



A study on human resource management in Grasim cement industry in Ariyalur district

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Abstract

Human resource is a term with which many organizations describe the combination of traditionally administrative personnel functions with performance, Employee Relations and resource planning. Human resources may be defined as the total knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce, as well as the values, attitudes, approaches and beliefs of the individuals involved in the affairs of the organization. Human Resource Management has come to be recognized as an inherent part of management, which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programmes relating to human resources to optimize their contribution towards the realization of organizational objectives.

Keywords: human resource, grasim cement industry, Ariyalur district

Introduction

Statement of the Problem

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.

Research Methodology

For analysis the employees working in Grasim cement industry were considered as population and the sample size confined at 150 respondents using Simple Random Sampling Technique. The employees were classified by their designation as Top level, Middle level and Floor level. For analysis the researcher has adopted both Primary data and Secondary data. The collected were analyzed using relevant statistical tools like, Chi-Square, Factor Analysis, Correlation, Regression, ANOVA and Path Analysis.

The simple message embedded is that people need to be kept satisfied in order to perform well in a workplace. Managers should try to treat all workers correctly and never make the mistake of playing workers against each other; while, at the same time, they should also be aware that the ways in which workers get motivated vary richly. Thus, concluding that the overall human resource practices in Grasim Industries - Ariyalur is satisfactory, which is an appreciable factor in private sector.

This chapter focuses on the research design and methodology.

This chapter serves as a basis for the development of interview questions that is used to probe the information from selected participants in respect of troubling issues. The focus of this chapter is on the research design and methodology that directs the investigation. The section's purpose is to explain the rationale behind the methodology used, and also to indicate how the research was conducted. It further outlines the steps that are taken to ensure data gathering, analysis, case selection, validity and reliability and ethical consideration of the study. The research design will be briefly provided.

Scope

Hence the study is descriptive in nature the aim of the current research is to clarify the variables that impact on the success and recognizing the importance of showing how HR contributes towards the business strategy, HR effectiveness and development in the organization. The study examine the impact of HRM practices in Company mission & leadership, Corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition towards the impact on the success of the organization.

Objectives

1. To study the impact of personal profiles towards the human resource management practices in Grasim cement industry.
2. To analyze the existing human resource management practices in Grasim cement industry.
3. To ascertain the relationship between the dimensions of human resource management in Grasim industries.
4. To identify the best predictors of HRM practice in Grasim Cement Industry.
5. To create a model for Human resource practices in Grasim cement industry.

Hypotheses

The following are the hypotheses are framed and tested in the study:

1. There is association between personal profiles and human resource management practices.
2. The Dimension creates a positive impact towards HRM practices in Grasim industry.
3. The present HRM practices are satisfactory in Grasim industry.

Area of the Study

The area for the purpose of the study is the Ariyalur District in Tamilnadu. This area is selected because more cement industries are located in this specific area when compared to other areas.

Sampling Technique

The employees working in Grasim cement industry were considered as population. Hence the size of the population was 584. The employees were classified by their designation as Top level, Middle level and Floor level. The number of employees in each classification differs in size. Each employee was assigned a number, and then by generating random number, the sample from each unit was considered. Hence the sample size for the study was 150 by adopting Stratified simple random sampling technique.

Tools for Data Collection

The researcher used structured questionnaire to collect the necessary data from the respondents. The questionnaire was

Reliability Statistics

framed with five point scale technique in such a way to elicit responses relating to Company mission & leadership, corporate culture, Innovation & Change, Climate, Performance Management, and Role of clarity and working condition. Secondary data were used from Books, Journals, Websites and journals from the company.

Statistical tools

The collected data have been consolidated, tabulated and analyzed by using relevant statistical tools like, Chi-Square, Factor Analysis, Correlation, Regression, ANOVA and Path Analysis. The SPSS 18 package was utilized for analyzing the data. The interpretation of the study is done by using tables, graphs and charts to give meaningful results.

Pilot Study

Pilot study is an informal exploratory investigation which serves as a guide for a larger study. A pilot study is a small-scale replica and a rehearsal of the main study. Pilot studies are concerned with administrative and organizational problems related to the whole study and the respondents. The success of the pilot study is undoubtedly enhanced by the pilot or preliminary investigation. This shows the advantages of doing a pilot study to determine the final target.

A sample of about 50 respondents was taken randomly from all level of employees to test the questionnaire. Through this study, the researcher deleted certain items in the questionnaire which were found to be unanswerable and similar responses by the employees. Finally the research tool is modified and restructured to give meaningful results of the present study.

Table 1

S. no	Dimension	Number of Items	Cronbach's Alpha
1.	Company Mission & Leadership	6	.848
2.	Corporate Culture	6	.846
3.	Innovation and Change	4	.791
4.	Climate	4	.777
5.	Performance Management	5	.783
6.	Role of Clarity	5	.794
7.	Working Condition.	4	.727

Cronbach's alpha is the most common form of internal consistency reliability coefficient. Alpha equals zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component.

Interpretation: Cronbach's alpha can be interpreted as the percent of variance the observed scale would explain in the hypothetical true scale composed of all possible items in the universe. Alternatively, it can be interpreted as the correlation of the observed scale with all possible other scales measuring the same thing and using the same number of items.

Cut-off criteria: By convention, a lenient cut-off of .60 is common in exploratory research; alpha should be at least .70 or higher to retain an item in an "adequate" scale; and many researchers require a cut-off of .80 for a "good scale."

Leadership role

Table 2

S. no	Particulars	Frequency	Percentage
1.	Strongly Agree	55	37
2.	Agree	61	41
3.	Neutral	14	9
4.	Disagree	12	8
5.	Strongly Disagree	8	5
	Total	150	100

Source: Primary Data

Senior Executives in leadership roles in this organization promote team work and performance culture to this 41% of the respondents agreed, 37% of them strongly agreed, 9% of

them expressed neutral reviews regarding the organization promoting team work and performance culture, 8% of the respondents disagreed and the rest 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture

Inspiring Levels of Performance

Table 3

S. no	Particulars	Frequency	Percentage
1.	Strongly Agree	54	36
2.	Agree	64	43
3.	Neutral	16	11
4.	Disagree	11	7
5.	Strongly Disagree	5	3
	Total	150	100

Source: Primary Data

The organization had leaders who inspired people to high levels of performance to this 43% of the respondents agreed, 36% of the respondents strongly agreed, 11% of them responded neutral, 7% of the respondents disagreed and the remaining 3% of them strongly disagreed.

Thus, majority of the respondents agreed the organization had leaders who inspired people to high levels of performance.

Initiation of Work

Table 4

S. no	Particulars	Frequency	Percentage
1.	Strongly Agree	45	30
2.	Agree	77	51
3.	Neutral	13	9
4.	Disagree	10	7
5.	Strongly Disagree	5	3
	Total	150	100

Source: Primary Data

The table shows views of the respondents regarding employees having enough opportunity to take initiative and demonstrate leadership qualities in their work where, 51% of the respondents agreed, 30% of them strongly agreed, 9% of them responded neutral, 7% of the respondents disagreed and the remaining 3% of the respondents strongly disagreed.

Thus, majority of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work

Confidence in Emerging Challenges

Table 5

S. no	Particulars	Frequency	Percentage
1.	Strongly Agree	32	21
2.	Agree	75	50
3.	Neutral	25	17
4.	Disagree	10	7
5.	Strongly Disagree	8	5
	Total	150	100

Source: Primary Data

The table above shows responses regarding the Confidence of the employees in the ability of their business leadership to successfully manage the emerging challenges to this 50% of the respondents agreed, 21% of them strongly agreed, 17% of them responded neutral, 7% of the respondents disagreed and the remaining 5% of the respondents strongly disagreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

Thus, majority of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

Corporate Culture

Decisions Consistent with Company Values

Table 6

S. No	Particulars	Frequency	Percentage
1.	Strongly Agree	48	32
2.	Agree	65	43
3.	Neutral	13	9
4.	Disagree	12	8
5.	Strongly Disagree	12	8
	Total	150	100

Source: Primary Data

The above table shows responses of the respondents regarding managers taking decisions consistent with the company values, to this 43% of the respondents agreed, 32% of the respondents strongly agreed managers took decisions consistent with the company values, 9% of them responded neutral and the rest 8% each of the respondents disagreed and strongly disagreed.

Thus, majority of the respondents agreed that managers took decisions consistent in with the company values.

Economic Liberalization

Table 7

S. No	Particulars	Frequency	Percentage
1.	Strongly Agree	41	27
2.	Agree	79	53
3.	Neutral	12	8
4.	Disagree	10	7
5.	Strongly Disagree	8	5
	Total	150	100

Source: Primary Data

The organization could meet the challenges of posted by economic liberalization to this 53% of the respondents agreed, 27% of the respondents strongly agreed, 8% of them responded neutral, 7% of them disagreed the organization could meet the challenges posted by economic liberalization and the remaining 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization could meet the challenges of posted by economic liberalization.

Findings:

1. 41% of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture.

2. 43% of the respondents agreed the organization had leaders who inspired people to high levels of performance.
3. 51% of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work.
4. 50% of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.
5. 43% of the respondents agreed that managers took decisions consistent in with the company values.
6. 53% of the respondents agreed the organization could meet the challenges of posted by economic liberalization.

Suggestions

1. The organization must make it essential that every employee in the concern has a clear understanding of the company's goals and objectives and strive to the achievement of the goals. The objectives framed in the organization must be in line with the goals of the objectives.
2. Importance must be given to improving the corporate culture of the organization. It must inherently plan rigid and flexible goals and objectives which offer a pleasant working atmosphere for the worker and bring out the best from him.
3. Providing a better working condition with latest technologies and updations satisfying all cadre of people in the organization and making work more pleasurable creates work interest in the employee and produce good results.
4. A healthy and happy work environment which will bring out the best efforts of people must be aligned with the vision and strategy of the organization.
5. The organization must provide a positive working climate to employees can maximize their potential and not only grow individually but also help in the growth of the organization.

Conclusion

The simple message embedded in all of the above is that people need to be kept satisfied in order to perform well in a workplace. Managers should try to treat all workers correctly and never make the mistake of playing workers against each other; while, at the same time, they should also be aware that the ways in which workers get motivated vary richly. Thus, concluding that the overall human resource practices in Grasim Industries - Ariyalur is satisfactory, which is an appreciable factor in private sector.

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