

An Empirical Study of Effectiveness of HRD Practices in Tamilnadu Cement Industries

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Abstract

The concept of HRD is not yet well achieved by various authors though they have defined the term from their approaches as it is of recent origin and still is in the conceptualizing stage. It is an understanding of the term i.e. new or rather was new. HRD is not training and development. But many personal managers and organisations view HRD as synonymous to training and development. Many organisations in the country renamed their training department as HRD departments. This paper has dealt with the effectiveness of HRD practices are followed in select cement companies in Tamilnadu, which will reveals the trends followed in such industry.

Human Resource Development

Human Resources likes knowledge, skills, creative abilities and talents are play an important role in deciding the efficiency and effectiveness of an organisational work force called employees. However, enhancement of utilization value of human resource depends on improvement of the human resource aspects like skill, knowledge, creative abilities and talents and molding of other aspects like values, believes, aptitude and attitude in accordance with the changing requirements of groups, organisations and society at large. This process is called as the essence of human resource development. Developing human resources regarding their skills and intending their knowledge and competencies world lead to organizational development. Therefore, human resource development is the key factor to enhance and effective utilization of intellectual power and internal skills of human resource.

HRD assumes significance in view of the fast changing organizational environment and need of the organisation to adopt new methods in order to respond to the environmental changes. The changing environmental factor includes unprecedented increases in competition within and outside the organisation or sometimes country consequence upon the announcement and implementation of economic liberalization. The concept of HRD is comparatively of recent origin and is now used to handle at both macro and micro levels. At the macro level HRD is described as the care of all developmental efforts in the sense of improvement of quality of life of employees of a nation at the micro level it is being consider as organizational level.

Objectives of HRD

"An organisation is made up of human bonding together for mutual benefits and the organisation is made or destroyed by the quality and behaviour of its people. What distinguishes an enterprise is its human resource having the ability to use knowledge of all kinds". This clearly indicates the importance of human resources in any organisation. It should always be harnessed through orientation in the nature of work and also be exploited in accomplishment of duties. So, the main objective of HRD system is to develop and use the latent abilities of each individual by providing him with ample opportunities and scope in the organisation. It will result in increasing knowledge, skill, capacities and positive work attitudes and values of people at all levels in the business undertaking. The main objectives of HRD are:

1. To maximize the utilization of human resources for the achievement of individual and organisational goals;
2. To provide an opportunity and comprehensive framework for the development of human resources in an organisation for full expression of their latent and manifest potentials;
3. To locate, ensure, recognize and develop the enabling capabilities of the employees in the organisation in relation to their present and potential roles;
4. To develop the constructive mind and an overall personality of the employees;
5. To develop the sense of team spirit, team work and inter-team collaboration;
6. To develop the organisational health, culture and effectiveness;

- 7 To humanize the work in the organisations;
- 8. To develop dynamic human relationships;
- 9. To generate systematic information about human resources.

Research Methodology

The study is primarily based on descriptive research design which employs both primary and secondary data. The primary data are collected from different professionals in the cement industry .The structured questionnaire is used as a tool of data collection .Sample survey method is found to be highly suitable to elicit pertinent and reliable information regarding the perception of professions towards change management practices in cement industry. A non-probability sampling technique of convenient sampling method is adopted for selecting the sample. The sample consists of 433 employees relating to engineering/technical, production, administration, HR and commercial department in cement industry, Tamilnadu were approached to study their perception towards effective HRD practices. Likert’s 5 point scale (1= not at all important, 2 = somewhat important, 3 = important, 4 = very important and 5 = highly important) is used in the questionnaire for rating the practices. The collected data is analyzed by the statistical techniques with help of SPSS software to draw interpretations and conclusions.

Objectives of the Study

To know the opinion of the employees about their HRD functions followed in cement industry and its effects on their job satisfaction

Results of the Multiple Regression Analysis with Influencing HRD Functions and its Impact on Employee Job Satisfaction

Model Summary

R	R²	Adjusted R²	Std. Error of the Estimate	F	Sig.
.627	.393	.386	3.89493	55.335	.000

Coefficients

S.No.	Factors	B	SE	Beta	t	Sig.
Constant		14.572	1.250		11.656	.000
1	Recruitment Procedures	.743	.336	.112	2.210*	.028
2	Performance Appraisal System	1.831	.415	.264	4.413**	.000
3	Employee Relations	.004	.386	.001	.012 NS	.991
4	Employee Productivity	1.553	.381	.230	4.077**	.000
5	Work Life Policies	1.260	.374	.158	3.367**	.001

Dependent Variable: Job Satisfaction Source: Primary Data

**Significant at 1% NS Not Significant

The multiple regression analysis has been carried out for the data considering job satisfaction as a dependent variable and the remaining five independent variables that are related to Influencing HRD functions carried in cement industries viz., recruitment and selection process, performance appraisal system, employee relations with management, employee productivity and work life policies. The influence of the independent variables on job satisfaction has been studied by the regression analysis. The total sample strength is 443, to test the below hypothesis.

Null hypothesis H₀ = There is no significant influence of HRD functional factors on job satisfaction of employees.

The F value obtained for the analysis is 55.335 which is significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R² is 0.393 and implies that 34% of job satisfaction is influenced by the above five factors.

Considering the significant individual regression coefficients, it is seen that the factors such as recruitment process in their respective industry shows (Beta – 0.112, t – 2.210, P – 0.028), Performance Appraisal System shows (Beta - 0.264, t – 4.413, P – 0.000), Employee Productivity shows (Beta –0.230, t – 4.077, P – 0.000) and Work Life Policies shows (Beta –0.158, t – 3.367, P – 0.001). All the p values are less than 5% and the hypotheses are rejected and significant at 5% level of significance. The factor Employee Relations shows (Beta –0.001, t – 0.012, P – 0.991); hence the p value is greater than 5% and the hypothesis is accepted. It is concluded that there is a significant influence of recruitment, performance appraisal system, and employee productivity and work life policies on job satisfaction. The factor called employee relations is not influenced by job satisfaction of employees.

Result & Discussion

1. Performance management is a process for ensuring employees focus on their work in ways that contribute to achieving the organization's mission is indispensable for a business organization. Actually, performance management includes various types or system. Performance management system is a kind of performance management forms. Supervisors and managers are responsible for managing the performance of their employees. Each organization's policy should specify how the performance management system will be carried out. Organizations should adopt performance management practices that are consistent with the requirements of this policy and that best fit the nature of the work performed and the mission of the organization. Cement industries are followed a good performance appraisal and management system which influenced highly on their employees' satisfaction.

2. According to Beardwell and Claydon (2007) the current state of recruitment and selection is complex because a variety of internal and external factors continue to influence the process. These factors are constantly changing and the environment in which the recruitment process operates is dynamic and increasingly uncertain. There is no common solution to this uncertainty that organisations worldwide could apply; organisations need to adapt to accommodate their needs. A candidate that is selected to fill a position is the individual who is the best fit as he/she possesses the required qualification, skills, knowledge and attitude for that particular job. If good employees are required in an organisation, then surely the management of the performance of these employees should be just as important; due to the impact that it has on the growth and success rate of the organisation. Recruitment processes followed in cement industries are also significant with job satisfaction of its employees.

3. Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period of time. Typically, the productivity of a given worker will be assessed relative to an average for employees doing similar work. Because much of the success of any organization relies upon the productivity of its workforce, employee productivity is an important consideration for businesses. Cement industries are known as how to increase their employee productivity which revealed in this research as significant effective.

4. Employee Relations offers consultation, facilitation and resolution strategies for workplace issues. Employee Relations assists in communications between employees and supervisors, corrective action and planning, disciplinary actions and explanation and clarification of University policies and procedures. Here from the research output, we clearly understood that employee relationship practices are poor in cement industries.

Suggestion

Cement Industries are make efforts to manage relationships between employers and employees. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company. Such programs also aim to prevent and resolve problems arising from situations at work.

Conclusion

Employee relations programs are typically part of a human resource strategy designed to ensure the most effective use of people to accomplish the organization's mission. Human resource strategies are deliberate plans companies use to help them gain and maintain a competitive edge in the marketplace. Employee relations programs focus on issues affecting employees, such as pay and benefits, supporting work-life balance, and safe working conditions. Cement industries are try to improve their employee relation program in their industry.

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