



HUMAN RESOURCE PLANNING IN AN INDIAN CEMENT INDUSTRY: A DIAGNOSTIC STUDY

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STATEMENT OF THE PROBLEM

The 'ABC' Cement Industries Ltd has entrenched in the year 1955 in the most economically disadvantaged and industrially deprived location of Southern India. After words, the industry nourished as a very big cement industry in the region. Subsequently, the founders put their sustained efforts to emerge the ABC industry as a market leader. From the past half decade the company was creating thousands of employment opportunities to the unemployed youth in the region. At the outset the ABC cement industry produced only 200mts per day and later it has increased its production to 4000 TPDs after contraption. The then dynamic founder entrepreneur under whose custodianship the ABC cement industry was flourished, such founder was passed away and the industry is looked after by their heriditaries.

IMPORTANCE OF HUMAN REESOURCE PLANNING

The era of economic liberalisation and privatisation around the globe have been drastically streamlined the industrial sector in general and the cement industries in particular. The cement industry enormously encourages the growth of Indian economy during the cut-throat competition of industries.

The object of this study includes the importance of human resource management factors which influence the role of human resource planning to assess the nourishment of future economy of cement industry. It is realised that there is a need of convergence of human resource planning in cement industries for overall upward advancement of cement industries in today's corporate world. Since, the advent of liberalisation with an object of moulding

the cement industries sector more human resource oriented and expansion of the role of cement industries in the growing economy and the role of privatisation and the direct foreign investment have given the boost to the modern cement industry. The ABC Cement Industries Limited has realised the relative importance of human resource planning for deputing their vital employees for world class institutions for training in H.R. planning programmes of employees.

With the changing technology taken place in administration of cement industries, the designing of new corporate human resource plans, keeping in view of the ever changing human resources requirements of cement industries has become arduous task. In view of this catastrophic situation, the ABC cement industry should compile the new human resource plans with thousand eyes.

Further, it is realised that the analysis of specifications for future H.R. needs of this cement industry is inevitable. In addition, it is also noticed from the incidents of past era that the improper and unscientific H.R. planning resulted in attracting the mismatch of human resources for the cement industry. In spite of several attempts made by the ABC cement industry with regard to the H.R. planning, several disruptions were taking place in attaining the proper implementation of this facets. Hence, the principle aim of HRP is overall augmentation of the productivity of the organisation.

In the era of globalisation, the success of cement industry very much depends upon the adoption of scientific H.R. planning methods by the ABC cement industry. The practices of rational and scientific HRM indicates that particular organisation is initiating efforts for grabbing the market leadership. Hence, adoption of scientific H.R.



planning procedure for their employees is inevitable for ABC cement industry towards the maximisation of profits.

REVIEW OF LITERATURE

Randal (2005)¹ has viewed that the human resource planning is the cycle that comprises of creating and executing plans and projects to guarantee that the correct number and kind of people are accessible at the perfect time and spot to satisfy hierarchical requirements.

Imison Buchan and Xavier(2009)² have claimed that getting the balance right between labor demand and supply is the most well known objective of the human resource planning.

Izueke (2009)³ has expressed that for strictly speaking, we should call this function "Human resource planning and activity programming" furthermore human resource planning requires definite investigation analysis of the present and the function to ensure that the organization has the correct number of individuals accessible who have the correct sorts and skills to perform the duties required by the organization when the work is needed.

Ulfertsm et al.,(2009)⁴ has opined in adopting HRP, an organization its present labour force to decide its future labour force needs and recognizes the gaps between the future and the present based on its organizational strategic objectives.

Colley and Price (2010)⁵ have identified an embracing and essential way to deal with HRM and stated that the HRP can be utilized to make an interpretation of organization strategic objectives into HR strategic and to coordinate with individuals to the essential strategic necessities of an organization in both the short term and long-term.

Dwevedi (2012)⁶ noticed the human resource planning as a process which assist in appropriately performing of human resource functions such as valid and timely date which is given about when to do revenue sales production level.

SCOPE OF THE STUDY

The scope this study is confined to the H.R. Planning practices of 'ABC' Cement industries and it can not be made any generalisation to other similar industries

OBJECTIVES OF THE STUDY

The basic objectives of the study:

- (i) To explore the customary practices of human resources planning in ABC Cement Industries Ltd;
- (ii) To appraise the level of satisfaction/dissatisfaction of

employees/workers towards the customary practice of human resource planning in ABC Cement Industries Ltd.;

- (iii) To look out the factors for dissatisfaction of employees/workers towards the customary practice of human resource planning in ABC Cement Industries Ltd. And;

- (iv) To bestow the suitable remedial measures to surmount the discontentment prevailed among the employees/workers towards the customary practice of human resource planning in ABC Cement Industries Ltd.

RESEARCH METHODOLOGY

The methodology consists of data collection from primary as well as secondary sources. Through the survey method the first hand information was collected from 60 sample respondents from the study unit.

SAMPLE DESIGN AND SIZE

A Purposive-cum-convenient sampling procedure was followed and 60 respondents were chosen as sample respondents.

ANALYSIS OF THE DATA

The information collected from the sample respondents was processed and tabulated scientifically and several statistical tools like (i) Independent sample t-test; (ii) Weighted mean scores; (iii) ANOVA; and (iv) Correlation analysis are calculated at appropriate junctures and the inferences were drawn

RESEARCH FINDINGS

- 1) Due importance is not given for organisational requirements while imparting training and while deputing the employees/workers to the various employee training programmes. Deputation of employees to the various training programmes is purely depends on the whims and fancies of higher officials. Really deserving and eligible employees/workers are not at all deputing for employee training programmes. (21.66%)
- 2) The very design of training is not designed in accordance with the needs of the organisation and hence there is a mismatch between the skills required by the organisation and the actual skills imparted in the training (23.33%).



- 3) The present training procedure is not at all imbuing any new skills to the employees/workers/participants to discharge updated technological professional responsibilities which involve certain technical knowledge. Whenever any technological problems arise in the operation of the plant and machinery the organisation needs to depend on outside technological experts which involves huge expenditure (18.33%).
- 4) The present employee training programmes are not at all motivating the work attitude, professional conduct and character of the employee/workers. Due to this reason, the professional working performance of the employees/workers was not at all enhanced (16.66%).
- 5) The present programmes of employee training are not at all helping to develop the organisational performance and also not playing any vital role in enhancing the employees' calibre and organisational productivity (20.00%).

SUGGESTIONS

1. It is suggested that a rational and scientific correlation should be created between H.R. Plans and organisational plans. So that the H.R. Planners would be able to analyse the human resources requirements for the specific section needs and organisational requirements of the human resources. Hence, there would not be any scope for diversion of the services of H.R. Planning experts to general organisational requirements. Creation of such scientific correlation between H.R. Plans and organisational plans can specifically avoid the mismatch of H.R. experts between H.R. Planning department and organisational planning.
2. For preparation of H.R. Plans an experienced and highly educated person like M.B.A (HRM) or M.M.S IHRM) graduate with 10 to 15 years experience in the field must be appointed as a H.R. Manager. Further, a sub-team of personnel numbering 4 to 6 persons must be appointed under his directorship. This H.R. Manager is expected to prepare the H.R. Plans in a rational and scientific manner. The sub-team would assist him from time to time in compilation of rational and scientific plans. Further, the sub-team would be trained under his superior direction and would be able to

support the organisation in further contingencies of human resources.

3. The duration of the present H.R. Plans is only 3 years which is a very short span for planning. Hence, it is suggested that the duration of each H.R. Plan must be at least 5 years. During this period H.R. Planning reviews can be carried out at the end of every year. So that the H.R. Planners would be able to know how many employees are retiring every year, how many new personnel are required and how many deaths are happening. Based on this authentic and accurate information the organisation can assess the accurate human resources need and prepare long term and authenticated H.R. Plans.
4. At the outset the H.R. Managers should analyse and assess the immediate future human resources needs of the organisation followed by long terms needs of the organisation. While analysing and preparation of H.R. Plans a proper and scientific correlation between H.R. Plans and H.R. needs of the organisation should positively be created. So that the preparation of crippled and irrational H.R. Plans can be wiped out.
5. First of all, the 'ABC' Cement Industry should formulate prudent and scientific H.R. policies for strengthening its H. R. Planning activity. Under the guidance and direction of an experienced H.R. expert the proposed H.R. policies should be fabricated under his control. While preparation of H.R. Plans the proposed H.R. expert should take into consideration certain important aspects such as (i) attracting of qualified and experienced personnel; and (ii) minimisation of absenteeism and employee turnover.

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