaction.

**Job evaluation:** Job evaluation deals with money and work. It determines the relative worth or money value of jobs. It is the process of analysing and assessing the content of jobs, in order to place them in an acceptable rank order which can then be used as a basis for a remuneration system. Job evaluation is simply a technique designed to assist in development of new pay structures by defining relativities between jobs on a consistent and systematic basis.

**Performance appraisal:** Performance appraisal is a method of evaluating the behaviour of employees in the workspot. Performance here refers to the degree of accomplishment of the tasks that make up an individual's job. It indicates how well an individual is fulfilling the job demands. Comprehensive, transparent performance appraisal increase talent retention. An extensive performance appraisal system increases subordinate obligation. Performance appraisal influences organizational performance.

**Health, safety and welfare measures:-** Health is generally being defined as "a state of complete physical, mental and social well-being and not merely the absence of disease or illness." The well-being of an employee in an industrial establishment is affected by ill health physical as well as mental. Safety refers to the absence of accidents. Safety refers to the protection of workers from the danger of industrial accidents. Industrial safety or employee safety refers to the protection of the employees from danger of industrial accidents. Safety in the workplace creates an environment free from injury and hazards which will allow employees to work without worrying about the safety. An accident-free plant enjoys certain benefits, major ones are substantial savings in costs, increased productivity and meeting legal and moral requirements. Welfare includes anything that is done for the comfort and improvement of employees and is provided over and above the wages. Welfare helps in keeping the morale and motivation of the employees high. The welfare schemes need not be in monetary terms only but in any kind or form. Therefore, employee welfare necessitates all those activities of employee which are directed towards providing the employees with certain facilities and services in addition to wages or salaries as a concern towards safety, health, efficiency and well-being of the employees at the workplace.

**Recruitment and selection:** Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organisation. The selection procedure is the system of functions and devices adopted to ascertain whether the candidate specifications are matched with the job specifications and requirements or not.

**Motivation and leadership:** Motivation refers to the degree of readiness of an organisation to pursue some designated goal and implies the determination of the nature and locus of the forces, including the degree of readiness. Leadership is defined as the relationship in which one person influences others to work together willingly on a related task to attain goals devised by any organisation.

## Review of literature

**Blair and Sisakthi(2000)** Training programs yield both tactile and impalpable results. Tactile results like increased productivity and quality of goods and services. Impalpable results are high self-esteem, enhanced morale and high job satisfaction. Investments on training & development produce huge benefits.

**Lee and Lee(2003)** Performance appraisal is positively related to organizational performance. Effective performance appraisal systems enhance quality and productivity. Comprehensive, transparent performance appraisal systems increase talent retention.

**Rahman (2006)** founded that an extensive performance appraisal system increases subordinate obligation. Performance appraisal influences organizational performance.

**Jyothi and Venkatesh (2006)** established that competency-based rewards and pay raise the quality of goods and services, increase subordinate behaviour thereby improving organizational performance. Compensation encompasses all forms of financial, non-financial returns.

**Berndardin and Rusell (2012)** pointed that reward planning and compensation are key dimensions of potent HRM practices.

**Delaney and Huselid(2013)** Law of selection procedures should apt to improve fit between relation applicant and other aspects of the work. Such as personality fit and organization fit. Selection procedure should able to match applicant's values with the organization culture.

**R. Muthuviknesh and K. Anil Kumar (2014)** states that the scope of occupational health and safety has evolved gradually and continuously in response to social, political, technological and economic changes. In recent years of globalization, the world's economies and its consequences have been perceived as the greatest force for change in the working structure and consequently in the scope of occupational health and safety in both positive and negative ways. The researcher here wants to conclude that there is a great importance of safety measures in working environment and it later enhances the productivity and reduces turnover.

## Objective

To study the effectiveness of Human Resources Management practices in cement industry.

## Hypothesis

H0 Human Resource Management practices of cement industry have no significant effect on employee performance.

H1 Human Resource Management practices of cement industry have significant effect on employee performance.

## Research Methodology

The study is based on descriptive research. Simple random sampling is used for data collection. Both primary and secondary data have been used. Primary data was collected through well-structured questionnaire. Secondary data has been collected through journals, published data sources, publications of related organisations, records of cement manufacturers, technical and trade journals, books,

magazines, newspapers, reports and publications of various associations connected with cement business and industry, websites, public records, factories newsletters, factories annual reports and statistics and other sources of published information. Here the employees working in cement industry forms the population of study. The data has been collected from the sample size of 260 employees through simple random sampling, among 215 sample are reliable and useful for analysis. Hence the sample size is 215.

### Data analysis and interpretation

The reliabilities and correlations of the study variables are presented in Table 1.

Variable Cronbach Alpha Coefficient	1	2	3
HRM Practices	.864	.914	1
Employee outcome	.895	.629**	1
Performance	.430**	.596**	1

\*\*p<0.05

Cronbach Alpha Coefficient =0.903

The results indicate a significant relationship between broad-scale human resource management practices, employee outcome and performance.

Human resource management practices is positively correlated with employee outcome (r=0.629, p< 0.05), employee outcome and performance (r=0.596, p< 0.05) and performance and employee outcome (r=0.430, p< 0.05)

Thus, alternative hypothesis is true that Human Resource Management practices of cement industry have significant effect on employee performance.

### Findings

This study supported the hypothesis that Human Resource Management practices positively and significantly influences employee performance. This implies that Human Resource Management practices can enhance performance and therefore, organizations should implement recruitment and selection, compensation, training and development as bundles. Furthermore, the study builds on studies that have supported the configuration theory that propose that combination of Human Resource Management practices in different forms has a greater effect on organizational performance than when practices are explored individually. The study provides support to the growing body of knowledge and research that attest to the importance of integration of Human Resource Management practices.

### Conclusion

Hence it is observed that the industry wants to increase existing Human Resource Management practices to improve employee engagement and commitment. Employee job satisfaction increases organizational effectiveness thus reduces employee turnover. Trained managers may be appointed by the management for the effective recruitment and selection process. The performance appraisal to be carried out in the organisation for betterment of employee performance in the job. Industry needs to implement integrated

approach to talent management offers adequate opportunities for professional growth and development, good motivating pay package, exciting rewards and Social security measures. In today's environment the human resources are also important as the financial assets, technologies, etc. So, organizations have to regard the human resource because these are very important for betterment of the organization.

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