CHAPTER 1

INTRODUCTION AND DESIGN OF THE STUDY

INTRODUCTION

Human resources may be defined as the total cognizance, skills, and ingenious faculties, attitudes of an organization’s workforce, as well as the values, postures, approaches and notions of the individuals involved in the affairs of the organization. It is the sum total or aggregate of intrinsically facilities, acquired erudition and skills represented by the attitudes of the persons employed in the organization.

Human resource is a term with which many organizations describe the accumulation of traditionally administrative personnel functions with performance, Employee Cognations and resource orchestrating. The field draws upon concepts developed in Industrial / Organizational Psychology. The more prevalent utilization within corporations and businesses refers to the individuals within the firm, and to the portion of the firm’s organization that deals with hiring, firing, training, and other personnel issues.

The objective of Human Resources is to maximize the return on investment from the organization’s human capital and minimize financial jeopardy. It is the responsibility of human resource managers to conduct these activities in an efficacious, licit, fair, and consistent manner.

HUMAN RESOURCE MANAGEMENT: DEFINITION

HRM is that it is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is
the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

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.

In other works, HRM is concerned with getting better results with the collaboration of people. It is an integral but distinctive part of management, concerned with people at work and their relationship within the enterprise. HRM helps in attaining maximum individual development, desirable working relationships between employees and employers, employees and employees, and effective modeling of human resources as contrasted with physical resources. It is the recruitment, selection, development, utilization, compensation, and motivation of human resources by the organization.

**EVOLUTION OF HRM**

The concept of HRM emerged in the mid 1980s against the background of the works of famous writers on management, like Pascale and Athos (1981) and Peters and Waterman (1982), who produced lists of the attributes that they claimed characterized successful companies.

The American Society for Training & Development (ASTD) has developed a Human Resource Wheel in 1983 highlighting different functions of HRM leading to quality of work life, productivity, and readiness for change.
**T & D focus:** Identifying, assessing and through planned learning – helping develop the key competencies which enable individuals to perform current or future jobs.

**OD focus:** Assuring healthy inters – and intra-personal relationships and helping groups initiate and manage change.

**Organization / Job design focus:** Defining how tasks, authority and systems will be organized and integrated across organization units and in individual jobs.

**HRP focus:** Determining the organization’s major HR needs, strategies and philosophies.

**Section and staffing:** Matching people and their career needs and capabilities with jobs and career paths.

**Personal research and information systems:** Assuring a personnel information base.

**Compensation / Benefits focus:** Assuring compensation and benefits fairness and consistency.

**Employee assistance focus:** Providing counseling to individual employees, for personal problem – solving.

**Union / Labour relations focus:** Assuring healthy union / organization relationships.

One of the first over statements of the HRM concept was made by the Michigan School (Fomburn et al., 1984). They explained the human resource cycle that consists of four generic processes or functions. These are:

1. **Selection – Matching available human resource to jobs**
2. **Appraisal – Performance management**
3. **Rewards – It must reward short as well as long-term achievements**
4. **Development – Developing high quality employees.**
HUMAN RESOURCE MANAGEMENT: NATURE

Human Resource Management is a process of bringing people and organizations together so that the goals of each are met. The various features of HRM include:

- It is pervasive in nature as it is present in all enterprises.
- Its focus is on results rather than on rules.
- It tries to help employees develop their potential fully.
- It encourages employees to give their best to the organization.
- It is all about people at work, both as individuals and groups.
- It tries to put people on assigned jobs in order to produce good results.
- It helps an organization meet its goals in the future by providing for competent and well-motivated employees.
- It tries to build and maintain cordial relations between people working at various levels in the organization.
- It is a multidisciplinary activity, utilizing knowledge and inputs drawn from psychology, economics, etc.

HUMAN RESOURCE MANAGEMENT: SCOPE

The scope of HRM is very wide:

**Personnel aspect** – This is concerned with manpower planning, recruitment, selection, placement, transfer, promotion, training and development, layoff and retrenchment, remuneration incentives, productivity etc.

**Welfare aspect** – It deals with working conditions and amenities such as canteens, crèches, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities, etc.
**Industrial relations aspect** – This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes, etc.

**HUMAN RESOURCE MANAGEMENT: BELIEFS**

The Human Resource Management philosophy is based on the following beliefs – Human resource is the most important asset in the organization and can be developed and increased to an unlimited extent. A healthy climate with values of openness, enthusiasm, trust, mutuality and collaboration is essential for developing human resource. HRM can be planned and monitored in ways that are beneficial both to the individuals and the organization. Employees feel committed to their work and the organization, if the organization perpetuates a feeling of belongingness. Employees feel highly motivated if the organization provides for satisfaction of their basic and higher level needs. Employee commitment is increased with the opportunity with the opportunity to discover and use one’s capabilities and potential in one’s work. It is every manger’s responsibility to ensure the development and utilization of the capabilities of subordinates.

**HUMAN RESOURCE MANAGEMENT: OBJECTIVES**

- To help the organization reach its goals.
- To ensure effective utilization and maximum development of human resources.
- To ensure respect for human beings. To identify and satisfy the needs of individuals.
- To ensure reconciliation of individual goals with those of the organization.
- To achieve and maintain high morale among employees.
- To provide the organization with well-trained and well-motivated employees.
• To increase to the fullest the employee’s job satisfaction and self-actualization.
• To develop and maintain a quality of work life.
• To be ethically and socially responsive to the needs of society.
• To develop overall personality of each employee in its multidimensional aspect.
• To enhance employee’s capabilities to perform the present job.
• To equip the employees with precision and clarity in transaction of business.
• To inculcate the sense of team spirit, team work and inter-team collaboration.

DELIVERING HRM OBJECTIVES

The larger the organisation, the more scope there is to employ people to specialize in particular areas of HRM. Some, for example, employ employee relations specialists to look after the collective relationship between management and employees. Where there is a strong tradition of collective bargaining, the role is focused on the achievement of satisfactory outcomes from ongoing negotiations, increasingly, however, employee relations specialists are required to provide advice about legal development, to manage consultation arrangements and to preside over employee involvement initiatives.

Another common area of specialization is in the field of training and development. Although much of this is now undertaken by external providers, there is still a role for in-house trainers, particularly in management development. Increasingly the term ‘consultant’ is used instead of ‘officer’ or ‘manager’ to describe the training specialist’s role, indicating a shift towards a situation in which line managers determine the training they want rather than the training section providing a standardized portfolio of courses. The other major specialist roles are in the fields of recruitment and selection, health, safety and welfare, compensation and benefits and human resource planning.
In addition to the people who have specialist roles there are many other people who are employed as human resources or personnel generalists. Working alone or in small teams, they carry out the range of HR activities and seek to achieve all the objectives outlined above. In larger businesses generalists either look after all personnel matters in a particular division or are employee at a senior level to develop policy and take responsibility for Hr issues across the organisation as a whole. In more junior roles, human resource administrators and assistants undertake many of the administrative tasks.

Most HR practitioners working at a senior level are now professionally qualified, having secured membership of the Chartered Institute of Personnel and Development (CIPD). The wide range of elective subjects which can now be chosen by those seeking qualification through the Institute’s examinations has made it as relevant to those seeking a specialist career as to those who prefer to remain in generalist roles. However, many smaller businesses do not need, or cannot afford, HR managers at all. They may use consultants or the advisory services of university departments. They may use their bank’s computer to process the payroll, but there is still a human resource dimension to their manager’s activities.

**HUMAN RESOURCE MANAGEMENT: FUNCTIONS**

In order to achieve the above objectives, Human Resource Management undertakes the following activities:

1. Human resource or manpower planning.
2. Recruitment, selection and placement of personnel.
3. Training and development of employees.
5. Taking corrective steps such as transfer from one job to another.
6. Remuneration of employees.
7. Social security and welfare of employees.
8. Setting general and specific management policy for organizational relationship.
10. Staffing the organization.
11. Aiding in the self-development of employees at all levels.
12. Developing and maintaining motivation for workers by providing incentives.
13. Reviewing and auditing manpower management in the organization.
15. Role Analysis for job occupants, Job Rotation, Quality Circle, Organization development and Quality of Working Life.

MAJOR INFLUENCING FACTORS OF HUMAN RESOURCE MANAGEMENT

In the 21st century HRM will be influenced by following factors, which will work as various issues affecting its strategy – Size of the workforce, Rising employees’ expectations, Drastic changes in the technology as well as Life-style changes, Composition of workforce, New skills required, Environmental challenges, Lean and mean organizations, Impact of new economic policy, Political ideology of the Government, Downsizing and rightsizing of the organizations Culture prevailing in the organization etc.

HUMAN RESOURCE MANAGEMENT: FUTURISTIC VISION

On the basis of the various issues and challenges the following suggestions will be of much help to the philosophy of HRM with regard to its futuristic vision:
There should be a properly defined recruitment policy in the organization that should give its focus on professional aspect and merit based selection. In every decision-making process there should be given proper weightage to the aspect that employees are involved wherever possible. It will ultimately lead to sense of team spirit, team-work and inter-team collaboration. Opportunity and comprehensive framework should be provided for full expression of employees’ talents and manifest potentialities. Networking skills of the organizations should be developed internally and externally as well as horizontally and vertically.

For performance appraisal of the employee’s emphasis should be given to 360 degree feedback which is based on the review by superiors, peers, subordinates as well as self-review. 360 degree feedback will further lead to increased focus on customer services, creating of highly involved workforce, decreased hierarchies, avoiding discrimination and biases and identifying performance threshold. More emphasis should be given to Total Quality Management. TQM will cover all employees at all levels; it will conform to customer’s needs and expectations; it will ensure effective utilization of resources and will lead towards continuous improvement in all spheres and activities of the organization. There should be focus on job rotation so that vision and knowledge of the employees are broadened as well as potentialities of the employees are increased for future job prospects. For proper utilization of manpower in the organization the concept of six sigma of improving productivity should be intermingled in the HRM strategy.

The capacities of the employees should be assessed through potential appraisal for performing new roles and responsibilities. It should not be confined to organizational aspects only but the environmental changes of political, economic and social considerations should also be taken into account. The career of the employees should be planned in such a way that individualizing process and socializing process come together
for fusion process and career planning should constitute the part of human resource planning. Finally Human Resource Management should be linked with strategic goals and objectives in order to improve business performance and develop organizational cultures.

**MODERN CONCEPT OF HUMAN RESOURCES**

Though human resource have been part of business and organization since the first days of agriculture, the modern concept of human resources commenced in reaction to the efficiency focus of Taylorism in the early 1990s. By 1920, psychologists and employment experts in the Cumulated States commenced the human cognations kineticism, which viewed workers in terms of their psychology and fit with companies, rather than as interchangeable components. This kineticism grew throughout the middle of the 20th century, placing accentuation on how leadership, cohesion, and adhesion played consequential roles in organizational prosperity. Albeit this view was increasingly challenged by more quantitatively rigorous and less “soft” management techniques in the 1960s and beyond, human resources had gained an aeonian role within an organization.

Modern analysis accentuates that human beings are not “commodities” or “resources”, but are ingenious and convivial beings in a productive enterprise. The 2000 revision of ISO 9001 in contrast requires identifying the processes, their sequence and interaction, and to define and communicate responsibilities and ascendant entities.

A consequential controversy regarding labor mobility illustrates the broader philosophical issue with utilization of the phrase “human resources”: regimes of developing nations often regard developed nations that enhearten immigration or “guest workers” as appropriating human capital that is rightfully part of the developing nation and required to further its magnification as a civilization. They argue that this
appropriation is akin to colonial commodity fiat wherein a colonizing European power would define an arbitrary price for natural resources, extracting which diminished national natural capital.

The debate regarding “human resource” versus human capital thus in many ways echoes the debate regarding natural resources versus natural capital. Over time the Amalgamated Nations have come to more generally support the developing nations’ perspective, and have requested paramount offsetting “foreign aid” contributions so that a developing nations losing human capital does not lose the capacity to perpetuate to train incipient people in trades, vocations, and the arts.

An extreme version of this view is that historical inequalities such as African slavery must be compensated by current developed nations, which benefited from glommed “human resources” as they were developing. This is a profoundly controversial view, but it echoes the general theme of converting human capital to “human resources” and thus greatly diminishing its value to the host society, i.e. “Africa”, as it is put to narrow imitative utilize as “labor” in the utilizing society.

In a series of reports of the UN Secretary-General to the General Assembly over the last decade [e.g. A/56/162 (2001)], a broad inter sector approach to developing human resourcefulness through HR training has been outlined as a priority for socio-economic development and concretely anti-penuriousness strategies. This calls for strategic and integrated public policies, for example inculcation, health and employment sectors that promote occupational skills, erudition and performance enhancement.

In the very narrow context of corporate “human resources”, there is a contrasting pull to reflect and require workplace diversity that echoes the diversity of an ecumenical customer base. Peregrine language and culture skills, ingenuity, humor and conscientious heedfully auricular discerning are examples of traits that such programs typically require.
It would appear that these evidence a general shift to the human capital perspective and an
cognizance that human beings do contribute much more to a productive enterprise than
“work”: they bring their character, their ethics, their ingeniousness; their convivial
connections, in some cases even their pets and children and alter the character of a
workplace. The term corporate, culture is utilized to characterize such processes.

In general, the abstractions of macroeconomics treat it this way – as it characterizes no mechanisms to represent cull or ingenuity. So one interpretation is that
“firm-categorical human capital” as defined in macroeconomics is the modern and redress
definition of “human resources” – and that his is inadequate to represent the contributions
of “human resources” in any modern theory of political economy.

NEW TRENDS IN INTERATIONAL HRM

International HRM places greater emphasis on a number of responsibilities and
functions such as relocation, orientation and translation services to help employees adapt
to a new and different environment outside their own country. Selection of employees
requires careful evaluation of the personal characteristics of the candidate and his/her
spouse. Training and development extends beyond information and orientation training
to include sensitivity training and field experiences that will enable the manager to
understand cultural differences better. Manager need to be protected from career
development risks, re-entry problems and culture shock.

To balance the pros and cons of home country and host country evaluations, performance evaluations should combine the two sources of appraisal information.
Compensation systems should support the overall strategic intent of the organization but
should be customized for local conditions. in many European countries – Germany of
one, law establishes representation. Organizations typically negotiate the agreement with
the unions at a national level. In Europe it is more likely for salaried employees and managers to be unionized.

**HR MANAGERS SHOULD DO THE FOLLOWING THINGS TO ENSURE SUCCESS:**

- Use workforce skills and abilities in order to exploit environmental opportunities and neutralize threats.
- Employ innovative reward plans that recognize employee contributions and grant enhancements.
- Indulge in continuous quality improvement through TQM and HR contributions like training, development, counseling, etc.
- Utilize people with distinctive capabilities to create unsurpassed competence in an area, e.g. Xerox in Photocopiers, 3M in adhesives, Telco in trucks etc.
- Decentralize operations and rely on self-managed teams to deliver goods in difficult times e.g. Motorola is famous for short product development cycles.
- It has quickly commercialized ideas from its research tabs.
- Lay off workers in a smooth way explaining development cycles. It has quickly commercialized ideas from its research labs.
- Lay off workers in a smooth way explaining facts to unions, workers and other affected groups e.g. IBM, Kodak, Xerox, etc.

**HR MANAGERS TODAY ARE FOCUSING ATTENTION ON THE FOLLOWING:**

- **Policies** – HR policies based on trust, openness, equity and consensus.
Motivation – Create conditions in which people are willing to work with zeal, initiative and enthusiasm; make people feel like winners.

Relations – Fair treatment of people and prompt redress of grievances would pave the way for healthy work-place relations.

Change agent – Prepare workers to accept technological changes by clarifying doubts.

Quality consciousness – Commitment to quality in all aspects of personnel administration will ensure success.

Due to the new trends in HR, in a nutshell the HR manager should treat people as resources, reward them equitably, and integrate their aspirations with corporate goals through suitable HR policies.

CHALLENGES FACEB BY HRM

Changes in socio-economic and political conditions are bound to establish vicissitudes in the environment within the organizations. The personnel managers of today may find themselves obsolete because of the rapidly transmuting business environment, and consequently they should perpetually update their erudition and skills by optically canvassing the organization’s needs and objectives. Some of the consequential challengers are...

Vision perforation

Evolving the right vision is an entrepreneurial or top management function, but its utility increases immensely if it percolates, and is understood and accepted down the line. Vision not only provides the fuel and direction to business strategy, but additionally avails managers evaluate management practices and make decisions. Perforation of
vision shall consequently become a paramount, integral part of man management in future.

**Internal environment**

Creating an environment, which is responsive to external changes, providing contentment to the members of the organization, and sustaining it through culture, utilizable traditions, practices, and even systems, will become another consequential dimension of managing managerial personnel.

**Transmutations in industrial cognations**

The practice of IR has undergone a sea of change. The notion that workers must be disciplined or the manager’s will have to be buried. Development of workers may need simpler and opportune inputs, but both the workers and managers must be managed and developed by the same set of postulations and HRM philosophy of the company.

**Building organizational capabilities**

The paradigm of managing managers would include not only availing them to acquire incipient skills erudition and to evaluate environmental change to evolve business strategies, but withal to live in a psychological state of readiness to continually change.

**Job design and organizational structure**

In designing organizations, we will, hopefully, anon give up uncritical acceptance of peregrine concepts and fads like quality circles, TQM, etc. In lieu of these, organizational structure of technology, jobs and functions to be performed to achieve
organizational tasks, and people approach, which takes cognizance of their strengths, idiosyncrasies, aspirations and relationships at work.

**Incrementing size of workforce:**

The organizations are ever incrementing in size and involution, multiplying the number of people working therein. The management of an incremented workforce poses solemn quandaries and challenges especially since the workers are becoming more conscious of their rights.

**Transmuting psycho-convivial system:**

In the traditional bureaucratic mode, the organizations were designed to perform technical functions with rigorous compartmentalization of work functions. But in future, human participation will be required not only in technical functions but additionally in establishing the democratic system.

**Contentment of higher caliber needs:**

The workers are becoming much cognizant of their higher caliber needs. This vigilance is liable to intensify further in the further workforce. Ergo managers would be required to evolve congruous techniques of incentivizing the workers and getting work from them.

**Equalitarian gregarious system**

In order to have more Preponderant verbally express and influence in organizational functioning, members of the organization have taken major developments in the last for decades.
Technological advances

In the wake of technological advances incipient jobs will be engendered and many old jobs will become redundant. Unemployment resulting from modernization could be liquidated by felicitously assessing manpower needs and training of redundant employees in alternate skills.

Computerized information system

It will play a revolutionary role in managerial decision making. It will additionally have an incrementing impact in coordination and at strategic levels.

Vicissitudes in licit environment:

To meet with the incrementing vicissitudes in the licit environment, compulsory adjustments will have to be made so that more preponderant utilization of human resources can be achieved.

Management of human cognations

The incipient generation workforce comprising edified and conscious workers will ask for higher degree of participation and avenues for self-fulfillment. It is rather arduous to incentivize many of the incipient generation workers than their predecessors. This is partly due to transmute in their value system and higher calibers of professional competency.

INCIPIENT TRENDS IN HR

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The role of HR manager is shifting from that of a sentinel and screener to the role of a planner and transmute agent. Personnel directors are the incipient corporate heroes. The denomination of the game today in business is personnel. Nowadays it is not possible to show a good financial or operating
report unless your personnel cognations are in order. Over the years, highly adroit and erudition predicated jobs are incrementing while low adroit jobs are decrementing. This calls for future adeptness mapping through felicitous HRM initiatives.

Indian organizations are withal witnessing a transmutation in systems, management cultures and philosophy due to the ecumenical alignment of Indian organizations. There is a desideratum for multi adeptness development. Role of HRM is becoming all the more paramount. Some of the recent trends that are being observed are as follows:

- The recent quality management standards ISO 9001 and ISO 2004 of 2000 focus more on people centric organizations.
- Organizations now need to prepare themselves in order to address people centered issues with commitment from the top management, with renewed thrust on HR issues, more categorically on training. Charles Handy additionally advocated future organizational models like Shamrock, Federal and Triple. Such organizational models withal refocus on people centric issues and call for redefining the future role of HR professionals.
- To leapfrog ahead of competition in this world of dubiousness, organizations have introduced six-sigma practices.
- Six-sigma uses rigorous analytical implements with leadership from the top and develops a method for sustainable amelioration. These practices ameliorate organizational values and avails in engendering defect gratuitous product or accommodations at minimum cost.
- Human resource outsourcing is an incipient accession that makes a traditional HR department redundant in an organization.
• Exult, the international pioneer in HR BPO already roped in Bank of America, international players BP Amoco & over the years plan to spread their business to most of the Fortune 500 companies.

• With the incrimination of ecumenical job mobility, recruiting competent people is withal increasingly becoming arduous, especially in India.

• Therefore by engendering an enabling culture, organizations are additionally required to work out a retention strategy for the subsisting adept manpower.

ABOUT CEMENT INDUSTRY

India is the second most astronomically immense engenderer of cement in the world. No wonder, India's cement industry is a vital part of its economy, providing employment to more than a million people, directly or indirectly. Ever since it was deregulated in 1982, the Indian cement industry has magnetized sizably voluminous investments, both from Indian as well as peregrine investors.

India has an abundance of potential for development in the infrastructure and construction sector and the cement sector is expected to largely benefit from it. Some of the recent major regime initiatives such as development of 98 perspicacious cities are expected to provide a major boost to the sector.

Expecting such developments in the country and availed by opportune regime peregrine policies, several peregrine players such as Lafarge-Holcim, Heidelberg Cement, and Vicat have invested in the country in the recent past. A paramount factor which avails the magnification of this sector is the yare availability of the raw materials for making cement, such as limestone and coal.
Market Size

Cement prices in India recorded a 6.7 per cent month-on-month magnification in April 2017, thereby denoting the probability of magnification in volume and profitability of cement companies in the quarter ending June 2017.

The housing sector is the most sizably voluminous demand driver of cement, accounting for about 67 per cent of the total consumption in India. The other major consumers of cement include infrastructure at 13 per cent, commercial construction at 11 per cent and industrial construction at 9 per cent.

The cement capacity in India is estimated to be at 420 MT as of March 2017 with engenderment growing at 5-6 per cent per year. The country's per capita consumption stands at around 225 kg.

The Indian cement industry is dominated by a few companies. The top 20 cement companies account for virtually 70 per cent of the total cement engenderment of the country. A total of 188 sizably voluminous cement plants together account for 97 per cent of the total installed capacity in the country, with 365 minuscule plants account for the rest. Of these immensely colossal cement plants, 77 are located in the states of Andhra Pradesh, Rajasthan and Tamil Nadu.

PROFILE OF TAMILNADU CEMENTS CORPORATION CONSTRAINED, ARIYALUR

The Engenderment and consumption of cement can rightly be termed a quantifying rod of the spread of urbanization and industrialization of a country. It comes next only to steel in the field of construction which accommodates as a base for development. The cement industry occupies a paramount place in our country. In India the injective authorization and supply of cement can be linked up with the rate of
economic magnification of the country. Categorically cement utilized in construction is an essentiality for development in all spheres. In India the cement engenderment was commenced in 1904. The total output of cement was only 1000 Tones. But in 2002, the total output was 108.40 million tones. Tamilnadu has ten cement plants with a total capacity of little over 70 lakh tones per annum. Major cement companies in the state include India cements, madras cements, Chettinadu cement, Dalmia cement, ACC and verbalize regime undertaking TANCEM.

Tamilnadu cements corporation (TANCEM) a wholly owned regime of Tamilnadu undertaking commenced business from 1st April 1976 with a sanctioned share capital of Rs. 10 Corers surmounting cement plant at Alangulam and establishing another plant at Ariyalur in the year 1979. Further all the quotas were transferred to regime of Tamilnadu and now functioning under the control of industries department. The Chairman cum managing Director an IAS Official heads the Corporation.

Tamilnadu Cements Corporation, as its expansion and conversion activities, set up Asbestos sheet unit at Alangulam during 1981 and an Asbestos pressure pipe plant at Mayanur during 1983. Tamilnadu Cements Corporation withal surmounted during 1989 a stoneware pipe plant from TACEL with a view to provide employment to the retrenched employees.

Tamilnadu Cements Corporation has, thus become a multi plants, multi locations and multi products company with annual turnover of around Rs.200 corers and the sanctioned capital as of now Rs.18 Corers. Tamilnadu Cements Corporation's registered office is functioning at 735, Anna Salai, Chennai – 2. Required gypsum for cement manufacture can be obtained from their deposits located at Perambalur and the distance of about 30 Kms from the proposed factory location. Withal the unit is taking saltpan gypsum, which is available from salt fields located in and around Tuticorin.
Based on the above investigation of survey reports, a cement plant was setup at cost of Rs. 28.76 Crores in this most industrially rearward area in the year 1976 by Tamilnadu Cements Corporation.

**Proposed research model of the study**

*Figure* provides the proposed model on Human resource management practices and its impact on job satisfaction. This model Human resource management is illustrating the positive reciprocal relationship between these constructs. The figure depicts HRM practices at TANCEM and Job Satisfaction provides a valuable framework for the present study.
• CML1 - Manager ensure that I have a clear understanding of my company's goals and direction
• CML2 - Senior Management had by example in respect of the company's vision or mission
• CML3 - Senior Executive in leadership roles in this organization promote team work and Performance culture
• CML4 - Organization has leaders who inspire people to high levels of performance
• CML5 - Have enough opportunity here to take initiative and demonstrate leadership qualities in my work
• CML6 - Have confidence in the ability for my business leadership to successfully manage the emerging challenges
• CC1 - Managers make decisions that are consistent with our company values
• CC2 - Believe that this organization can meet the challenges posted by economic liberalization
• CC3 - Believe that this organization is flexible and has the capability to manage change
• CC4 - Organization is the best place to work for
• CC5 - Organization is able to retain people with knowledge and expertise
• CC6 - Organization superiors are receptive to the suggestions of the subordinates
• IC1 - Managers consult us about any necessary changes to how work is done to improve quality or services to customers
• IC2 - When I have good ideas my company makes use of them
• IC3 - Work related failures are taken seriously in this organization
• IC4 - Organization encourages innovations
• C1 - Job makes good use of my skills and abilities
• C2 - As a result of the way that I am treated I intend to work for this company for the foreseeable future
• C3 - My job, offers me enough opportunities to acquire new competencies
• C4 - In my job, I have freedom to try out new work methods
• RL1 - Believe that there is adequate career growth opportunity for me in my business
• RL2 - Management encourages cross functional team culture
• RL3 - Management ensures that I clearly understand my job responsibilities / role
• RL4 - Have the necessary authority delegated to me to do my job well
• RL5 - People in this organization are recognize for work achievement
• PM1 - Performance standards for my job are clearly defined
• PM2 - Performance is assessed against clarity set goals and objectives
• PM3 - Appraisal system in this organization has helped me to learn about my strengths and areas for improvement
• PM4 - People in this organization view performance feedback and counseling as an opportunity to improve and grow
• PM5 - Superiors in this organization give feedback to their subordinate with adequate care and concern
• WC1 - Adequately equipped with infrastructure required for my job
• WC2 - Physical working environment is pleasant
• WC3 - Organization gives high importance to safety work practices
• WC4 - Organization provides all safety and health provision to employees
• JS1 - Environment in this organization supports a balance between work and personal life
• JS2 - Pace of the work in this organization enables me to do a good job
• JS3 - Proper training is provided in my organization
• JS4 - Grievance handling mechanism is effective in my organization
• JS5 - Job does not cause unreasonable amounts of stress in my life
• JS6 - Proper system of career growth possibilities in my organization
• JS7 - Salary is competitive with similar jobs I might find elsewhere
• JS8 - Workplace is a physically comfortable place to work
• JS9 - All in all, I am satisfied with my job
• JS10 - In general, I like working here
• CML - Company mission & leadership
• CC - Corporate culture
• IC - Innovation & change
• C - Climate
• RC - Role clarity
• PM - Performance management
• WC - Working conditions
• JS - Job satisfaction

Significance of the study

Current research is to elucidate the variables that impact on the prosperity and apperceiving the paramountcy of exhibiting how HR contributes towards the business strategy, HR efficacy and development in the organisation. The study examine the impact of HRM practices in Company mission & leadership, Corporate culture, Innovation & Transmute, Climate, Performance Management, Role of pellucidity and working condition towards the impact on the prosperity of the organization.
Statement of the problem

Human Resource plays a vital role for the ease and survival of any organization. The prosperity or the failure depends on the perception, postures, values of the employees, which they have about their organization. Furthermore, it withal depends upon the Company mission & leadership, corporate culture, Innovation & Transmute, Climate, Performance Management, Role of pellucidity and working condition in the organization. Today organizations are subsisting in a stiff competition and the organizations are facing quandaries in the areas of technological advancement, shortage of resources puissance, energy etc.

In spite of all these things the organizational has to orchestrate strategies and implement programmes so as to retain the employees for a longer run. Employees are the great asset of any organization. So, the organizations have to take much care in the areas of welfare measures, and the safety provisions of the organizations. When these provisions are taken care the health of the employees are maintained i.e. both physical and psychological aspects are given paramount. The welfare benefits make the employee to feel that his organization is giving much consequentiality to the employees and in turn staunchness and commitment increases. When these are developed the gratification towards the work is additionally very high. These are the factors which will have an immediate effect upon the employees. In order to achieve the engenderment as per the desired standards organization has to incentivize the employees through performance appraisal, Performance management, role pellucidity and positive climate. So, these activates are very essential for the smooth functioning of the organization. Sundry research findings in the fields of psychology, behavioral sciences had concluded that training, performance appraisal, welfare measures are the key components in the prosperity of any organization. In order to take care of these quantifications Human
Resource Management department are established. Because HRM is a proactive measure carried out in the organization. It avails to achieve productivity and profitability. So, an endeavor is made in this study to what extent an innovative human resource management practices is essential for the cement industry.

**Research gap**

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 facilely prone to accidents and health hazards. Due to the heftily ponderous of dust inhalation in the manufacturing process the employees are victims of pulmonology disease. So the employees has to safe sentined by providing welfare, safety, training and performance appraisal measures to ameliorate their efficiency and productivity. In this study researcher concentrated on HR practices and its impact on job satisfaction in cement industry in the past many studies were carried out taking few HR practices and its role on climate, welfare etc but this study identified the gap and introduced Job satisfaction.

**Objectives of the study**

Based on a thorough study of previous literature related to the HRM, the research gap has been identified and the model was developed with the following objectives and hypotheses to examine the impact of HRM in job satisfaction of TANCEM.

1. To study the impact of personal profiles towards the human resource management practices in TANCEM cement industry.

2. To analyze the existing human resource management practices in TANCEM cement industry.
3. To ascertain the relationship between the dimensions of human resource management in TANCEM
4. To identify the best predictors of HRM practice in TANCEM Cement Industry.
5. To study the impact of HRM practices in enhancing Job satisfaction at TANCEM
6. To develop a Model on HRM variables and Job Satisfaction

Methodology

The study is a descriptive one. Primary data collected with the help of structured questionnaire administrated to TANCEM industries limited. The entire data was collected from the Ariyalur and Alangudi Plants (Cement Division). Hence the sample size (40% of the total population (665)) for the study was finally taken as 255 after deducting 11 uncompleted questionnaires by adopting simple random sampling technique using lottery method. To find out the suitability of the questionnaire a pilot study was carried out among 20 respondents and necessary additions and deletions were made in the questionnaire. A well-structured questionnaire was used to collect the primary data. For designing an effective questionnaire for the study, it was felt necessary to test the validity of the questionnaire. To test the reliability and validity of the data collected cronbach’s alpha test was used and values of Coefficient alpha (Cronbach’s Alpha) have been obtained, the minimum value of Coefficient alpha obtained was 0.808. This shows data has satisfactory internal consistency reliability.

Tools of Analysis

Using Statistical Package for Social Science (SPSS) following test were administered

1. Mean Score
2. Chi-square
3. ANOVA
4. Correlation
5. Factor analysis
6. Multiple Regression
7. Structural Equation Modeling using AMOS

Limitations of the study

Firstly, the survey instrument used was a self-reporting measure, the information presented by participants is predicated upon their subjective perceptions. Albeit participants were assured of confidentiality, it is consequently possible that they either over- or under-reported their caliber of gratification. The findings of the study may not be generalized to cement industry professionals in other organizations as the different environment and circumstances prevailing in other industry may impact on job satisfaction and in reciprocation to Human resource practices.

CHAPTER SCHEME

Chapter I
It has been devoted to a brief introduction, importance of HRM, concept of HRM and Job Satisfaction, Cement Industry in India, brief profile of TANCEM, proposed research model of the study, significance of the study, statement of the problems and objectives of the study, methodology and limitations of the study.

Chapter II
It deals with theoretical concepts, definitions of HRM, Job satisfaction and its dimensions. Review of selected literature in the area of study has been furnished. Both Indian and foreign research related to this study has been reviewed in this chapter.
Chapter III
It highlights the company profile

Chapter IV
It highlights the introduction, methodology, research instrument, result of pilot study, reliability test, data collection, statistical tools and conclusions.

Chapter V
The analysis and interpretations relating to the data collected from the respondents in tune with the objectives of the study are presented in this chapter.

Chapter VI
The Sixth chapter includes the summary of the findings, suggestions and conclusions based on the analysis and interpretation of the study.