

HRM PRACTICES IN INCREASING ORGANIZATIONAL EFFECTIVENESS - A STUDY ON 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.

Keywords: Employee commitment, HRM Practices, Organizational effectiveness.

INTRODUCTION

The effective management of human resources requires sound Human Resource Management systems. In order to develop a sound HRM system, the organization should have effective Human Resource Management practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals. HRM practices may differ from one organization to another and from one country to another. Employee-employer relations can be made improved if the organization implements effective HRM practices. Human resources are the source of achieving competitive advantage because of its capability to convert the other resources. The competitor can imitate other resources like technology and capital but the human resource are unique. Managing human resources plays key role in organizational success.

LITERATURE REVIEW

Human Resource Management Practices have been changed dramatically during the last two decades owing to globalization, privatization/deregulation, competition and technological advancements. These highly turbulent environmental have forced organizations to adopt new workplace practices that enhance sustained level of high performance. Human Resource Management Practice underlines the importance of job satisfaction of employees. The relationship between appropriate human resource management practice and positive employee attitudes including employee satisfaction, loyalty and productivity has been widely analyzed. It is also suggested that treating employees as a valuable asset improves their commitment and loyalty which leads to higher performance and quality (Silvestro, 2002).

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).

Melvin (1993) stated that the environmental design of an organization plays a very important role in job satisfaction at the same time it also plays an important role in employees high job involvement. A good environmental design of an organization helps in resolving the conflicts and confusion. The author even cites that it is the responsibility of the management to design the environment in such a manner that it reduces the dissatisfaction where in the work tasks, working patterns are properly mentioned.

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964).

NEED FOR THE STUDY

Organizations in present trend constantly wrestle with revolutionary changes like global competition, deregulation, technological and demographic change, they must strive to withstand in the turbulent business environment. Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage and company performance is influenced by a set of effective HRM practices. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organizational goals. It gives fruitful results like enhancing employee commitment, retention and reduced employee turnover.

RESEARCH OBJECTIVES

The Objectives of the study are as follows

1. To identify the role of HRM practices in enhancing employee job satisfaction
2. 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 Zuari Cements Private limited. 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 Zuari Cements Private limited. 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 100 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

FINDINGS OF THE STUDY:

RECRUITMENT & SELECTION:

1. 70% of the respondents opined that the company follows internal source of recruitment, 30% of the respondents opined that the company follows External source of recruitment.
2. 60% of the respondents stated that the company follows Panel interview process, 40% of the respondents opined that the company follows one to one interview process.
3. 50% of the respondents stated that the work atmosphere made them to apply for the job in the company, 30% of the respondents opined as management efficiency, 10% of the respondents opined as brand image, 10% of the respondents opined as Remuneration.
4. Majority of the respondents opined that the HR department's performance is good in Recruitment & selection with a weighted mean score of 1.5
5. Training is essential for their position after selection process is stated by majority of the respondents with a weighted mean score of 1.3
6. The respondents stated that trained managers are conducting recruitment & selection in organization with a weighted mean score of 1.6.

TRAINING & DEVELOPMENT

1. 90% of the respondents opined that on –the-job training programs are followed by the organization, where as 10% of the respondents opined as off-the-job training programs.
2. The respondents opined that training opportunities are related to job with a weighted mean score of 1.4
3. Majority of the respondents opined that Organization provides training on weaker skills to improve the performance of employees with a weighted mean score of 1.3
4. Majority of the respondents opined that the organization provides continuous training to acquire new skill set with a weighted mean score of 1.4
5. Majority of the respondents opined that opportunities are adequate for professional growth and development in the job with a weighted mean score of 1.4
6. Majority of the respondents opined that the organization provides opportunities to improve skills in the organization with a weighted mean score of 1.3

PERFORMANCE APPRAISAL

1. 10% of the respondents opined as confidential report, 15% of the respondents opined as self-appraisal, 75% of the respondents opined as 360 degree appraisal method of performance appraisal is followed in the organization.
2. 70 % of the respondents opined that the duration of performance appraisal is annually and 30 % of the respondents opined that it is Bi-annually.
3. Majority of the respondents opined that Effective Performance appraisal system exists in the organization with a weighted mean score of 1.4
4. The respondents opined that Post Performance appraisal feedback is given by the superiors with a weighted mean score of 1.2
5. Majority of the respondents opined that Promotions are linked with performance with a weighted mean score of 1.6

COMPENSATION

1. Majority of the respondents opined that there is fair & competitive equitable pay package in the organization with a weighted mean score of 1.3
2. Majority of the respondents opined that they are satisfied with the current salary and benefit package in the organization with a weighted mean score of 1.3
3. Majority of the respondents opined that the organization provides adequate financial incentives and benefits with a weighted mean score of 1.4
4. Majority of the respondents opined that they are satisfied with the pay issues provided by the company with a weighted mean score of 1.1
5. Majority of the respondents opined that they are satisfied with the current salary and benefit package in the organization with a weighted mean score of 1.1
6. Majority of the respondents agree that the total pay is adequate compared to others in this organization with a weighted mean score of 1.3

WELFARE & SAFETY MEASURES

1. Majority of the respondents opined that they are highly satisfied with the welfare facilities provided by the organization with a weighted mean score of 1.4
2. 70% of the respondents opined that they have a welfare officer where as 30 % of the respondents opine that they don't have a welfare officer.
3. 90% of the respondents opined that management provides safety equipment to the workers at the work place where as 10 % of the respondents opine that they don't provide.
4. Majority of the respondents opined that the organization is creating awareness regarding safety rules to be followed by workers with a weighted mean score of 1.6

5. Majority of the respondents opined that they are satisfied with the medical facilities provided by the organization with a weighted mean score of 1.2
6. 50% of the respondents opined that the organization is providing subsidized food in the canteen, where as 50% of the respondents opine that the organization doesn't provide.
7. Majority of the respondents opined that the organization is implementing fringe benefits & PF scheme to the employees with a weighted mean score of 1.5.

JOB SATISFACTION

1. Majority of the respondents opined that the organization is following fair administrative policies with a weighted mean score of 1.4
2. Majority of the respondents opined that they receive quality of supervision with a weighted mean score of 1.3
3. Majority of the respondents opined that the organization gives importance to employee values with a weighted mean score of 1.3
4. Majority of the respondents opined that their job provides an opportunity to build multi skill set with a weighted mean score of 1.4
5. Majority of the respondents opined that their job is giving sense of achievement and challenging with a weighted mean score of 1.3

SUGGESTIONS AND CONCLUSION:

Hence it is observed that the organization needs to improvise existing HRM practices that enhance 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. Post-performance appraisal to be carried out in the organization for betterment of employee performance in the job. Organization need 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 is also important as the financial assets, technologies, etc. So organizations have to consider the human resource because these are very important for betterment of the organization.

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