



HUMAN RESOURCE MANAGEMENT PRACTICE AND ITS IMPACT ON EMPLOYEES' PERFORMANCE: A STUDY OF THE CEMENT INDUSTRY

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ABSTRACT

Managing human resources is much more difficult than managing technology or money, and organisations need strong HRM systems to manage them effectively. A solid HRM system needs to be supported by HRM practices and policies. The Cement Company is critical to the country's growth. In an economy that is rapidly growing, the demand for and supply of cement in India have increased. The purpose of this research is to learn about the human resource policies and practices at Chettinad Cement Company Limited (CCCL) in the Ariyalur District. Employee opinions on human resource management practices are provided. Suggestions and measures for improving these behaviours are also offered. In comparison to the other independent variables evaluated in the CCCL study, perception of talent acquisition (X1) demonstrated a strong and substantial positive association. It was determined that "succession planning and career development" was the best predictor since it contributed the most to human resource management strategies ($t=4.257$, $p<0.01$).

Keywords: Human Resource Management, HRM Practices, Employees Performance, CCCL, Policies and Significance Level.

Introduction

The ability of the organization's human resources to transform other resources (money, machine, processes, and material) into output (product/service) is the source of its competitive advantage

Effective HRM practices have an impact on how well an organisation performs. Although the rival can copy other resources like technology and capital, human resources are unmatched. According to Barney's resources-based theory, when

human resources are valuable, distinctive, and well-organized, they produce a competitive advantage. Sound judgement is necessary for the efficient management of human resources systems. Human Resource Management practices must be efficient in order for the organisation to develop a sound HRM system. HRM practices are organisational activities aimed at managing the unity of human resources and ensuring that the resources are used to achieve organisational goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1991). Human resource management practices can range from one organisation to the next, as well as from one country to the next.

Employee-employer relations can be enhanced if the organisation practices excellent human resource management. Human resource management practices are linked to turnover and profitability. The likelihood of cement industry expansion is always very high. One of the foundational industries, cement is essential to the expansion and improvement of a country.

Review of Literature

Madhan. G (2019) Employers now face a problem in effectively managing businesses due to escalating complexity and ferocious competition. Managing human resources is much more difficult than managing technology or capital, and organisations need an effective human

resource management (HRM) system that is supported by strong HRM practices in order to manage human resources effectively. The demand for cement is increasing as a result of India's economic expansion. After China, India is now the second-largest cement producer in the world, producing around 8% of all cement produced worldwide.

S. Praveen Kumar (2017) All new organisations are working in a dynamically shifting environment in the highly competitive and tumultuous business world of today. Running a company has become more difficult due to escalating complexity and fierce competition for employers. Organizations want to use distinctive tactics to gain a competitive advantage. Sound HRM procedures should support the HRM system. A comprehensive set of effective HRM practices affects how well an organization performs. It produces positive outcomes like boosting retention, lowering turnover, and enhancing employee commitment. The importance of HRM strategies in increasing organisational effectiveness is emphasised in this essay.

T. Jothi (2016) The development of HRM is a top priority for the Indian government, which also wants to raise infrastructure spending as part of its 12th five-year plan (2012-17). According to the proposal, the industry will increase cement manufacturing capacity by 150 MT. The study finds that, in addition to more



employees being satisfied, more employees are also satisfied with the human resource methods and policies used in the cement industry. The general assessment of the human resource policies and practices used in the cement sector suggests that it will likely achieve many magnificent things in the future. This also applies to the employer and employee relationship.

Siddhartha Shankar Pradha (2016)

A sizable body of literature contends that there is a lack of empirical data supporting the efficacy of HRM practices in Indian enterprises, particularly those in Odisha. This research aims to close the gap. The effectiveness of HRM practices was evaluated and interpreted in relation to employee performance, employee satisfaction, organisational performance, and organisational productivity. The two reputable cement plants in Western Odisha make up the study's study universe. Both primary and secondary data sources are used as evidence. Structured questionnaires, a five-point Likert scale, and an interviewing technique were used to collect the primary data. Both parametric and non-parametric tools have been used to test the hypotheses. The survey indicates that these organisations are not properly utilising the functional objectives of HRM.

Objectives of The Study

- To learn what employees think about

HRM procedures.

- To determine the level of intensity with which the respondents view the human resources management dimensions considered in the study
- To assess the effectiveness of employee commitment/satisfaction in relation to specific HRM practices.

Significance

Because modern business organisations spend a lot of money on HR policies, procedures, and development, it is crucial to guarantee that HRM practices are effective. According to business strategies, we must assess the desired outcome if we are investing our time, ideas, and money.

Research Methodology

Research Design: The research design adopted for this study is descriptive and analytical methods. The perception of the respondents on the selected human resource management practices CCCL (Chettinad Cement Corporation Limited) and is considered in the study.

Sampling Design and Size: A stratified Random Sampling Technique was adopted with a sample size of 75 respondents. The category of employees formed the basis for stratification.

Method of Data Collection: To gather the primary data required for the analysis, a structured questionnaire employing the Likert five-point scale was used. Relevant journals, books, periodicals, and websites provided

additional pertinent data.

Data Analysis

Table 1 Demographic Profile of The Study

		Frequency	Percent
Gender	Male	48	63.7
	Female	27	36.3
Total		75	100.0
Age	Below 30 years	28	37.3
	31 – 45	40	54.0
	46 – 60	7	8.8
	Total	75	100.0
Marital Status	Married	33	43.4
	Unmarried	42	56.6
	Total	75	100.0
Level of Education	Below HSC	7	9.9
	Degree	43	56.2
	Technical	19	25.8
	Others	6	8.1
	Total	75	100.0
Occupation	Government Sector	7	9.7
	Private Sector	31	40.7
	Self-Employed	20	27.2
	Other	17	22.4
	Total	75	100.0
Residential Area	Urban	41	55.27
	Rural	22	29.01
	Semi-Urban	12	15.72
	Total	75	100.0
Monthly Income	Below Rs.15,000	45	60.1
	Rs.15,001 - 30,000	17	23.0
	Rs.30,001 - 50,000	9	11.5
	Above Rs.50,001	4	5.3
	Total	75	100.0



Based on individual demographics like age, income, education, marital status, and place of residence, the distribution of sample responses is displayed in the above table. In the sample of 75 respondents, men made up 63.7 percent of the total, while women made up the remaining 36.3 percent. Male respondents made up the majority of the participants in the sample survey. 54% of respondents were between the ages of 31 and 45, and 37.3% of respondents were younger than 30. Many middle-aged groups made up a large component of the sample study. Seventy-five respondents were also a part of the sample study; of them, 55,3% were from urban areas, 29% were from semi-urban

areas, and 15,7% were from rural areas. It is important to note that while 56.2% of respondents have a degree, just 25.8% of respondents have a technical education. When it came to the occupation question, 27.2% of respondents worked for themselves, as opposed to 40.7% of respondents who were employed by the private sector. Private sector respondents and self-employed respondents made up a combined 67.9% of the sample. The responders received one of four monthly income tiers. In the four income level groups, 61% of respondents had monthly incomes of less than Rs.15,000. 83.1 percent of those surveyed earned less than Rs 30,000, it was found.

Table 2 Descriptive Statistics on Dimensions of HRM Practices in The Study Units

SL. NO.	DIMENSIONS	CCCL	
		MEAN	RANK
1	Human Resource Planning & Policy(X1)	18.04	8
2	Talent Acquisition(X2)	18.00	9
3	Learning and Development(X3)	20.06	3
4	Employee Engagement(X4)	20.61	2
5	Compensation and Benefits Management(X5)	19.75	5
6	Health, Safety and Well-being Measures(X6)	19.85	4
7	PerformanceManagement System(X7)	17.96	10
8	Succession Planning and Career development(X8)	19.62	6
9	Employee Retention(X9)	20.88	1
10	Exit Process(X10)	19.48	7

Considering the CCCL aspects, employee retention (X9) had the highest mean score (Mean=20.88), followed by employee engagement (X4), which had a mean of 20.61, learning and development (X3), which had a mean of 20.06, and health, safety, and well-being measures (X6), which had a mean of 19.85. Employee retention had the highest

average score of any dimension, and CCCL affirms that keeping on top of individuals with crucial skill sets is essential for achieving organisational success.

Table 3 Correlation Between Independent Variables and Overall Opinion on HRM Practices in the Study Units

FACTORS	CCCL	
	HRM PRACTICES	S@1% LEVEL
Human Resource Planning and Policy(X1)	0.312	S
Talent Acquisition(X2)	0.459	S
Learning & Development(X3)	0.272	S
Employee Engagement(X4)	0.110	S
Compensation & Benefit Management(X5)	0.352	S
Health Safety & Well-being measures(X6)	0.165	S
Performance Management System(X7)	0.297	S
Succession Planning & Career Development (X8)	0.353	S
Employee Retention(X9)	0.197	S
Exit Process(X10)	0.342	S

S = Correlation is significant at the 0.01 level (2-tailed)

According to Table No. 3, there is a considerable positive correlation between the independent variables (all ten aspects taken into account in the study) and general opinion on human resource management techniques in both study units. There is no evidence of a harmful link in the outcome. The perception of talent acquisition (X1) in relation to CCCL has a strong and substantial positive link compared to all other independent variables taken into account in the study.

Suggestions

A well-designed and pre-planned recruitment policy based on the organization's goals, needs, and environment will help to avoid rash or ill-conceived actions. The selection procedure should include line managers. Succession Planning and career development were deemed critical because they included the ability to establish a strong pool of internal candidates, knowledge transfer, increased retention, and the ability to fill management



roles without a major gap. Employee performance evaluation methods must be objective and prudent. The evaluation method should be directly related to individual performance in terms of meeting corporate business goals and priorities. Each employee should have clearly established reporting lines.

Conclusion

A strong human resource management environment provides harmony between superiors and subordinates. Thus, human resource policies and procedures must be reviewed from the standpoint of motivation in order to generate optimum contribution from a diverse workforce. HRM practices, which means that aggregate HRM practices have a higher impact on the performance of cement company employees. As a result, HRM practices play a critical role in increasing employee performance. In terms of individual HRM practices, researchers discovered that career development and training and development have a substantial impact on employee performance. Still, other activities such as performance appraisal, work-life balance, leadership practices, and compensation do not. & benefits practices do not have a significant impact on employees' performance.

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