

# **HUMAN RESOURCE MANAGEMENT - A STUDY OF CEMENT MANUFACTURING COMPANIES IN GULBARGA AND BELGAUM REVENUE DIVISIONS**

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## **ABSTRACT**

Human Resource Management encompasses the principles and strategies that direct and align the theory of human resource management, organizational planning and implementation with the organization's strategic and long-term goals, with a particular focus on human resources. This paper discusses the organization's macro-concerns about structure, efficiency, community, beliefs, engagement, matching resources to future needs and other long-term issues of people. Management of human resources requires high professional skills and competency. In this paper the presentation of concepts pertaining to human resource management, training and development, training utilities, competency building and organisational commitment. It also comprises significance of the research, aim and objectives of the research has been discussed.

**Results:** It can be seen from table 1 that null hypothesis are accepted as the p values are greater than 0.05 for Value based, Building Relationship, Leading Change, Managing Self, Working, effective HR and Organizational commitment. It can be seen from table 2 that null hypothesis are accepted as the p values are greater than 0.05 for Value based, Building Relationship, Leading Change, Managing Self, Working, effective HR performance and Organizational commitment.

**Key Words:** Human Resource Management, Employee, Training and Labour Relations

## **INTRODUCTION**

Human Resource Management (HRM) is a relatively new approach in any organization's management of employees. In this, people are treated as the main resource. This involves the aspect of people in the management of an organization. Since an organization is a body of people, all significant activities are their learning, skills development, encouragement for higher levels of achievement, as well as ensuring that their level of commitment is sustained. These

operations fall within the HRM scope. Human Resource Management is a process that consists of four core activities, namely acquisition, growth, motivation, and human resource maintenance. Scott, Clothier and Spiegel have defined Human Resource Management as the branch of management that is responsible on a staff-based basis for focusing on those aspects of operations that are primarily concerned with the management relationship to employees and employees to employees and with individual and group development.

## **EVOLUTION OF HUMAN RESOURCE MANAGEMENT**

It is the art and science of understanding the relationships between employments (union management), joint consultation, disciplinary procedures, solving problems with mutual endeavors, understanding human behavior and maintaining working relationships, collective bargaining and dispute resolution.

These are given below:

1. Human Resource Planning
2. Design of the Organization and Job
3. Selection and Staffing
4. Training and Development
5. Organizational Development
6. Compensation and Benefits
7. Employee Assistance
8. Union/Labour Relations
9. Personnel Research and Information System

### **1. Human Resource Planning**

HR Planning's aim is to ensure that the organization has the right kinds of people in the right place at the right time. It prepares an inventory of human resources with a view to evaluating present and future needs, availability and possible human resource shortages. In addition, HR Planning predicts demand and supply, and defines selection sources. HR Planning establishes long-term and short-term approaches to meet the requirement of manpower.

## **2. Design of Organization and Job**

This is the role of defining structure, authority, relation and obligations of the organization. This will also involve determining the quality of work for each role within the organization. This is achieved by identifying 'work.' "Job specification" is another important step. Role definition defines the characteristics of individuals who are best suited for each role identified by job description.

## **3. Selection and Staffing**

This is the recruitment process, and personnel selection process. It means matching individuals and their desires with the job description and career path within the company.

## **4. Training and Development**

It requires a coordinated attempt to identify employees ' training needs to meet the knowledge and skills required not only to conduct current work, but also to meet the organization's future needs.

## **5. Organizational Development**

This is an important aspect whereby in an organization, i.e. healthy interpersonal and inter-group relationship within the organization, "synergetic effect" is created.

## **6. Compensation and Benefits**

This is the wage and wage administration field, where salaries and benefits are statistically set to meet the criteria of justice and equity. Additionally, social welfare initiatives that include benefits and services are involved.

## **7. Employee Assistance**

Each employee is unique in culture, character, expectation and temperament. Each single one of them faces daily problems by and wide. Some are official, some are personal. He or she remains concerned about their situation. These fears must be removed to make him or her happier and more successful.

## **8. Union-Labour Relations**

Healthy industrial and labor relations are very critical for a company to improve its stability and profitability.

## **9. Personnel Research and Information System**

Knowledge in behavioral science and industrial psychology provides better insight into the desires, ambitions and actions of workers. Advancement of product development and production methods has produced a working environment that differs greatly from the past. Economic globalization has increased many folds of competition. Ergonomics theory gives a better understanding of an employee doing a job more conveniently. Continuous work is thus an inevitable condition in HR environments. It must also take particular care to enhance the exchange of information on an ongoing basis, particularly on moral and motivational grounds, through effective communication systems. HRM is a broad concept; Human Resources Development (HRD) and Personnel Management (PM) are part of HR.

## **REVIEW OF LITERATURE**

**Merrill-Sands et al. (2000)** provided an integrated knowledge base of principles, approaches and methods in organizations working with diversity, especially those functioning in a global context. It has synthesized a wide range of research and experience from various disciplines, countries, and organizational settings, and is designed to challenge and stimulate new ways of thinking about diversity and its significance for organizations. The report targeted at aiding members, executives, employees, and advocates for progress in developing a plan and methodology to dealing with diversity tailored to the specific needs and desires of their organisation. This research summarized strategic factors driving companies to operate more actively with diversity; identified the lens of social differences, the cultural lens and the cognitive-functional lens and also explored two main approaches for progress in diversity, such as the approach to organizational growth and the approach to collaborative inquiry.

**Frahm and Brown (2006)** contributed to the developmental needs of managers who operate in a context of continuous change. Five principles of dialogic communication have drawn particular attention to communicative competences. This study has sought to highlight potential

applications of an existing theoretical framework that may help improve the development of communication skills for change. Findings suggested that existing literature on managing development needs to reconceptualize change communication as communication during change, rather than communicating the change. In doing so, attention has been drawn to the power of communicative expectations and communication skills. Successful transformation into a learning organization has been hampered by misaligning the employee's communicative expectations and managing change communication.

**Echard et al. (2008)** This claimed that effective training strategies would produce significant business outcomes, notably in terms of customer service, product development and the ability to acquire new skills, as well as enhancing the quality culture of the organization and the employees.

**Hower (2008)** Explained that the purpose of the training is to enhance the skills needed to make decisions and to carry out the tasks and skills of the employees to provide outstanding customer service. Training is essential in the customer service business for the impact on the customers.

**Banihashemi (2011)** introduced abstract collaboration structure in an enterprise for managers leading to a better understanding of its dimensions and facets and improving the quality of contact in their company. Organizational connectivity is so important that it is said to be managers ' first and most important task, that they have to improve the organisations ' communications system. Necessary information should be weighed when making a decision. Communication has been known as the blood vessels that carry life flows and lack of information trigger will be heart disease according to this report. In brief, survival activities without effective communication and it won't be possible. This study investigated all aspects and points to effective communication within the organization, it concludes that communication channels were one of the most effective ways in a relationship, and that qualified managers had to go through all communication stages.

**Wahab et al. (2014)** focussed to know about the training and development programs in the health sector of Pakistan. This study also assessed the motivation and perception of the

employees regarding these training and development programmes. This study revealed that the delivery of KPK Health Department training and development programs is not at all based on strategic and systematic approach. This study observed that employees neither motivated nor they perceive training very important in the current situations as they see no benefits other than just a formality in the routine job. This study found in the study that the training and development programmes in the health department are not that much effective as the employees in the health department are not productive enough according to organizational expectation leading to decreased performance by the organization. The results clearly revealed that the Khyber Pakhtunkhwa health sector does not have a comprehensive and strategic approach for implementing training and development programs. Organizational environment and political intervention seemed to be the main barriers. In fact, the operational climate and political actions are described as the most significant challenges to the successful implementation of training and development programmes.

**Taghrid S. Suifan (2015)** in this research, the impact of human resources policies on organizational engagement was investigated using a survey of 500 respondents randomly selected from staff working for public and private companies throughout various industries in Amman, Jordan's capital city. Of the mailed questionnaires, 431 questionnaires were returned with a response rate of 86 percent. A majority of scales is introduced for calculating structures from the related works. Organizational commitment was measured by organizational commitment scale developed by Meyer and Allen (1997), training was measured using a scale developed by Yahya and Goh (2002), person-organization fit was measured by a scale developed by Netemeyer et al. (1997), and, finally, rewards construct was measured by a scale adopted from Seijaaka and Kaawaase (2014). The results pointed out that all HR practices examined (training, person-organization fit, and rewards) were significantly and positively associated with organizational commitment. Study limits and potential avenues for study were highlighted.

### **SIGNIFICANCE OF THE RESEARCH**

The researcher has carefully documented various variables used in previous research on this topic. No research in the past seems to have included all variables in a single study. Such instruments contained various repetitions and statements with similar meaning and were actually

used in studies entailing a micro view. Hence the use of any such standard instruments has not been considered.

Similar variables in terms of meaning and function have been grouped in the current research resulting in a final set of 5 dimensions (sets of competencies). The scope of the study broadly focused on the effectiveness of the training for the enhancement of organizational commitments. The study is an endeavour that explicitly examines the effects of different competencies for the effective HR performance. The research encompassed sub themes like training effectiveness, personal competencies, job / role competencies, organizational competencies, organizational commitment and demographics. Moreover, there is scant research on the impact of competencies on organizational commitment. The level of impact of different phases of competencies towards organizational commitment was analyzed using descriptive statistics, causal and exploratory methods. Conceptual framework was tested to analyze the causal relations between study variables. The effect of socio-demographics was also studied.

### **OBJECTIVES OF THE STUDY**

The aim of the research is to suggest measures to foster building of competencies and thereby organizational commitment.

The primary objective of the research is to assess the effectiveness of training utilities (activities) in building various competencies.

### **HYPOTHESIS**

H<sub>01</sub>: There is no significant difference between age groups with regards to the Values based Competencies, Enhancing relationship Competencies, Leading Change Competencies, Managing Self Competencies, Collaborative Competencies, Effective HR Performance and Organizational Commitment.

H<sub>02</sub>: There is no significant difference between gender groups with regards to the Values based Competencies, Enhancing relationship Competencies, Leading Change Competencies,

Managing Self Competencies, Collaborative Competencies, Effective HR Performance and Organizational Commitment.

**Scope of the research:** The scope of the research broadly encompassed sub themes like training effectiveness, personal competencies, job / role competencies, organizational competencies, organizational commitment and demographics.

**Research design:** A combination of exploratory, descriptive and Causal Research design has been used for the present study. The latter two are referred to as conclusive research.

**Exploratory Research:** This type of research “focuses on collecting either secondary or primary data and using an unstructured formal or informal procedure to interpret them” (Malhotra and Birks, 2006). Such studies are generally employed in scenarios where different problems need to be classified and an event or episode needs to be understood. However, such studies cannot be used to arrive at a conclusion. This kind of studies comes under the concept of qualitative research and could comprise methods like interviews, review of literature or pilot studies. This is mostly used when prevailing knowledge is scarce or unclear. Exploratory research design has been employed in current research for review of literature, identification of antecedents and consequents, research gaps and pilot study.

**Descriptive Research:** This type of research uses a set of scientific methods to collect raw data and create data structures that describe the existing characteristics of a defined target population or market structure (Malhotra and Birks, 2006). Such studies endeavor to give a more detailed picture and facts in an area of study in order to pursue a particular course. Such studies can be practiced when there is existing knowledge about the theme and the researcher wishes to do an in-depth investigation. This kind of research falls under the concept of quantitative (also called statistical or analytical) research. It is beneficial in answering critical questions like when, where, how, what, who, etc.

**Causal Research:** Research designed to collect raw data and create data structures and information that will allow the researcher to model cause-and-effect relationships between two or more market (or decision) variables (Malhotra and Birks, 2006).

## RESEARCH DESIGNS IN CURRENT STUDY

### RESEARCH DESIGNS

Research Design	Applications in this Study
Exploratory	Literature Review, Factors influencing constructs
Descriptive	Research instrument, Measurement, Hypothesis formulation, Testing, Data analysis and interpretation
Causal	Conceptual framework and its testing

\*Source: Compiled by Researcher.

### THE SAMPLING TECHNIQUE

**Sampling design:** Sampling design comprises four major areas: Population, Frame, Sampling method and Sample size estimation.

**Population of the Study:** Population: Senior Managers (Middle and Top Level Executives) serving in selected cement manufacturing companies in Gulbarga and Belgaum revenue divisions.

**Frame:** The frame comprised middle level and top level employees serving in selected cement industries in Karnataka in the selected districts.

**Data Collection:** The success of any research is solely depends on research design. Descriptive research was adopted for this study. The reason for choosing the descriptive research was that it helps in generalization to a greater extent. The study is based on both primary and secondary data. Primary data is collected through a well framed and structured questionnaire to elicit the well-considered opinions of the respondents. The secondary data is collected from different Business Periodicals, Business journals, magazines, publications, reports, books, dailies, Research articles, websites, manuals and booklets.

**Sampling Method:** Deliberate (Purposive or Judgment) Sampling (Malhotra and Birks, 2006) was employed. The survey was based on factors influencing effective HR performances in selected cement industries in Karnataka.

### **INCLUSION AND EXCLUSION CRITERIA**

**Inclusion:** The inclusion criteria adhered for the present study:

All the middle level and top level executives who had rich experience in training and development department activities.

**Exclusion:** The exclusion criteria adhered for the present study:

- The respondents who did not completely fill the questionnaire were excluded from the study.
- The respondents who did not return back the questionnaire on time were excluded.
- People who are not willing to participate in the survey are the persons who did not want to show their identity were excluded from the study.

### **LIMITATIONS OF RESEARCH**

The limitations of the research are:

- 1) The study is focused on competencies and organizational commitment only and other dynamics of human resource management are not under its purview.
- 2) Major competencies have been studied. However, there may be scope for inclusion of further competencies in future.
- 3) The study is restricted to senior cadre (managers) only.
- 4) There may be changes in the training environment in the future which in turn may influence changes in employees' expectations and perceptions.
- 5) Study is based on employees' perceptions only and not based on human resource ROI.
- 6) Alternate confinements of the present examination are significant. Since the geographical space considered for condensing jobs, yields and skills of HRD practitioners was restricted just to Karnataka, the ends and derivations drawn dependent on the discoveries of this research examine can't be generalized in order to make them relevant to different

organizations in different States because of cross-regional, cross-cultural and industry contrasts.

## RESULTS

H<sub>01</sub>: There is no significant difference between age groups with regards to the Values based Competencies, Enhancing relationship Competencies, Leading Change Competencies, Managing Self Competencies, Collaborative Competencies, Effective HR Performance and Organizational Commitment.

**TABLE No 1: ONE-WAY ANOVA (AGE)**

Dimensions		Sum of Squares	Df	Mean Square	F	Sig
Values based	Between Groups	21.023	3	7.008	.923	.430
	Within Groups	1920.433	253	7.591		
	Total	1941.455	256			
Building and Nurturing Relationships	Between Groups	59.005	3	19.668	.918	.433
	Within Groups	5419.158	253	21.420		
	Total	5478.163	256			
Leading Change	Between Groups	39.167	3	13.056	1.001	.393
	Within Groups	3298.366	253	13.037		
	Total	3337.533	256			
Managing Self	Between Groups	165.732	3	55.244	1.519	.210
	Within Groups	9201.319	253	36.369		
	Total	9367.051	256			
Working	Between Groups	51.277	3	17.092	.608	.610
	Within Groups	7113.353	253	28.116		
	Total	<b>7164.630</b>	<b>256</b>			
Effective HR	Between Groups	51.763	1	51.763	4.871	.28
	Within Groups	2710.058	255	10.628		
	Total	<b>2761.821</b>	<b>256</b>			
Organizational Commitment	Between Groups	61.892	1	61.892	4.712	.31
	Within Groups	3349.175	255	13.134		
	Total	<b>3411.066</b>	<b>256</b>			

\*significant at 5% level

**Analysis:** The above table 4.50 shows that null hypothesis are accepted as the p values are greater than 0.05 for Value based, Building Relationship, Leading Change, Managing Self, Working, effective HR and Organizational commitment.

**Discussion:** There is no significant difference between age groups with respect to perception about Values based.

There is no significant difference between age groups with respect to perception about building and nurturing relationships.

There is no significant difference between age groups with respect to perception about Leading Change.

There is no significant difference between age groups with respect to perception about Managing Self.

There is no significant difference between age groups with respect to perception about Working.

There is no significant difference between age groups with respect to perception about Effective performance.

There is no significant difference between age groups with respect to perception about Organizational commitment.

H<sub>02</sub>: There is no significant difference between gender groups with regards to the Values based Competencies, Enhancing relationship Competencies, Leading Change Competencies, Managing Self Competencies, Collaborative Competencies, Effective HR Performance and Organizational Commitment.

TABLE No 2: ONE-WAY ANOVA (GENDER)

Dimensions		Sum of Squares	Df	Mean Square	F	Sig
Values based	Between Groups	27.193	1	27.193	3.622	.058
	Within Groups	1914.262	255	7.507		
	Total	1941.455	256			
Building and Nurturing Relationships	Between Groups	12.774	1	12.774	.596	.441
	Within Groups	5465.390	255	21.433		
	Total	5478.163	256			
Leading Change	Between Groups	6.763	1	6.763	.518	.472
	Within Groups	3330.770	255	13.062		
	Total	3337.533	256			
Managing Self	Between Groups	29.224	1	29.224	.798	.373
	Within Groups	9337.827	255	36.619		
	Total	9367.051	256			
Working	Between Groups	90.804	1	90.804	3.273	0.72
	Within Groups	7073.827	255	27.740		
	Total	<b>7164.630</b>	<b>256</b>			
Effective HR	Between Groups	47.340	3	15.780	1.471	.223
	Within Groups	2714.481	253	10.729		
	Total	<b>2761.821</b>	<b>256</b>			
Organizational Commitment	Between Groups	33.813	3	11.271	.844	.471
	Within Groups	3377.253	253	13.349		
	Total	<b>3411.066</b>	<b>256</b>			

\*significant at 5% level

**Analysis:** The above table 4.51 shows that null hypothesis are accepted as the p values are greater than 0.05 for Value based, Building Relationship, Leading Change, Managing Self, Working, effective HR performance and Organizational commitment.

**Discussion:** There is no significant difference between genders groups with respect to perception about Values based.

There is no significant difference between Gender groups with respect to perception about building and nurturing relationships.

There is no significant difference between Gender groups with respect to perception about Leading Change.

There is no significant difference between Gender groups with respect to perception about Managing Self.

There is no significant difference between gender groups with respect to perception about Working.

There is no significant difference between Monthly Income groups with respect to perception about Effective HR.

There is no significant difference between Monthly Income groups with respect to perception about Organizational commitment.

## **SUGGESTIONS**

Suggestions are surrounded based on results assessed. To make Industry a dynamic work environment a few measures ought to be proposed which may be indispensable commitment. Suggestions at the dimension of best administration are as underneath.

- Management must urge training department to get Training Manuals and policy. These training manual and policy ought to be clear and known to all in the organization.
- Training department ought to be enabled to make a move identified with training areas. Strengthening reflects in the board top down methodology. Some little things like less impedance in everyday working, including training department in information sharing at key dimension and so on could have any kind of effect in such a scenario.
- The industry should conduct as possible more training sessions, as its most of the employees are less experienced. This helps workers to fill that gap.
- The training duration should be increased specially inexperienced, the fresher it helps to learn in detail, update their knowledge and enhance working ability.

- It also suggested having outside experts for training the employees which will attract and make employees serious about training.
- It is suggested to allow employees to ask the questions during training session which help them to clear their doubts and queries.

## CONCLUSION

These studies consider a noteworthy as far as its scope that includes the training, its evaluation and effect on the performance on employees in different businesses. It is an undertaking to make a profound investigation of Training adequacy in businesses, by applying statistical devices to standardize the effect of training on employees performance. The accompanying passages outline such conditions. Training capacity in Industry wound up basic at first because of the successive prepared manpower necessity. It was a piece of manpower wanting to contract and prepare individuals to perform for different occupations in organizations. In few cases it is still so. Continuously move has occurred in the theory of the executives towards training. Employees likewise esteem training, they accept training as an open door to learn and develop. They know around here you must adapt ceaselessly. There was characteristic eagerness and ability for training. As one of the most seasoned employees in one of the units of study said "Indeed, Induction training I went to was useful to me" This employee still recalls what he gained from that induction training. Employees invest heavily in lauding endeavors and backing given via training department. Training department requires an exertion reach and help employees while they are performing at work. Training faculties are found very congenial by the employees. Researcher watched absence of certainty and communication aptitudes in back office and operational employee. There prerequisite to go to delicate aptitudes training is not met completely. The competency model and implications derived from the findings of this study should be valuable to the human resource concerned in developing the competence of job incumbents and maximizing competent performance in an organization. In order to obtain effective performance at this position level, the Department needs to have job incumbents well equipped with these competencies.

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