

**Employee's Perception on Functions of HR Department,  
India Cements Limited, Sankarnagar**

**P. Aarthy Shyamala  
12PBA001**

**A Major Project submitted to  
Avinashilingam Institution for Home Science and Higher Education for Women,  
Coimbatore – 641043**

**In partial fulfillment of the requirements for the  
Masters Degree in Business Administration  
March 2014**

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**CERTIFIED AS BONAFAIDE WORK**



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**Signature of the  
HOD (I/C)**



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**Signature of the  
External Examiner**



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**Signature of the  
Guide**

## CONTENTS

<b>CHAPTER NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
	<b>LIST OF TABLES</b>	
	<b>LIST OF CHARTS</b>	
	<b>SYNOPSIS</b>	
<b>I</b>	<b>INTRODUCTION</b>	
	1.1 Cement Industry	<b>1</b>
	1.2 India Cements Limited	<b>10</b>
	1.3 Employee's Perception on HR Department	<b>17</b>
	1.4 Objective	<b>21</b>
	1.5 Limitations	<b>21</b>
	1.6 Scope	<b>22</b>
<b>II</b>	<b>REVIEW OF LITERATURE</b>	<b>24</b>
<b>III</b>	<b>RESEARCH METHODOLOGY</b>	<b>33</b>
<b>IV</b>	<b>ANALYSIS AND INTERPRETATION</b>	<b>37</b>
<b>V</b>	<b>SUMMARY</b>	
	5.1 Findings	<b>67</b>
	5.2 Suggestions	<b>75</b>
	5.3 Conclusion	<b>78</b>
	<b>BIBLIOGRAPHY</b>	
	<b>ANNEXURE</b>	

## LIST OF TABLES

<b>TABLE NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
<b>4.1</b>	<b>GENDER</b>	
<b>4.2</b>	<b>AGE</b>	
<b>4.3</b>	<b>MARITAL STATUS</b>	
<b>4.4</b>	<b>EDUCATIONAL QUALIFICATION</b>	
<b>4.5</b>	<b>EXPERIENCE</b>	
<b>4.6</b>	<b>HELP DESK</b>	
<b>4.7</b>	<b>COMMUNICATION</b>	
<b>4.8</b>	<b>HR POLICES AND PROCEDURE</b>	
<b>4.9</b>	<b>RECRUITMENT AND SELECTION</b>	
<b>4.10</b>	<b>PERFORMANCE APPRAISAL</b>	
<b>4.11</b>	<b>TRAINING AND DEVELOPMENT</b>	
<b>4.12</b>	<b>PROMOTIONAL PRACTICES</b>	
<b>4.13</b>	<b>GRIEVANCE HANDLING SYSTEM</b>	
<b>4.14</b>	<b>WELFARE PRACTICES</b>	
<b>4.15</b>	<b>ANOVA FOR AGE WITH QUALITY OF WORK AND COMMUNICATION SYSTEM</b>	

## LIST OF CHARTS

<b>CHART NO</b>	<b>TITLE</b>	<b>PAGE NO</b>
<b>4.1</b>	<b>GENDER</b>	
<b>4.2</b>	<b>AGE</b>	
<b>4.3</b>	<b>MARITAL STATUS</b>	
<b>4.4</b>	<b>EDUCATIONAL QUALIFICATION</b>	
<b>4.5</b>	<b>EXPERIENCE</b>	
<b>4.6</b>	<b>HELP DESK</b>	

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## **SYNOPSIS**

The study entitled “Employee perception on functions of HR Department” was carried out at India Cements Limited, Sankarnagar.

Employee’s perception on HR functions is of central importance because the perception colors all further behavior of the employees and their performance

The primary objective of the study was to review the employee’s perception on the functions of human resource department. The present study will help the organization to understand the employee’s perception about the functions of HR department. The study enables the organization to make provisions to increase the performance of the HR Department functions.

The study is descriptive in nature and the sample size consisted of 150 respondents. The Primary data was collected with the help of a structured questionnaire. The secondary data was collected from journals, company records and websites. The sampling method used for the study was non-probability convenience sampling.

The data was collected through questionnaire. It had been analyzed using simple percentage method, Mean score value and ANOVA. The data was presented using bar diagrams and pie charts.

This study has found that the employees have positive perception on the overall functions of the HR Department. There was various factors considered for the study they are on communication, HR policies and procedures, recruitment and selection, Training and development, promotional practices, performance appraisal, grievance handling system and welfare practices.

Suggestions were also made for improving the performance of the human resources department. Since the employees have positive perception on the performance of human resource department; suggestions like mentoring, feedback counseling, performance based feedback, open book management style are suggested to improve HR functions at India Cements Limited.

# **CHAPTER-I**

## **INTRODUCTION**

The study on employee's perception on functions of HR Department was carried out at India Cements Ltd. The main objective of the study is to review the employee's perception on functions of HR Department.

The Introduction deals with:

1.1. Cement Industry

1.2. India Cements Limited

1.3. Employee perception on Functions of Human Resources Department

### **1.1. CEMENT INDUSTRY**

Cement is as vital a commodity to fast-growing economies. No other material is as versatile when it comes to building houses, roads and big chunks of infrastructure. Being one of the basic elements for setting up strong and healthy infrastructure, Cement plays a crucial role in economic development of any country. Having more than a hundred and fifty years history, it has been used extensively in construction of anything, from a small building to a mammoth multipurpose project.

It is a huge business: the world's cement-makers rake in revenues of \$250 billion a year. Outside China, which accounts for half of global demand and production and is mainly served by local firms, six vast international firms—Buzzi, Cemex, Heidelberg, Holcim, Italcementi and Lafarge—together have 40% or so of the market.

Cement remains a polluting and energy-hogging business, for all its attempts to clean up a bit. Investors, though, ought to take more of an interest. After a few hard years, with construction slumping in the rich countries, a recovery at last seems in sight. Demand is perking

up just as the big cement-makers have all but dealt with the damage to their balance-sheets inflicted by the acquisition spree that made them into global giants.

Cement is bulky and cheap. It makes sense to produce it in vast plants close both to limestone quarries, which provide a vital raw material, and to customers. Cement is so costly to transport that it rarely travels more than 200 miles (320km) by road, so its markets tend to be local. Barriers to entry are high: a new cement works producing 1m tonnes a year, the smallest worth building, costs around \$200m. It is much cheaper for an incumbent to expand. This entire means the industry tends towards oligopolies, which periodically attract interest from regulators.

But only around 3% of global production is traded across borders. Countries with excess capacity and coastal cement works (built mainly to supply home markets by boat) can dump their spare output in nearby coastal states, capping prices there. Prices will tend to be higher, and profits fatter, in places far from big exporters such as China, Japan and Turkey, and in landlocked countries.

Though the cement trade may not be global, consumption follows the same path as other more widely traded commodities that have a close correlation with economic expansion. In recent years demand in emerging economies has risen sharply, as they urbanize and industrialize: they now consume 90% of the world's cement output, and this share is likely to keep growing. In rich countries fewer buildings and bridges are going up, so demand for cement is in long-term decline.

For two decades the world's biggest cement-makers, facing declining growth rates in their home markets, have been buying firms in developing countries. Holcim, based in Switzerland, now rakes in around 70% of profits from the developing world; Lafarge, of France, is not far behind. But in the rush to buy the best firms in the most attractive locations the cement giants overpaid, leaving a "trail of value destruction", according to Phil Roseberg of Sanford C. Bernstein, a research firm. Because cement-making is such a local business, scale brings few cost advantages for global companies over domestic ones.

## **BACKGROUND**

The term cement is commonly used to refer to powdered materials which develop strong adhesive qualities when combined with water. These materials are more properly known as hydraulic cements. Gypsum plaster, common lime, hydraulic limes, natural pozzolana, and Portland cements are the more common hydraulic cements, with Portland cement being the most important in construction.

Cement was first invented by the Egyptians. Cement was later reinvented by the Greeks and the Babylonians who made their mortar out of lime. Later, the Romans produced cement from pozzolana, an ash found in all of the volcanic areas of Italy, by mixing the ash with lime. Cement is a fine grayish powder which, when mixed with water, forms a thick paste. When this paste is mixed with sand and gravel and allowed to dry it is called concrete.

About ninety-nine percent of all cement used today is Portland cement. The name Portland cement is not a brand name. This name was given to the cement by Joseph Aspdin of Leeds, England who obtained a patent for his product in 1824. The concrete made from the cement resembled the color of the natural limestone quarried on the Isle of Portland in the English Channel. The balance of cement used today consists of masonry cement, which is fifty percent Portland cement and fifty percent ground lime rock. The first cement manufactured in the United States was produced in 1871 by David Saylor of Coplay, Pennsylvania.

There are two types of raw materials which are combined to make cement:

- Lime-containing materials, such as limestone, marble, oyster shells, marl, chalk, etc.
- Clay and clay-like materials, such as shale, slag from blast furnaces, bauxite, iron ore, silica, sand, etc.

It takes approximately 3,400 lbs. of raw materials to make one ton (2,000 lbs.) of Portland cement. The mixture of materials is finely ground in a raw mill. The resultant raw mix is burned in a rotary kiln at temperatures around 4482 degrees Celsius to form clinker. The clinker nodules are then ground with about 3 % gypsum to produce cement with a fineness typically of less than 90 micrometers

Although the Indian cement industry has some multinational cement giants, like Holcim and Lafarge, which have interests such as ACC, Ambuja Cement and Lafarge Birla Cement, the Indian cement industry is broadly home-grown. Ultratech Cement, the country's largest firm in terms of cement capacity, holds around 22% of the domestic market, with ACC (50%-owned by Holcim) and Ambuja (50%-owned by Holcim) having 15% and 13% shares respectively.

Many of the remaining dozen top players are Indian and are (in order of diminishing market share); Jaiprakash Associates (10%), The India Cements Ltd (7%), Shree Cements (6%), Century Textiles and Industries (5%), Madras Cements (5%), Lafarge (5%), Birla Cement (4%) and Binani Cement (4%). Between them the top 12 cement firms have around 70% of the domestic market. Around 100 smaller players produce and grind cement on a wide range of scales but are often confined to small areas.

#### **Global Cement Companies Ranked By Capacity**

<b>Rank</b>	<b>Company/Group</b>	<b>Country</b>	<b>Capacity (Mt/yr)</b>	<b>No. of plants</b>
1	Anhui Conch	China	217	26
2	Lafarge	France	205	134
3	Holcim	Switzerland	174	117
4	CNBM	China	128	80
5	Heidelberg Cement	Germany	90	100
11	Ultratech	India	49	23
22	Jaypee	India	27	17
30	India Cements Ltd	India	15	7

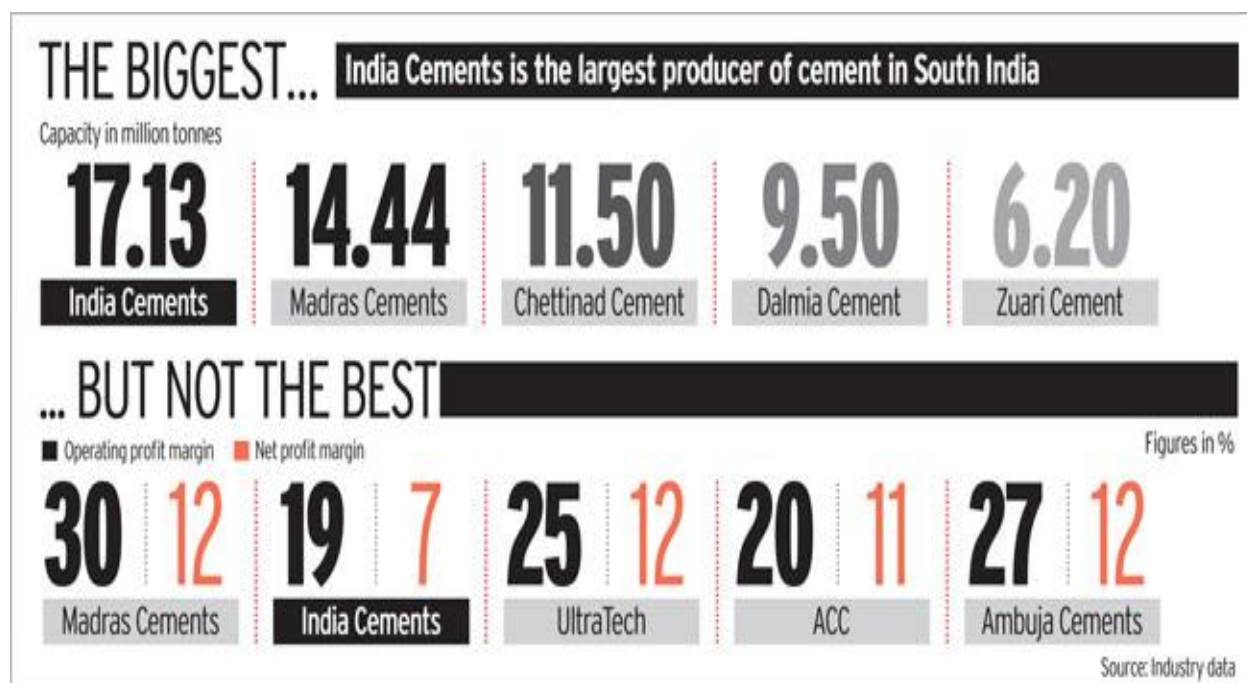
**Source: The Global Cement Directory 2013 and work conducted towards publication of the Global Cement Directory 2014**

## KEY PLAYERS

The major domestic cement companies in India include Ultratech Cement, Ambuja Cement, JK Cements, ACC Cement, Century Cements, India Cements, Sanghi Cements, Dalmia Cements, Saurashtra Cements and Madras Cements.

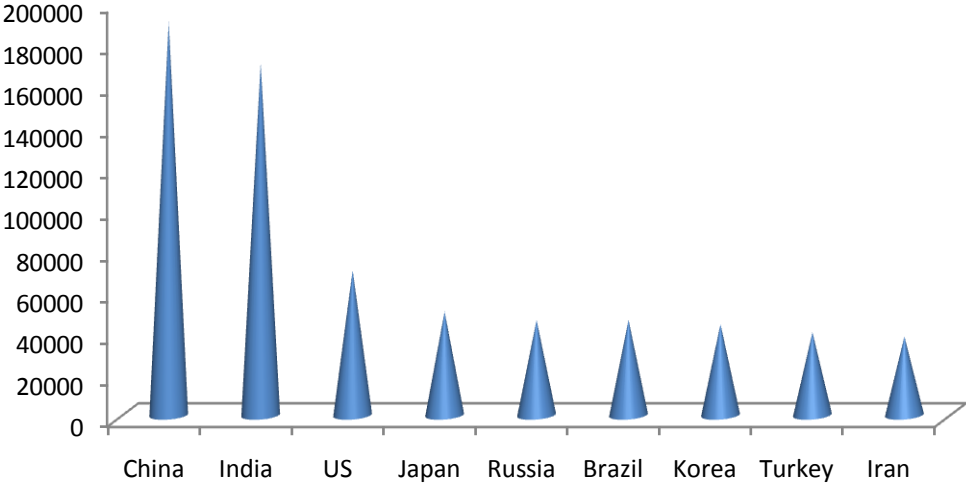
With booming cement demand in India and abroad, many foreign cement players are also establishing and expanding their presence in India. The world's top cement companies are present in India, namely France's Lafarge, Holcim from Switzerland, Italy's Italcementi and Germany's Heidelberg Cements.

Holcim, one of the largest global cement industry players, has established its presence in India by buying a major stake in two established brands of ACC and Ambuja Cements. Collectively, these companies have the largest market share in India, close to 50% of the total market size. As of 2012, Holcim has an annual capacity of 57 million tonnes, higher than domestic player Aditya Birla Group's UltraTech Cement's capacity of 52 million tonnes. Holcim is planning to raise its capacity by investing INR 1,800 crore in Ambuja Cements by the year 2013.



# GLOBAL PRODUCTION

Cement is produced in 156 countries across the globe. During 2013, the global production capacity of cement stood at around 2,872 million tonnes with China accounting for approximately 1,400 million tones and India a distant second with total production of 183 million tonnes. The production of Cement is highly skewed with top ten countries together accounting for close to 70% of total cement production.



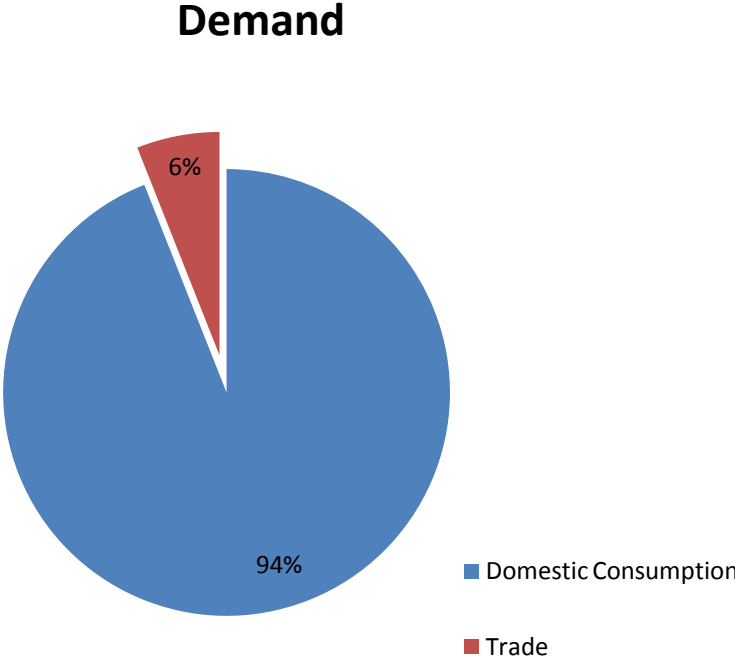
**SOURCE: US Geological Survey .**

High concentration of cement production may be attributable to high capital costs and long gestation periods in cement industry. Access to limestone reserves (principal raw material for the manufacture of cement) also acts as a significant entry barrier for newer companies.

Regionally, Asia contributed about 67% to world production and included 9 of the 20 leading producing countries. Western Europe had about 8% of total output; the Middle East (including Turkey) and North America, nearly 6% each; Africa, Central America and South America (combined), and the Commonwealth of Independent States, about 4% each; and Eastern Europe, about 2%.

# GLOBAL TRADE PROFILE

The global cement consumption data closely mirrors that of cement production, underlying the relatively low level of international cement trade volumes to world demand. The volume of cement entering world trade has traditionally been low compared to overall production and consumption, typically accounting for about 6% to 7% of total cement production (around 6% in 2013).



## TRADE SITUATION IN EMERGING MARKETS

The global cement industry has undergone a period of significant change over the past decade, driven by the demands of a globalised economy. While the traditional markets of Europe and the US continue to grow, primarily led by public sector investment, the most significant developments are however to be found in the emerging economies.

In emerging economies from Asia to Eastern Europe, cement has become the glue of progress. Some 80% of cement is made in and used by emerging economies; China alone

makes and uses around 50% of global output. Rapid increase in infrastructural development activity among CIS countries (Commonwealth of Independent States), has led to rapid increase in cement production in both Russia and Ukraine. In Ukraine production is doubling every four years, making it the second largest cement producer in the region after Russia.

Infrastructure growth in the CIS is driven by a number of factors such as strong macroeconomic fundamentals; growing business and consumer demand for improved infrastructure services, such as roads, ports, airports and utilities; relative underinvestment in infrastructure since the early 1990s; an acceptance by government authorities of the key role of the private sector in accelerating infrastructure development; recent introduction of legal frameworks designed to facilitate private investment in the sector.

Since the future of the cement sector is so intricately linked with the continued economic growth in emerging economies, the paper assesses the trade situation in emerging markets, excluding India.

## **FUTURE OF CEMENT INDUSTRY**

The cement sector is gearing up for a fast track growth and the next few years will see the sector zooming past new milestones. The production of cement is expected to cross 400 million tonnes in the next 10 years, with leading players focusing on capacity expansions two to three times their present capacity. At the same time, the demand for cement is increasing at 8-10 percent and, if this trend continues, players can easily increase their capacities from 21 crore tonnes (210 million tonnes) to 50-60 crore tonnes (500-600 million tonnes) per year.

Currently, 55-60 percent of cement produced in India is consumed by the housing sector. This is expected to change in the next few years when the emphasis will be on infrastructure developments like roads, bridges, and railways, which will consume a significant percentage of cement produced in the country.

The consumption of cement in agriculture is negligible today; but with a greater thrust on agriculture and the suggested 'second green revolution', this sector too will extensively use cement to build warehouses and other logistics.

The eastern states of India along with the Border States will be the newer and virgin markets for cement companies and will contribute to their bottom-line in future.

In the next 10 years, India will become the main exporter of clinker and gray cement to the Middle East, Africa, and other developing nations of the world. Cement plants near the ports, for instance the plants in Gujarat and Visakhapatnam, will have an added advantage for exports and will logistically be well armed to face stiff competition from cement plants in the interior of the country.

A large number of foreign players are also expected to enter the cement sector in the next 10 years, owing to the profit margins, constant demand, and right valuation. Consolidation of the cement sector too will take place and cement plants producing less than 1 million tonnes will find it difficult to survive in this market. Cement companies will go for global listings either through the FCCB route or the GDR route.

## **1.2. INDIA CEMENTS LIMITED**

### **INTRODUCTION**

The India Cements Ltd is an oldest cement plant in Tamilnadu and it is one of the most reputed companies. It was incorporated as a public company in August 1946, late Sri.N.Sankaralingalyer and late T.S.Narayana Swami, who were the founders of India cements limited. Sri.N.Sankaralingalyer was the first director of India cements limited, the commercial production started in 1949 with licensed capacity of 4 lakhs tomes per annum. The first plant was setup at Sankarnagar in Tamilnadu in 1949. Since then it has grown in stature to seven plants spread over Tamilnadu and Andhra Pradesh.

### **Company Highlights**

- The Company is the largest producer of cement in South India.
- The Company's plants are well spread with three in Tamilnadu and four in Andhra Pradesh, which cater to all major markets in South India and Maharashtra.
- The Company is the market leader with a market share of 28% in the South. It aims to achieve a 35% market share in the near future. The Company has access to huge limestone resources and plans to expand capacity by debottlenecking and optimization of existing plants as well as by acquisitions.
- The Company has a strong distribution network with over 10,000 stockiest of whom 25% are dedicated.
- The Company has well-established brands – Sankar Super Power, Coromandel Super Power and Raasi Super Power.
- Regional offices in all southern states and Maharastra offices/representative in every district.

## **THE VISION**

“To create value on a sustained basis for all stakeholders of India cements through lofty standards of transparency accountability, innovation and leadership in cement manufacture”

## **THE MISSION**

- India cements will strive to remain a leader in the manufacture of cements and establish itself as a preferred supplier of products and services to its clients and enhance the brand value for all stakeholders.
- As the organization grows, as a responsible corporate citizen, India cements shall be sensitive to the welfare and development of the society around it.

## **COMPANY’S VARIOUS PLANTS**

The seven **cements plants** of India cements situated at the following places:

- Sankarnagar at Tirunelveli
- Sankari at Salem
- Dalovai at Ariyalur
- Chilamakur at Kadapa (Andhra Pradesh)
- Yerraguntla at Kadapa (Andhra Pradesh)
- Vishnupuram at Nalgonda (Andhra Pradesh)
- Malkapur at Rangareddy (Andhra Pradesh)

## **The Grinding Units** of India cements

- 1) Vallur village at Tiruvallur district(Tamilnadu)
- 2) Parlivajanath at Beed district(Maharashtra)

## **PRODUCTS**

- India Cements manufactures Ready to Mix concrete (RMC)-53 grade cement.
- Its Coromandel King, Sankar Sakthi and Raasi Gold are 53 grade OPC (Ordinary Portland Cement) , which are high strength cement used for building runways, concrete roads and bridges.
- Its manufactures Coromandel, Sankar and Raasi are the 43 grade OPC.
- Its Coromandel Super Power, Sankar Super Power and Raasi Super Power range of blended cement are high durability cement, suited for plastering and finishing works.
- India Cements Sankar SRC (Sulphate Resisting Portland Cement) is basically used for construction of basements, coastal works, chemical factories, water treatment plants, etc

## **A MULTI-FACETED GROUP**

- 1) Trishul Investment Ltd
- 2) Coromandel Electrical Company
- 3) India cements capital & finance
- 4) Raasi cements ltd
- 5) Visaka cement Industry
- 6) ICL sugars Ltd
- 7) ICL Shipping Ltd
- 8) Industrial chemical monuments Ltd
- 9) ICL Capital Ltd

## **Vice Chairman and Managing Director of India Cements Limited**

Sri.N.Srinivasan (Vice Chairman and MD)



### **BOARD OF DIRECTORS**

- ✚ Sri.N.Srinivasan (Vice Chairman and MD)
- ✚ Smt.Chitra Srinivasan
- ✚ RupaGurunath (Whole time Director)
- ✚ ArunDatta
- ✚ Sri.Basavaraju (Nominee of Life Insurance Corporation of India)
- ✚ R.K.Dass
- ✚ N.R.Krishnan
- ✚ V.Manickam
- ✚ G.M.Yadwadkar (Nominee of IDBI Bank Limited)
- ✚ Sri.N.Srinivasan (Ex-Fraser & Ross)

## **SANKARNAGAR CEMENT FACTORY**

The study Employee's perception on functions of HR department was carried out at India cement Limited, Sankarnagar.

It is the first cement factory commissioned by India cements at Sankarnagar in Tirunelveli. The technical collaborators of the company were M.S.F.C Smith co. They have given their know-how, design, and engineering & erection assistance. The commercial production was commenced in August 1947, with an Initial Production capacity of one-lakh tones per annum. In a major move towards technology up graduation, this plant was switched over to dry process.

The company got its definite shape by the eminent entrepreneurs late Sri.N.Sankaralingyer and Late T.S.Narayana Swami, Thalaiyuthu which was a small village in the forties, blossomed in to importance's with advent of the ICL, a major cement company in an area of 124 acres of land after the establishment of cement industry the locality had rapidly growth & the entire are Thalaiyathu has for out grown from its original structure.

The company has embarked on modernization of its plants with a capacity of 300 tonnes per day at a cost of Rs.106 crores.

Shri.Sankaraling lyer with his energy and desire gave the cement project a realistic form, Tamilnadu having 5<sup>th</sup> place in producing cements in all over India and in Tamilnadu India cements limited, Sankarnagar stand first place.

The Varieties of Cements manufactured by India Cements Limited at Sankarnagar factory:

- Ordinary Portland cement
- Portland Pozzolana cement

The study deals with Employees perception on functions of HR Department carried out at India Cements Limited. India Cements Ltd is the largest producer of cement in South India.

## **HR DEPARTMENT AT INDIA CEMENTS LIMITED**

This study deals with the employee's perception on functions of HR Department. The HR department provides comprehensive human resource management services for the company. Its main functions include: recruitment and selection processes; classification and pay systems; policy development and management; employee training and development programs; equal employment opportunity and affirmative action programming.

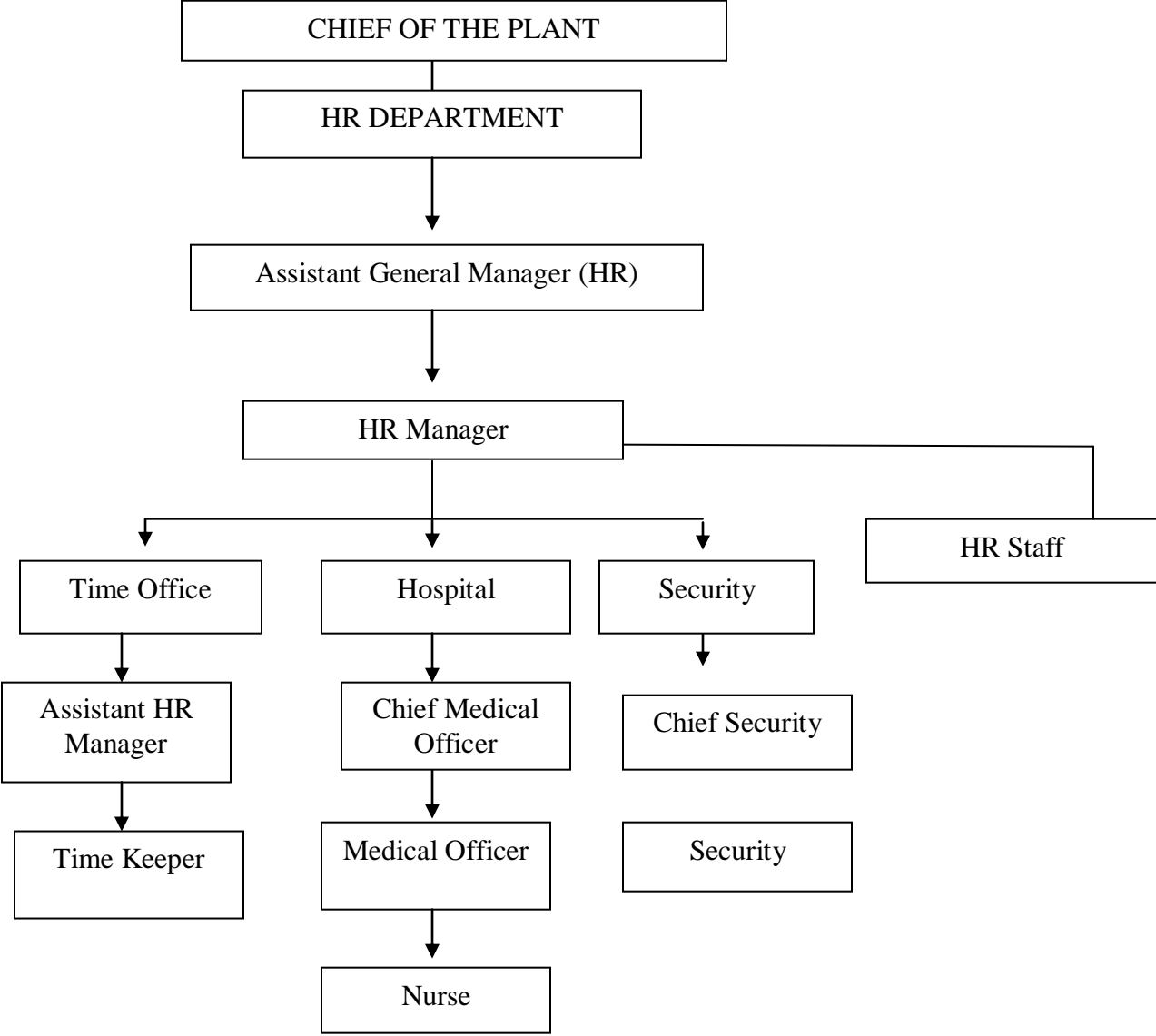
### **Introduction**

In India Cements Limited, HR philosophy strongly believes in the concept of good people making a good organization. It is known for its strong focus on man management, team building, enhancing leadership qualities and encouraging the workforce to grow along with the organization. It has a well-established code of conduct with a special emphasis on ethics and corporate governance.

Departments are the entities organizations form to organize people, reporting relationships, and work in a way that best supports the accomplishment of the organization's goals.

Their prime focus is also on training and development to equip workforce to face challenges in a competitive environment. India Cements believes in continuous up gradation of knowledge and skills of its employees. A state of the art simulator has been installed for providing training to their operating and maintenance professionals in simulating real time problems and find solution for them.

**DEPARTMENT STRUCTURE**



### **1.3 EMPLOYEES PERCEPTION ON HR DEPARTMENT**

The study deals with the employee's perception on functions of HR department. The main objective is to review employee's perception on the activities of HR department which was carried out at India Cement Ltd, Sankarnagar.

Human Resource Management (HRM) is widely defined as a field of professional practice and organizational activity (Tabassi and Abu Bakar, 2009). It is further defines as systematic process of managing, attracting, and retaining a firm's human resource in order to ensure the company is able to outperform other competitors in obtaining market share (Ahmad, et al., 2003). This function is particularly important as it helps company to obtain and retain employee with the needed and necessary knowledge, skill, ability and others (KSAOs) to perform a particular job effectively.

The best human resources practices create the most effective and efficient method of achieving any objective or task for a business. When aligned with the company mission statement and goals, human resources practices can address many of the personnel issues that can come up for a business. It is far better for a company to move forward towards meeting goals as one unit, collectively working towards a common goal and having a plan to get there.

#### **Employees Perception**

The process of liberalization, globalization and the consequent competition made the business organization to realize that the person with positive attitude on Human resources department have self commitment, motivation and they are loyal to the organization.

Employee or more commonly known as human resource is the basic building block of a company. It plays a significant role and largely determines success and failure of a company in a particular industry. It is also the most vital capital of the company, however, few companies really appreciate the role and function performed by human resource department (Ahmad and Schroeder, 2003).

People's perceptions and attributions influence how they behave in their organization. Perception describes the way people filter, organize and interpret sensory information. Attribution explains how people act, determining how people react to the actions of others as well. Accurate perception allows employees to interpret what they see and hear in the workplace effectively to make decisions, complete tasks and act in ethical manner.

These preferences can be of interest and maybe somehow related, because a visible, understandable and relevant HR policy can give clear rules and guidance if it is perceived as visible and understandable. Certainly if attributions can be made out of personal and situational factors, which are respectively are uncertainty avoidance and HR distinctiveness. It is assumable that there is a relationship between uncertainty avoidance and HR distinctiveness.

### **Managing Perceptions**

When people in organizations find themselves in unfamiliar, ambiguous situations, they tend to have difficulty coping. Effective business professionals handle objections to their ideas by clearly stating the benefits of their position to all parties. By presenting a compelling case for their ideas, these people get approval for their proposed strategy even if opposed by apathy or confrontation. By actively recognizing people's perceptions and attributions, effective leaders build justifications for their approach and get support when needed.

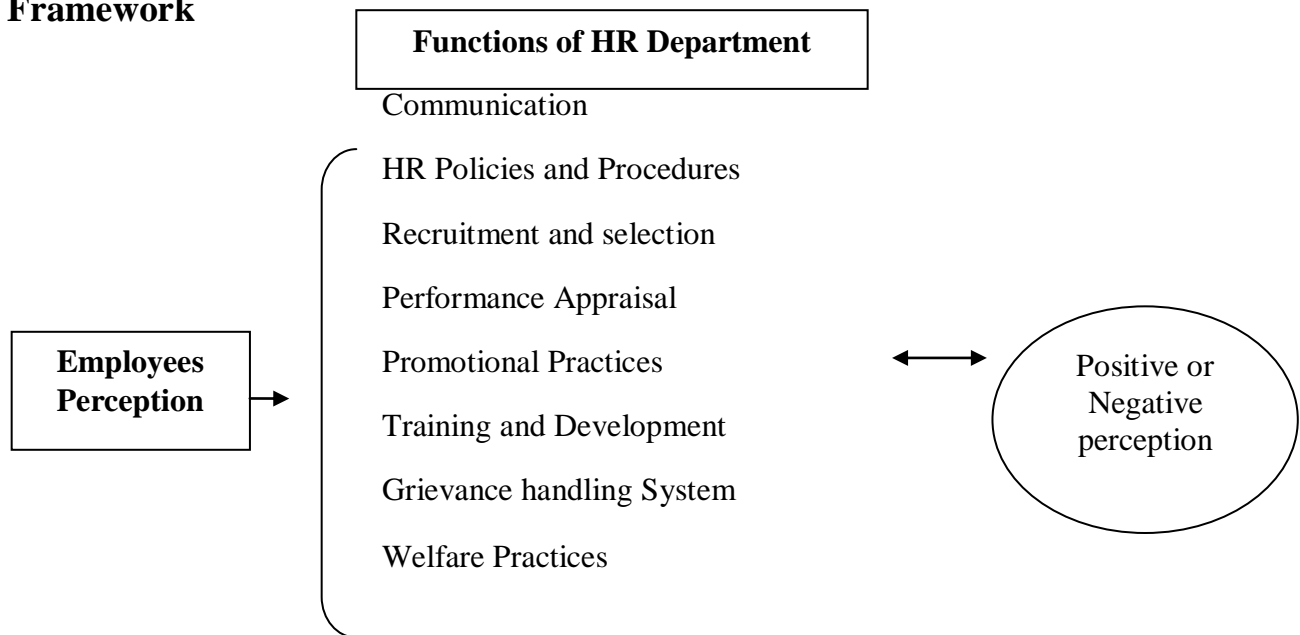
Organization having employees with positive attitude towards human resources department will increase the effectiveness of their work. Employees perception on HR functions is of central importance because the perception colors all further behavior of the employees and their performance

## HR Functions

The main objective of the study is to review the employee's perception on functions of HR Department. The factors taken for the study are:

- Communication
- HR Policies and procedures
- Recruitment and selection
- Performance Appraisal
- Promotional Practices
- Training and Development
- Grievance Handling
- Welfare Practices

## Framework



Employee's perception on HR functions is of central importance because the perception colors all further behavior of the employees and their performance. The main purpose of this research is to find out whether the above theoretical framework has a significant relationship and subsequently help organization to improve organizational performance through proper handling of human resource functions.

This chapter discuss about employees perception on functions of HR Department. This deals with employee's perception, managing perception and framework of the study.

## **1.4. OBJECTIVE**

- To review the employee's perception on the functions of Human Resource Department.

## **1.5. LIMITATIONS**

- Ⓢ The present study examines it from identified and selected dimensions only. However it is possible that there may be other factors which might not have been covered in this study.
- Ⓢ This study is relevant only to India Cements Limited and does not apply to other organizations.
- Ⓢ This study is purely based on the opinion of the workers which may change in the future.

## **1.6. SCOPE**

Scope of the study is the general outline of what the study will cover and defines the boundaries of the study. It states the extent of the study and hence is very vital to a project. The objective of this study is to review employee's perception towards the performance of human resource department.

### **TO THE ORGANIZATION**

The present study will help the organization to understand the employee's perception about the functions of HR department.

### **TO THE RESPONDENTS**

The respondents in the organization could indirectly convey their messages to their HR Department through the data provided for the study. The study enables the organization to make provisions to increase the performance of the HR Department functions. The study has provided a good opportunity to express their views on HR department and how best it can be improved.

### **TO THE RESEARCHER**

An increase in skills usually results in an increment in both quantity and quality of output. The researcher had an opportunity to interact with the employee at different level in the company and got to know their views and about the company.

## FRAME WORK OF PROJECT

### OBJECTIVE

To review the employees perception on functions of Human Resource Department.



### FACTORS

- ✓ Communication
- ✓ HR Policies and Procedures
- ✓ Recruitment and New Hires
- ✓ Performance Appraisal
- ✓ Promotional Practices
- ✓ Training and Development
- ✓ Welfare Practices
- ✓ Grievance Handling system



### ANALYSIS

Employees perception on functions of Human Resources Management were analyzed through structured questionnaire

**Tools:** Percentage analysis, MSV and ANOVA



### FINDINGS

Positive or Negative perception employees have on Functions of HR Department



### SUGGESTIONS

A Model was designed to improve the employees perception on functions of HR Department

## **CHAPTER-II**

### **REVIEW OF LITERATURE**

A literature review is a body of text that aims to review the critical points of current knowledge and or methodological approaches on a particular topic. Review of related literature is an important step in undertaking research. It helps in clarifying and defining the problem, stating objectives, formulating hypotheses, selecting appropriate design and methodology of research as well as interpreting the results in the light of the research work already undertaken. In this chapter, an endeavor has been made to provide an overview of various aspects of this study through the review of existing literature. The sources referred include various journals, books, doctoral theses, working papers, reports, magazines related to human resource, internet sites, newspapers etc.

The researcher focuses on the following aspects:

- 2.1. Employee Perception – A New Paradigm
- 2.2 The Paradox of the HRM Function
- 2.3 HRM Practice and Employee Work-related Perceptions
- 2.4 Overall Perception of HR Effectiveness and Its Consequences

There is a major shift in today's economy wherein there is a modification of the work environment. A great deal of factors including globalization, emerging economies and changing nature of work force has resulted in the development of a wide range of challenges which result in the creation of new opportunities for people from different backgrounds to work in a common environment.

When these changes are taken into consideration perception of the people with regards to their job profile and their job expectation is found to vary. With these changes, people's perceptions regarding their jobs are also changing. In this grow-or-die market place, the success of any organization relies on its workforce. Satisfied and committed employees are the most significant assets of any organization.

However there are few studies that deal with the concept of employee perceptions on various functions of HR Department.

## **2.1. Employee Perception – A New Paradigm**

Employees of any organization are an integral part of HRM. Their beliefs, opinions and thought processes have a tremendous bearing on perceived importance of various HR Functions. Purcell et al., (2004) showed that clear evidence existed between the operational performance by employees and the positive attitudes towards HR policies & practices, levels of satisfaction and motivation & commitment. However, employees also have differing viewpoints regarding the importance of individual HR functions in an organization. Some employees perceive Job Satisfaction as more important HR function than Promotion“.

The opinions about HR functions criticality vary tremendously over a cross section of employees who are individuals, markedly different from one another. Perceptions also vary across industries. In BPO companies, which typically experience a high rate of employee turnover, employees characteristically give a high importance to Recruitment and Selection. Service industry employees find Conflict Management and Executive Development to be very critical for their performance and growth. Government sector employees tend to give a very high value to Social Security but not so much value to Discipline. Size and pervasiveness of an organization also have a bearing over the perceived importance of individual HR functions.

Normally, in smaller or regionally located organizations, either very few HR functions are executed or the managers are multi-takers who carry out more than one function simultaneously. A small firm, a dealership, for example, having a few workers witness greater importance of Wage and Salary Administration where as a larger organization, such as a MNC or a company spread across a country, Transfers and Promotions are of paramount importance for employees.

Gibb (2001) reported the employees point of view as an alternative and more recent method for analyzing the state of HRM function. Guest (1999) suggests inquiring the workers about HRM practices as a form to identify the workers“ knowledge of HR functions and specifically those practices which allow workers to express their satisfaction or conflicts or in other words, to give “voice to the workers” (Batt et al., 2001).

This paradigm shift is important because traditionally HR practitioners and researchers have focused mainly on the intended HR functions as described by the practitioners/managers, and completely over-looked the employees' perceptions and point-of-views regarding their attitude and perceived importance of the various HR functions. Individual employee perceptions generally have a tendency to accumulate into pan-organization perceptions. Members of the same work unit often come to hold similar views through what is known as a "double interact" process (Morgeson and Hoffman, 1999). It is only elementary to understand, that these perceptions if positive and favorable towards the organization, might generate a forward momentum in all organizational activities and conversely, if negative, might severely hamper the organizational growth.

In the light of this, it seems imperative for HR managers and practitioners also, to enquire and understand the employee perceptions regarding the importance of various HR functions. This would have a direct bearing on the HR decision making process, enabling managers to take decisions that are inclusive of employee perceptions. This qualitative improvement in the understanding would result in the savings of vital resources of time, money and human capital and would influence the bottom line positively.

## **2.2. Perceptions**

As this dissertation will deal to a high degree with perceptions and reactions to change, it is especially important to elaborate on the nature and implications of perceptions on decisions. Although research on perceptions is rich and comprehensive, the intent of this literature review is not to present an exhaustive list of extant definitions of perception. Instead, my intent is to establish two key points. First, perception, as a psychological construct, is associated with other constructs such as attitude or emotion. Despite the differences among these constructs, most, if not all, of them seem to share common properties that shall be seen later. Second, perceptions influence the ways in which humans understand the world around them and how they make decisions. With deeper insights into how people understand the world, we can better comprehend the ways in which humans make decisions and why they behave in certain ways.

Perception can be defined as a “complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world” (Berelson and Steiner, 1964: 88).

In the same vein, perception is “about receiving, selecting, acquiring, transforming and organizing the information supplied by our senses” (Barber and Legge, 1976: 7). The research on perceptions can be traced back to Bartlett’s (1932) influential works on the constructive nature of cognition, which argues that schematic thinking dominates human perception in ways that human generic beliefs about the world influence and shape information processes.

Several researchers (e.g., Allport, 1954) have extended Bartlett’s (1932) work and have advanced our understanding of perception, attitude, judgment, and several other concepts. The preceding discussion has suggested that from a psychological perspective, individuals’ perceptions have a directive influence upon their decision-making and the outcome of their decisions; thus, it is not surprising that organization theorists are now interested in relationships between perceptions and various aspects of organizations. For example, a work by Anderson and Paine (1975) has posited the influences of the perception of uncertainty in the environment on the perception of the need for change in a firm’s strategies. The research on the roles and effects of perceptions on people’s decisions and behaviors is yet to be completed, and the search for a better understanding of various perceptions on employees’ behaviors such as turnover or commitment in the field of human resource management continues its momentum.

However, empirical research has begun to show that in organizational settings, certain perceptions such as the perception of uncertainty are associated with people’s behaviors. An empirical study by Ashford and colleagues (1989), for example, has shown evidence for a positive relationship between perceived job insecurity and intention to quit. Another empirical study by Eisenberger, Fasolo and Davis-LeMastro (1990) has demonstrated that employees’ perceived organizational support is related to various attitudes and behaviors. In a more recent study, Gopinath and Becker (2000) found that perceived procedural justice concerning the divestment activities of the firm is positively related to post-divestment commitment to the firm.

However, the discussion on the general concept of perceptions would be incomplete without mentioning two other related concepts – recognition and action. The concept of recognition deals with the ability to discriminate among familiar classes of objects, and it is related to the concept of categorization.

Thus, at an abstract level, recognition is one's ability to place objects in a category. To understand the relationship between recognition and categorization, it is necessary to consider how humans make sense of reality in a complex world. Perhaps the key answer to this question is the assertion in psychology that in an attempt to make sense of a complex world, humans often construct and use categorical representations to simplify and streamline the perception process (Fiske and Taylor, 1984, 1991; Gilbert and Hixon, 1991). In psychology, the term "categorization" is typically regarded as a process in which people group together objects and/or things (Zentall, Galizio, and Critchfield, 2002).

Within psychology literature, there are several theories of categorization, for example, exemplar models (Brooks, 1978) and decision bound theory (Ashby and Gott, 1988). The other relevant concept in connection with perception is "action." Action refers to one's activities such as moving the body in response to the perceptual process. As pointed out by Argyris (1999), humans possess certain kinds of mental programs on how to act effectively in different types of interaction; and there are two theories of action that humans hold. The first one is normally expressed in the form of stated beliefs and values. The second one is actually used and can thus only be inferred from observing their behaviors. Up to now, most people studied have a theory-in-use, which is called Model I (Argyris, 1999).<sup>27</sup> Model I theory-in-use requires defensive reasoning (Argyris, 1999). In his view, individuals tend to keep their premises and inferences tacit for fear that they may lose control, and the use of defensive reasoning prevents questioning the defensive reasoning.

The consequences of the model of the theory-in-use strategies are that defensiveness, misunderstanding, and self-fulfilling and self-sealing processes are more likely (Argyris, 1999). If perceptions are derived from or based on incomplete information and limited observation, perceptual biases will occur, and thus affect a person's decisions and actions.

Here, it is the contention that several perceptions of change are acting as determinants of employees' reactions to change. That is, humans usually try to make sense of what has happened, what is happening, and what will happen. A number of researchers have noted a link between the perceptual process and the interpretation of information; they have argued that the interpretation of information is based on the perceptual process (e.g., Anderson and Pained, 1975).

Further, during organizational change processes, employees create their own perspectives and interpretations of what is going to happen, what others are thinking, and how they themselves are perceived. Additionally, if there is a lack of information about the change, then evidence of employees' own perspectives and interpretation of the change is more likely to be observed (Coghlan, 1993)

The HRM functions are all the activities and processes involved with the management and development (contractual and legal) of people in an organization from the period of hiring or acquisition and retention to the point of exit. The functions of HRM include resourcing and retention; compensation and rewards; training and development; performance appraisal; benefits and relations with employees (Coda, Cesar, Bido&Louffat, 2009). The execution of these functions is not the sole prerogative of management but also stretches to the line managers who actually implement the HR policies. There are a number of methods for evaluating the HR function in organizations.

Wright, McMahan, Snell and Gerhart (1998) in comparing the perceptions of the HR effectiveness of line and HR executives proposed five roles. These are; The Strategic Partner Role: this role focuses on HR's participation in and influence over the formulation of strategy; The Tailoring Practices Role: this highlights HR's role in strategy implementation and tailoring HR practices to support the business strategy once it is formulated; Providing HR Services Role: this encompasses HR'S role in providing the basic HR services of recruiting and selection, compensation management, training, etc,

Boselie and Paauwe (2005) in a study of HR function competencies in European companies found that generally, HR managers had a more positive perception of the HR function and HR department than other employees and managers.

According to Gibb (2001), another method of evaluating the HRM function is to seek the point of view of the employees. This includes the employees' perceptions of; Training and development; Rewards and levels of personal motivation; Levels of employee morale; Communication; and Noticeable areas of weakness in HRM. Buhler (2002) listed the following functions as key to the management of human resources and critical for the effective performance of the organization; Recruitment and selection; Human resource development; Compensation and benefits; and Safety and health. This is in line with the classical HR functions of resourcing and staffing, development and training, and reward management, but omits HR's role in corporate strategy

## **2.4 The Paradox of the HRM Function**

Becker, Huselid, Pickus & Spratt (1997) noted that the HRM function is at a cross road. One end represents the crises situation of the function to justify itself and confronted with the prospect that a significant portion of its traditional activities will be outsourced. The other hand is focused on the opportunity that can be derived when the HRM system is seen as a source of strategic asset. The former means that all aspects of the function is not solely controlled and delivered from within the organization. This is evident from the fact that “86% of all work place employing ten or more employees had arrangements for subcontracting some activity including payroll, training, temporary employment and general recruitment (Kersley et al., 2006, cited in Woodall, Scott-Jackson, Newham & Gurney, 2009).

## **2.5. HRM Practice and Employee Work-related Perceptions**

According to the Human resource management model, a relationship exists between positive employee attitudes and the use of appropriate HRM practices (Meyer et al., 2004). However, this relationship is not widely acknowledged nor is it widely developed.

There are various employee attitudes that arise out of HRM practices, according to (Guest, 1997, 2001). An example of this would be the levels of job satisfaction, which is a perception that depends on the HRM policies and practices (Guest, 2002; Ting, 1997).

Furthermore, studies have also showed that high commitment levels on behalf of the workers is possible when appropriate HRM practices are used (Guest, 2002). Another example provided by (Guest, 2002), is the provision of opportunities for the workers to get in house training and career development opportunities will in turn benefit with the workers showing more commitment to the job.

Organizational fairness is the term used to describe “the role of fairness as it directly relates to the workplace” and is concerned with “the ways employees determine if they have been treated fairly in their jobs and the ways in which those determinations influence other work-related variables” (Moorman, 1991, p. 845).

According to (Kurland and Egan, 1999; Greenberg, 1990), there are a number of factors that are related to HRM practices that influence the employee’s perceptions of bias and fairness

(Marler and Fisher, 2012). According to a study by (Moorman, 1991), in places where there have been good HRM practices, the employee commitment levels were almost always seen to be high, however, in organizations where the HRM practices were deemed or perceived to be unfair, then those places showed decreased commitment levels from their employees (Janssen, 2000).

There are a number of studies that have delved into the relationship between HRM practices and their influence on the employee's perceptions and the overall performance of the organization (Appelbaum et al., 2000; Arthur, 1994; Delaney & Huselid, 1996; Delery & Doty, 1996; Huselid, 1995; Pfeffer, 1998; Cardy et al., 2007). Good HRM practices that focus on the welfare of the workers and which are also committed to the betterment of the workers result in positive effects. According to (Kossek and Block, 2000), when the workers come to see that the HRM practices are being developed by keeping their welfare in mind, they will evaluate the practices in a more positive way than in traditional management philosophy based upon efficiency and control (Sanders et al., 2008).

## **2.6 Overall Perception of HR Effectiveness and Its Consequences**

Studies by (Appelbaum et al., 2000; Arthur, 1994; Delery & Doty, 1996; Pfeffer, 1998; Chang, 1999; Gartner & Nollen, 1989; Thite et al., 2012) show that factors such as formal training systems, internal promotions and appraisals are not the only practices that affect employee satisfaction and commitment, but also their perceptions of these practices (Wheeler et al., 2012). As mentioned above, employee perception relates to the workers perceptions on the various HR practices. The Fishbein model can be considered as the forerunner to the beliefs about an object shaping a person's overall attitude (Fishbein, 1963). According to this model when an individual holds a belief towards more than one aspect of an object, the overall attitude is influenced by a summation of the product of each belief and evaluation regarding the belief. Fishbein's model has been mainly used to explain customer attitudes towards a specific product or service (Fishbein, 1963; Gardner, 1985; Ryan & Bonfield, 1980)

A growing interest in employees' perception of HRM has arisen because it is assumed that employees' perceptions of HRM may affect work behavior and outcomes (Takeuchi &

Takeuchi, 2013). This statement is further backed up by research conducted by Den Hartog, et al., (2012), who found that the perceptions employees have of HRM practices is related with employee outcomes. Additionally, Chang (2005) suggests that studying employees' perception of HRM can increase understanding of employees' behavior in the organization

This chapter discussed various studies related to employees perception on HR Department. People's perceptions and attributions influence how they behave in their organization. Perception describes the way people filter, organize and interpret sensory information. To summarize, this dissertation focus on whether direct relation exist between various function and employees perception. Nowadays, employees' perception of HRM is a frequently studied topic among scholars.

## **CHAPTER-III**

### **RESEARCH METHODOLOGY**

Research methodology is the systematic way to solve the research problem. It gives an idea about various steps adopted by the researcher in a systematic manner. The research method of the study explains the systematic way of the findings to the predetermined objectives. This provides the clear path to accomplish and achieve clear solution for the problem stated. Data collected were subjected to statistical analysis using statistical package for social science.

**This chapter deals with:**

- 3.1.Research design
- 3.2.Sample design
- 3.3.Data Collection Method
- 3.4.Measuring Scale and Statistical Tool

**3.1.RESEARCH DESIGN**

A research design is considered as the framework or plan for a study that guides as well as helps for data collection and analysis of data. The research design adopted for this project is descriptive in nature since it describes analyses and interprets the prevailing situation.

Descriptive research includes surveys and fact finding enquiries of different kinds. The major purpose of descriptive of the state of affairs as it exists. The main characteristic of this method is that the researcher has no control over the variables; the researcher can only report what has happened or what is happening.

**3.2. SAMPLE DESIGN:**

Sample design refers to the means by which one selects the primary units for data collection. In this project; the samples have been collected from the population using convenient sampling technique. Questionnaire was distributed by the researcher on her convenience of meeting the employees.

As the above objective of the project is to review the employee's perception on functions of HR Department, the respondents were the employees working at the India Cements

**Population:**

The population for the study constituted the employees at India Cement Ltd, Sankarnagar.

Workers	205
Executives	52
Managers	63
<b>Total</b>	<b>320</b>

### **Sample size**

Workers at the factory were taken for the study. The total number worker taken or sample is 150.

### **Sampling Method**

The sampling method used for the study was non probability convenient sampling method.

## **3.3. DATA COLLECTION METHOD**

Data collection plays an important role in any study. It can be collected from various sources. For the purpose of the study the following sources of the data are used:

### **Primary data**

Primary data refers to the collection of fresh data. Data is collected through questionnaire. A structured questionnaire is prepared and circulated to the employees of the India Cements Limited.

### **Secondary data**

Secondary data are those which have already been collected by someone else and which have already been passed through statistical process.

## **3.4. MEASURING SCALE AND STATISTICAL TOOLS**

After the data have been collected it has to be analyzed. The data obtained from the questionnaire is consolidated. Tabulation is a part of technical procedure where the classified data are put in the form of tables. The tables thus obtained should be analyzed with statistical techniques and tools so that the interpretation would be precise.

The data collected through questionnaire has been analyzed Percentage Analysis, Mean Score Value (MSV) and ANOVA. The scaling technique used in the research method are 5-point scale used through factors like Strongly Agree, Agree, Neutral, Disagree, Strongly Disagree and highly satisfied, satisfied, Neutral, dissatisfied, highly dissatisfied. The data has been represented using bar diagram.

### **Percentage Analysis:**

Percentage analysis is a statistical tool which is used to identify the percentage from the respondent's response to single question. Percentage analysis method was used for the purpose to tabulate the collected data and calculate the percentage. The values are plotted using pie and bar charts..

### **Mean Score Value:**

The **mean** of set of scores is the sum of the scores divided by the number of scores. Along with the median and the mode, the mean is just one measure of the **central tendency** of a set of scores, but the mean is by far the most common and the most useful

### **ANOVA:**

Analysis of variance (ANOVA) is a collection of statistical models used to analyze the differences between group means and their associated procedures (such as "variation" among and between groups), in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation. In its simplest form, ANOVA provides a statistical test of whether or not the means of several groups are all equal.

This chapter has described the methodology for the present study in detail. It also provided details on the population of the study and the exact number of respondents participated in the study. The type of research design framed for the study is also mentioned for which the results will be reflected in the following chapters. The adopted questionnaire for the

study, the method of data collection and the tools to examine the collected data are all discussed precisely.

## **CHAPTER –IV**

### **ANALYSIS & INTERPRETATION**

Analysis is a systematic approach to problem solving .It refers to the computation of certain measures along with searching of patterns of relationships that exists among data collected. Complex problems are made by separating them into more understandable elements. This involves identification of purpose and facts, the statement of defensible assumptions, and the formulation of conclusion.

Analysis and Interpretation is an investigation of the component parts of a whole and their relations in making up the whole. The analysis of data requires a number of closely related operations such as establishment of categories, the application of these categories to raw data through coding, tabulation and then drawing statistical inference. The act of interpreting something as expressed in an artistic performance. Interpretation is the device through which the factors that seem to explain what has been observed by researcher in the course of the study can be better understood and it also provides a theoretical inference which can serve as a guide for further researchers.

This Chapter deals with the following analysis:

- Percentage Analysis
- Mean Score Value (MSV)
- ANOVA

### **PATTERN OF ANALYSIS**

Factors	Tools applied
<b>Personal Variables</b>	
<b>Age</b>	

<b>Gender</b>	<b>Percentage Analysis</b>
<b>Qualification</b>	
<b>Marital status</b>	
<b>Experience</b>	

<b>Factors</b>	<b>Tools applied</b>
<b>Communication</b>	
Satisfied with quality of communication in the organization	<b>MSV (Strongly Agree..... Strongly Disagree)</b>
Communicating the changes in Policies And Procedures	
Good communication system within a group.	
Good communication between people in different areas of the company.	
Timely Response from the HR department	
Issues discussed with HR personnel are kept confidential	
<b>HR Polices and Procedure</b>	
Fair policies and procedures	<b>MSV (Strongly Agree..... Strongly Disagree)</b>
Reinforces Culture and Standards	
Handles Employee Issues	
Too much paper work in HR procedure	
Current procedures are effective in rewarding the employees.	
Information on employee benefits is easy to understand.	
Decision And Counsel are not biased	
<b>Recruitment And Selection</b>	
Applicants are informed about the requirements	<b>MSV (Strongly Agree..... Strongly Disagree)</b>
Vacancies are filled by qualified employees in	

the organization	<b>MSV</b> <b>(Strongly Agree..... Strongly Disagree)</b>
Selection Based On Profile	
Induction And Orientation programs	
<b>Performance Appraisal System</b>	
Fair Appraisal System	<b>MSV</b> <b>(Strongly Agree..... Strongly Disagree)</b>
Formal And Written Appraisal System	
Awareness On Appraisal System	
Feedback And Counseling	
<b>Training and Development</b>	<b>MSV</b> <b>(Strongly Agree..... Strongly Disagree)</b>
Training Development Policy are applicable to all employees	
Training Gives Competitive Advantage	
Training improves knowledge and skills.	
Training improves interpersonal relationship.	
Training develops attitude	
<b>Promotional Practices</b>	
Standard Promotional Policy	<b>MSV</b> <b>(Strongly Agree..... Strongly Disagree)</b>
Fair Job Promotion	
Promotion Based On Seniority	
<b>Grievance Handling System</b>	
Satisfied with grievance handling policy	<b>MSV</b> <b>(Strongly Agree..... Strongly Disagree)</b>
Satisfied with the management decision regarding grievance.	
Grievance committee helps in handling issues	
Present grievance handling policy is effective	
<b>Labour Welfare Measure</b>	
Safety Equipments	<b>MSV</b>
Medical Facilities	

Canteen Facilities	<b>(Highly satisfied..... Highly Dissatisfied)</b>
Leave Facilities	
Advance and Loan Facilities	
<b>Quality of work</b>	

## **GENDER**

Gender refers to the socially constructed roles, behavior, activities and attributes that a particular society considers appropriate for men and women. The distinct roles and behavior may

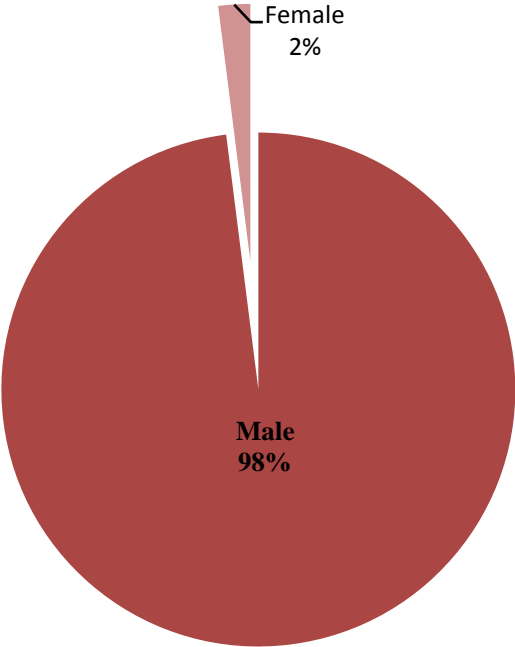
give rise to gender inequalities, i.e. differences between men and women that systematically favor one group.

**TABLE-4.1**

<b>GENDER</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
Male	147	98
Female	3	2
<b>Total</b>	150	100

As per the table 98% of the respondents are male and 2% of the respondents are female. Majority of the respondents are male because the cement manufacturing process involves heavy work.

**CHART 4.1**



**AGE**

Age is a demographic factor that shows the number of employees working in each specific age group. Depending upon the age, opinion differs. In the same way, perception of the

employees differs based on their age. Older adults found to be more positive and arousing than younger participants.

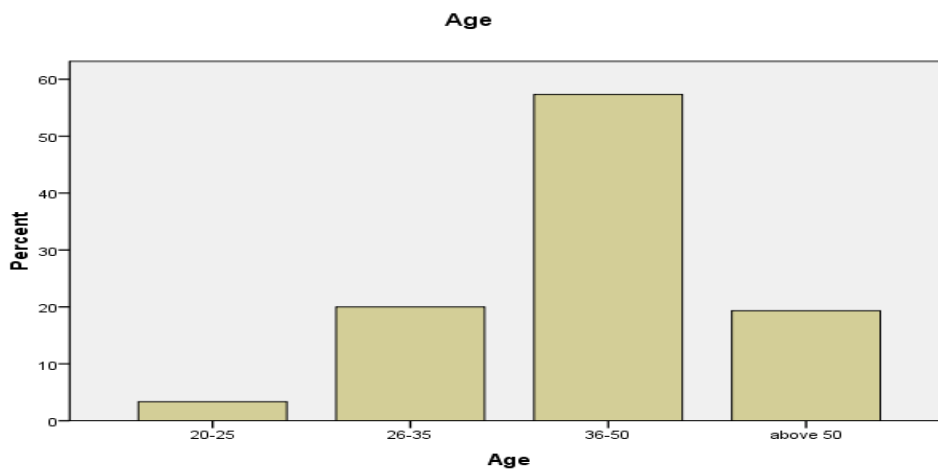
**TABLE-4.2**

<b>AGE (in Years)</b>	<b>RESPONDENTS</b>	<b>PERCENTAGE</b>
20-25	8	5
26-35	30	20
36-50	86	57
Above 50	26	17
<b>Total</b>	<b>150</b>	<b>100</b>

per the of the As table 57% respondents

are in between the age group of 36-50 years,20% of the respondents are in between the age group of 26-35 years,17% of the respondents are in between the of above 50 years and 5% are in between the age group of 20-25 years. Majority of the respondents are in between the age of 36-50 because this company is one of the oldest and retains people for longer time.

**CHART-4.2**



## MARITAL STATUS

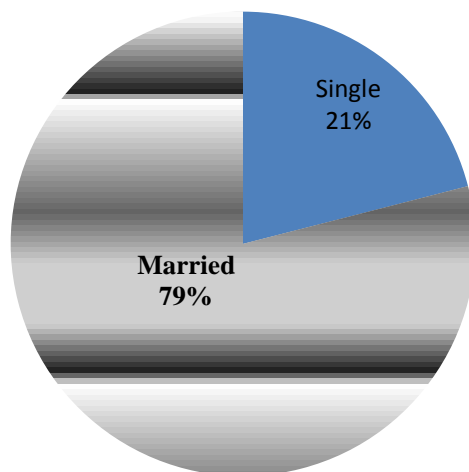
The marital status is one of the factors which determine the different opinion and experience of employees. It determines the different views from the both the category of married and single.

**TABLE-4.3**

MARITAL STATUS	RESPONDENTS	PERCENTAGE
Single	32	21
Married	118	79
TOTAL	150	100

As per the table 21% of the respondents are single and 79% of the respondents are married in the organization. Majority of the respondents are married. Married respondent's perception differs from unmarried respondents.

**CHART-4.3**



## EDUCATIONAL QUALIFICATION

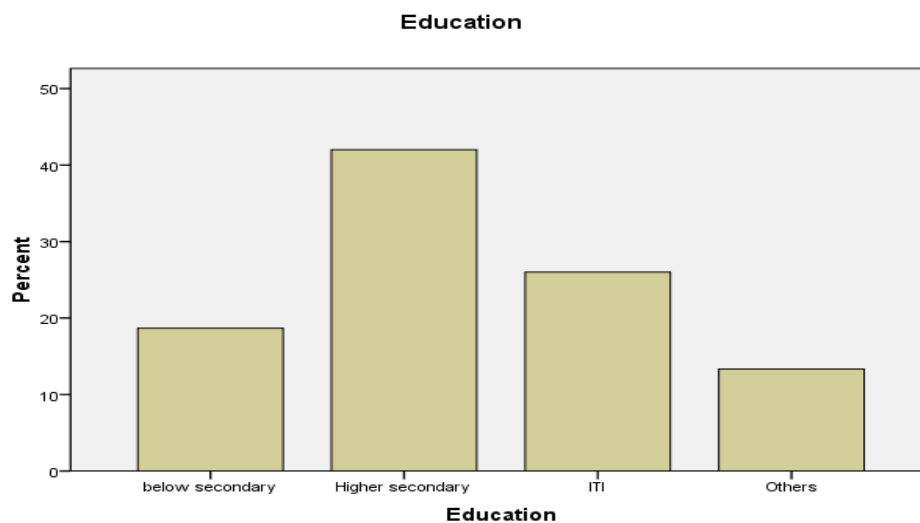
Educational qualification is an attribute that must be met or complied with and that fits a person for something.

**TABLE-4.4**

<b>Educational Qualification</b>	<b>No of Respondents</b>	<b>Percentage</b>
Below Secondary	28	19
Higher Secondary	63	42
ITI	39	26
Others	20	13
Total	150	100

The above table shows that 42% of the respondents have completed higher secondary, 26% of the respondents have completed ITI, 19% are below secondary and 13% of the respondents have completed other type of education. The majority of the employees have higher secondary as their educational qualification because the work does not need much of qualification.

**CHART-4.4**



## EXPERIENCE

The table shows the experience of the respondents in the organization. Experience improves the skill of the employee. An experienced person can perform better than an inexperienced person by avoiding the unnecessary task attached to a job and minimize waste.

**TABLE-4.5**

EXPERIENCE	NO OF RESPONDENTS	PERCENTAGE
1-5 yrs	12	8
6-10	22	15
11-15	43	28
Above 15	73	48
<b>TOTAL</b>	150	100

The table indicates that 48% of the respondents have above 1 years of experience, 28% have been working for 11-15 years, 15% of the respondents are working for 6-10 yrs and 8% of the respondents have been working between 1-5 years. Majority of the respondents have more than 15years of experience.

**CHART-4.5**



## MSV for Communication

Effective communication in the work place is important as it builds a cohesive and effective team and in maintaining good relationships with the HR Department. It also provides employees with a clear perspective of what is required from them and what to do and expect.

**Table No-4.8**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Satisfied with quality of communication in the organization.	47	54	49	0	0	3.96
Communicating the changes in policies and procedures	51	79	20	0	0	4.20
Good communication system within a group.	57	53	25	17	0	4.01
Good communication between people in different areas of the company.	89	53	4	4	0	4.51
Timely response from HR department	90	59	1	0	0	4.59
Issues discussed with HR personnel are kept confidential.	35	95	19	1	0	4.09

**SA-Strongly Agree A-Agree N-Neutral DA-Disagree SDA-Strongly Disagree**

From the above table it is understood that most of the respondents agree that there is good communication between people in different areas of the company(4.51),most of the respondents agree that HR communicates the changes in HR polices and procedure(4.20).Majority of the respondents agree that the HR personnel maintain confidentiality and there is good communication system(4.09). It is understood that majority of the respondents are satisfied with the quality of communication

## MSV for HR Polices and Procedure

Human Resources policies and procedures have been developed to guide the actions and govern the rights of employees. It establish a framework and set standards that guides the employees to perform their effectively.

**Table-4.9**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Fair policies and procedures	42	101	7	0	0	4.76
HR department reinforces the company's culture and standards of performance	90	59	1	0	0	4.59
Personnel procedure effectively handles a variety of employee's situation and needs.	35	76	39	0	0	3.97
Too much paper work in HR procedure	79	33	3	22	13	3.95
Current procedures are effective in rewarding employees	47	70	33	0	0	4.08
Information on employee benefits is easy to understand.	51	63	34	1	1	4.08
HR decisions/counsel are not biased on favor of any group	44	86	13	1	6	4.25

**SA-Strongly Agree A-Agree N-Neutral DA-Disagree SDA-Strongly Disagree**

From the table it is understood that majority of the respondents agrees that there is fair HR polices and procedure (4.76), HR department reinforces the company's culture and standards of performance(4.59) , Current procedures are effective in rewarding employees(4.08), Information on employee benefits is easy to understand (4.08) and personnel procedure effectively handles their situation and needs.(397)

## MSV for Recruitment and Selection

Recruitment is the process of identifying that the organization needs to employ someone up to the point at which application forms for the post have arrived at the organization and is the process of attracting, evaluating, and hiring employees for an organization. Selection then consists of the processes involved in choosing from applicants a suitable candidate to fill a post.

**Table-4.10**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Applicants are informed about the requirements.	67	70	13	0	0	3.61
Vacancies are filled by qualified employees in the organization	38	74	38	0	0	4.46
Selection based on profile	38	74	38	0	0	4.46
Induction and Orientation programs	12	43	77	22	0	3.34

**SA-Strongly Agree   A-Agree   N-Neutral   DA-Disagree   SDA-Strongly Disagree**

From the above table it is understood that majority of the employees agree the department recruits qualified employees to fill vacancies(4.46) ,most of the employees agree that selection are based upon the profile(4.46)and applicants are well informed about the requirements(3.61). The majority of the respondents have neutral opinion on induction and orientation programs(3.34)

## MSV for Performance Appraisal System

Performance appraisal is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations.

**Table-4.11**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Fair performance appraisal	88	61	1	0	0	4.79
Formal written appraisal system	61	57	29	2	0	4.16
Awareness on appraisal system	62	57	30	0	0	4.18
Feedback and counseling	10	24	60	45	11	3.04

**SA-Strongly Agree A-Agree N-Neutral DA-Disagree SDA-Strongly Disagree**

From the above table it is understood that most of the employees strongly agree that there is fair promotional appraisal in the organization (4.79), most of the respondents strongly agree that they are aware about the appraisal system(4.18), most of the respondents agree is a formal written appraisal system(4.16) and most of the respondents neither agree nor disagree that department provides feedback and counseling based on performance.

## MSV for Training and Development

Training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings

**Table-4.12**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Training and development Policy are applicable to all employees.	46	58	46	0	0	3.79
Training Gives competitive advantages	37	106	7	0	0	4.16
Training improves knowledge and skills.	83	55	12	0	0	4.54
Training improves interpersonal relationship.	37	106	7	0	0	4.16
Training develops attitude	51	79	20	0	0	4.20

**SA-Strongly Agree A-Agree N-Neutral DA-Disagree SDA-Strongly Disagree**

From the above table it is understood that most of the respondents agree that training improves knowledge and skills (4.54), most of the respondents agree that training develops attitude (4.20), most of the respondents agree that training improves interpersonal relationship and it gives competitive advantage (4.16). Majority of the respondents agree that training and development policy are applicable to all employees(3.79)

## MSV for Promotional Practices

A promotion is the advancement of an employee's rank or position in an organizational hierarchy system. Promotion may be an employee's reward for good performance, i.e., positive appraisal. Promotion practices specify rules and properties to apply when promoting an employee.

**Table-4.13**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Standard promotional policy	68	82	0	0	0	4.75
Fair job promotion	77	73	0	0	0	4.68
Promotion is based on seniority	56	62	32	0	0	4.54

**SA-Strongly Agree A-Agree N-Neutral DA-Disagree SDA-Strongly Disagree**

From the above table it is understood that majority of the respondents agree that organization has standard promotional policy (4.75), majority of the respondents strongly agree that there is fair job promotion (4.68) and majority agree that promotion is based on seniority (4.54).

## MSV for Grievance Handling

Grievance Handling outlines the stages and approaches to be followed in handling workplace grievances. The aim of grievance handling is to ensure that the issues brought to the employer's attention by the employee are adequately handled, and are settled in fairly. It is better to have a formal method of handling grievances within a work environment as this can eliminate any risk of low productivity/motivation, work to rules and strikes.

**Table-4.14**

<b>Statements</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SDA</b>	<b>MSV</b>
Satisfied with grievance handling policy	69	81	0	0	0	4.41
Satisfied with the management decision regarding grievance.	84	25	37	0	0	4.79
Grievance committee helps in handling issues	84	59	17	0	0	4.54
Present grievance handling policy is effective	37	106	7	0	0	4.16

**SA-Strongly Agree A-Agree N-Neutral DA-Disagree SDA-Strongly Disagree**

From the above it is understood that most of the respondents are satisfied with the management decision regarding grievance (4.79), most of the respondents strongly agree that grievance committee helps in handling issues (4.54), most of the respondents are satisfied with grievance handling policy (4.41) and most of the respondents agree that present grievance handling policy are effective(4.16).

## MSV for Welfare Measures

Employee welfare is a term including various services, benefits and facilities offered to employees by the employers. The welfare measures need not be monetary but in any kind/forms. This includes items such as allowances, housing, transportation, medical insurance and food, monitoring of working conditions, and creation of industrial harmony through infrastructure for health, Through such generous benefits the employer makes life worth living for employees.

**Table-4.15**

Statements	HS	S	N	DS	HSD	MSV
Safety Equipment	70	63	17	0	0	4.47
Medical facilities	79	63	8	0	0	4.59
Canteen facilities	87	63	0	0	0	4.77
Leave Facilities	87	63	0	0	0	4.77
Advance and loan facilities	55	76	19	0	0	4.16
Quality of work	69	81	0	0	0	4.41

HS- Highly satisfied 4-Satisfied 3-Neutral 2-Dissatisfied 1-Highly dissatisfied

From the table it is understood that majority of the respondents are highly satisfied with canteen and leave facilities (4.77), majority of the respondents are satisfied with medical facilities (4.59), majority of the respondents are highly satisfied with safety equipments (4.47) and majority of the respondents are satisfied with quality of work.

## ANOVA

Table-4.16

### ANOVA For Age With Quality Of Work And Communication System

	AGE	N	F	Sig
Quality of work	20-25	3	15.994	.000
	26-35	23		
	36-50	85		
	Above 50	39		
	<b>Total</b>	<b>150</b>		
Communication System	20-25	5	11.755	.002
	26-35	30		
	36-50	86		
	Above 50	29		
	<b>Total</b>	<b>150</b>		

From the above table it is understood that there is a significant relation between age and quality of work (.000) and there is significance relation (.002) between age and good communication system. Based on the age the perception on quality of work differs and also the perception on communication system differs.

## RESULTS AT GLIMPSE

<b>PERSONAL FACTORS</b>	
Gender	98% of the employees are male
Age	57% of the employees are in between the age group of 36-50
Marital Status	79% of the employees are married
Educational qualification	42% of the employees have completed higher secondary
Experience	48% of the employees have above 15 years of experience

<b>FACTORS</b>	<b>INTERPRETATION</b>
<b>COMMUNICATION</b>	
Quality of communication	<ul style="list-style-type: none"> <li>Majority of the respondents agree that there is quality communication in the organization.</li> </ul>
Communicating the changes in Policies And Procedures	<ul style="list-style-type: none"> <li>Majority of the employees agree that HR department efficiently communicates changes in policies and procedure</li> </ul>
Good communication system within a group.	<ul style="list-style-type: none"> <li>Majority of the employees agree that there is good communication system within the group.</li> </ul>
Good communication between people in different areas of the company.	<ul style="list-style-type: none"> <li>Majority of the employees agree that there is good communication between people in different areas of the company.</li> </ul>
Timely Response	<ul style="list-style-type: none"> <li>Majority of the respondents agree that HR responds to their enquires</li> </ul>
Confidentiality	<ul style="list-style-type: none"> <li>Majority of the respondents agree that issues discussed with HR are kept confidential</li> </ul>
<b>HR POLICES AND PROCEDURE</b>	

Fair policies and procedures	<ul style="list-style-type: none"> <li>Majority of the respondents agree that there is fair policies and procedures</li> </ul>
Reinforces Culture and Standards	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree that HR department reinforces the ICL culture and standards of performance</li> </ul>
Personnel procedure effectively handles employees issues	<ul style="list-style-type: none"> <li>Majority of the respondents agree that personnel procedure effectively handles employees issues</li> </ul>
Too much paper work in HR procedure	<ul style="list-style-type: none"> <li>Majority of the respondents agree that there is too much of paper work involved in HR procedures.</li> </ul>
Current procedures are effective in rewarding employees	<ul style="list-style-type: none"> <li>Majority of the respondents agree that current procedures are effective in rewarding employees.</li> </ul>
Employee benefits are easy to understand.	<ul style="list-style-type: none"> <li>Majority of the employees agree that they have awareness on employee's benefits.</li> </ul>
Decision And Counsel are not biased in favor of any group	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree that HR decisions/counsel are not biased in favors of any group.</li> </ul>
<b>RECRUITMENT AND SELECTION</b>	
Applicants are informed about the requirements.	<ul style="list-style-type: none"> <li>Majority of the respondents agree that applicants are informed about the requirements</li> </ul>
Vacancies are filled by qualified employees in the organization	<ul style="list-style-type: none"> <li>Majority of the respondents agree that vacancies are filled by qualified employees in the organization</li> </ul>
Selection Based On Profile	<ul style="list-style-type: none"> <li>Majority of the respondents agree that selection focus on knowledge, skills and attitudes</li> </ul>
Induction And Orientation	<ul style="list-style-type: none"> <li>Majority of the respondents agree that there is formal induction, and orientation</li> </ul>

<b>PERFORMANCE APPRAISAL SYSTEM</b>	
Fair Appraisal System	<ul style="list-style-type: none"> <li>Majority of the respondents agree that there is fair appraisal system</li> </ul>
Formal And Written Appraisal System	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree that there is formal written appraisal system</li> </ul>
Awareness On Appraisal System	<ul style="list-style-type: none"> <li>Majority of the respondent strongly agree that they are aware about the appraisal system</li> </ul>
Feedback And Counseling	<ul style="list-style-type: none"> <li>Majority of the employees neither agree nor disagree that employees are provided feedback and counseling</li> </ul>
<b>TRAINING AND DEVELOPMENT</b>	
Training and Development Policy	<ul style="list-style-type: none"> <li>Majority of the respondents agree that training and development policy are applicable to all employees</li> </ul>
Training Gives Competitive Advantage	<ul style="list-style-type: none"> <li>Majority of the respondents agree that Training needs are realistic, useful and based on strategy.</li> </ul>
Training improves knowledge and skills.	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree that training programs improves knowledge and skill.</li> </ul>
Training improves interpersonal relationship.	<ul style="list-style-type: none"> <li>Majority of the respondents agree that training improves interpersonal skills</li> </ul>
Training develops attitude	<ul style="list-style-type: none"> <li>Majority of the respondents agree that training develops attitude.</li> </ul>
<b>PROMOTIONAL POLICES</b>	
<b>Standard promotional policy</b>	<ul style="list-style-type: none"> <li>Majority of the respondents agree that there is a standard promotion policy</li> </ul>
<b>Fair Job Promotion</b>	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree that job promotion are fair</li> </ul>
<b>Promotion Based On Seniority</b>	<ul style="list-style-type: none"> <li>Majority of the respondents agree that</li> </ul>

	promotion is based on seniority
<b>GRIEVANCE HANDLING</b>	
Grievance handling policy	<ul style="list-style-type: none"> <li>Majority of the respondents agree that organization has formal procedure for handling grievance</li> </ul>
Management decision regarding grievance	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree regarding the management decision on grievance.</li> </ul>
Grievance Committee	<ul style="list-style-type: none"> <li>Majority of the respondents strongly agree that grievance committee helps in handling the issues</li> </ul>
Present grievance handling policy is effective	<ul style="list-style-type: none"> <li>Majority of the respondents agree that present handling policy is effective.</li> </ul>
<b>WELFARE PRACTICES</b>	
<b>Safety Equipments</b>	<ul style="list-style-type: none"> <li>Majority of the respondents are highly satisfied with the safety equipments</li> </ul>
<b>Medical Facilities</b>	<ul style="list-style-type: none"> <li>Majority of the respondents are highly satisfied with the medical facilities provided by the organization</li> </ul>
<b>Canteen Facilities</b>	<ul style="list-style-type: none"> <li>Majority of the respondents are highly satisfied with canteen facilities</li> </ul>
<b>Leave Facilities</b>	<ul style="list-style-type: none"> <li>Majority of the respondents are highly satisfied with leave facilities</li> </ul>
<b>Advance and Loan Facilities</b>	<ul style="list-style-type: none"> <li>Majority of the respondents are satisfied with the advance and loan facilities,</li> </ul>
<b>Quality of work</b>	<ul style="list-style-type: none"> <li>Majority of the respondents are satisfied with the quality of work.</li> </ul>

## CHAPTER V SUMMARY

### 5.1 FINDINGS

PERSONAL FACTORS	INTERPRETATION
<b>Gender</b>	Majority of the employees are male
<b>Age</b>	Majority of the employees are in between the age group of 36-50
<b>Marital Status</b>	Majority of the employees are married
<b>Educational qualification</b>	Majority of the employees have completed higher secondary
<b>Experience</b>	Majority of the employees have above 15 years of experience

#### 1.COMMUNICATION

- Satisfied with quality of communication in the organization
- Communicating the changes in Policies And Procedures
- Good communication system within a group.
- Good communication between people in different areas of the company.
- Timely Response from the HR department
- Issues discussed with HR personnel are kept confidential

Majority of the employees have positive perception on Communication.

## 2.HR POLICES AND PROCEDURE

- Fair policies and procedures
- Reinforces Culture and Standards
- Handles Employee Issues
- **Too much paper work in HR procedure**
- Current procedures are effective in rewarding the employees.
- Information on employee benefits is easy to understand.
- Decision And Counsel are not biased

Majority of the employees have positive perception on HR polices and procedure but of the employees agree that there is too much paper work is involved in HR procedures (Negative perception is indicated in red color)

## 3.RECRUITMENT AND SELECTION

- Applicants are informed about the requirements
- Vacancies are filled by qualified employees in the organization
- Selection Based On Profile
- **Induction And Orientation programs**

Majority of the employees have positive perception on recruitment and selection. Most of the employees are not satisfied with the induction and orientation programs (Negative perception is indicated in red color)

#### 4.PERFORMANCE APPRAISAL SYSTEM

- Fair Appraisal System
- Formal And Written Appraisal System
- Awareness On Appraisal System
- Feedback And Counseling

Majority of the employees have positive perception on performance appraisal system but they are not given proper feedback and counseling based on their performance (negative perception indicated in red color).

#### 5.TRAINING AND DEVELOPMENT

- Training Development Policy are applicable to all employees
- Training Gives Competitive Advantage
- Training improves knowledge and skills.
- Training improves interpersonal relationship.
- Training develops attitude

Majority of the employees have positive perception on Training and development function.

#### 6.PROMOTIONAL PRACTICES

- Standard Promotional Policy
- Fair Job Promotion
- Promotion Based On Seniority

Majority of the employees have positive perception on promotional practices.

## 7.GRIEVANCE HANDLING

- |   |
|---|
| • Satisfied with grievance handling policy                    |
| • Satisfied with the management decision regarding grievance. |
| • Grievance committee helps in handling issues                |
| • Present grievance handling policy is effective              |

Majority of the employees have positive perception on grievance handling procedures.

## 8.WELFARE PRACTICES

- |  |
|--|
| • Satisfied with Safety Equipments           |
| • Satisfied with Medical Facilities          |
| • Highly Satisfied with Canteen Facilities   |
| • Highly Satisfied with Leave Facilities     |
| • Satisfied with Advance and Loan Facilities |
| • Satisfied with Quality of work             |

Majority of the employees are satisfied with welfare practices and quality of work

## Major Findings:

The main objective of the study is to review the employee's perception on functions of HR Department

### FUNCTIONS OF HR DEPARTMENT

**Communication**

**HR Policies and Procedures**

**Recruitment and selection**

**Performance Appraisal**

**Promotional Practices**

**Training and Development**

**Grievance handling**

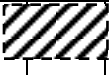

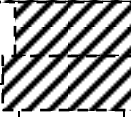
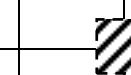










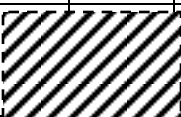


**Welfare Practices**



**Positive perception  
on HR Functions**

## EFFECTIVENESS OF HR DEPARTMENT

FACTORS	MSV				
	5	4	3	2	1
<b>COMMUNICATION</b>					
Satisfied with quality of communication in the organization.					
Communicating the changes in Policies And Procedures					
Good communication system within a group.					
Good communication between people in different areas of the company.					
Timely Response from HR department					
Issues discussed with HR personnel are kept confidential					
<b>HR POLICES AND PROCEDURE</b>					
Fair policies and procedures					
HR department reinforces the company's culture and standards of performance					
Personnel procedure effectively handles a variety of employee's situation and needs.					
Too much paper work in HR procedure					
Current procedures are effective in rewarding employees					
Information on employee benefits is easy to understand.					
HR decisions/counsel are not biased on favor of any group					
<b>RECRUITMENT AND SELECTION</b>					
Applicants are informed about the requirements.					
Vacancies are filled by qualified employees in the organization					
Selection Based On Profile					

Induction And Orientation					
<b>FACTORS</b>					
<b>PERFORMANCE APPRAISAL SYSTEM</b>					
	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Fair Appraisal System					
Formal And Written Appraisal System					
Awareness On Appraisal System					
Feedback And Counseling					
<b>TRAINING AND DEVELOPMENT</b>					
Training and development Policy are applicable to all employees.					
Training Gives Competitive Advantage					
Training improves knowledge and skills.					
Training improves interpersonal relationship.					
Training develops attitude					
<b>PROMOTIONAL PRACTICES</b>					
Standard Promotional Policy					
Fair Job Promotion					
Promotion Based On Seniority					
<b>GRIEVANCE HANDLING SYSTEM</b>					
Satisfied with grievance handling policy					
Satisfied with the management decision regarding grievance.					
Grievance committee helps in handling issues					
Present grievance handling policy is effective					

<b>WELFARE PRACTICES</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Safety Equipments					
Medical Facilities					
Canteen Facilities					
Leave Facilities					
Advance and Loan Facilities					
Quality of Work					

The effectiveness of the HR department indicates the employee's perception on each function.

The scale for Communication, HR policies and procedure, Recruitment and selection, Performance appraisal, Training and development, promotional practices, and grievance handling system

5- Strongly agree

4- Agree

3- Neutral

2-Disagree

1-Strongly disagree

The scale for Welfare practices

5-Highly satisfied

4-Satisfied

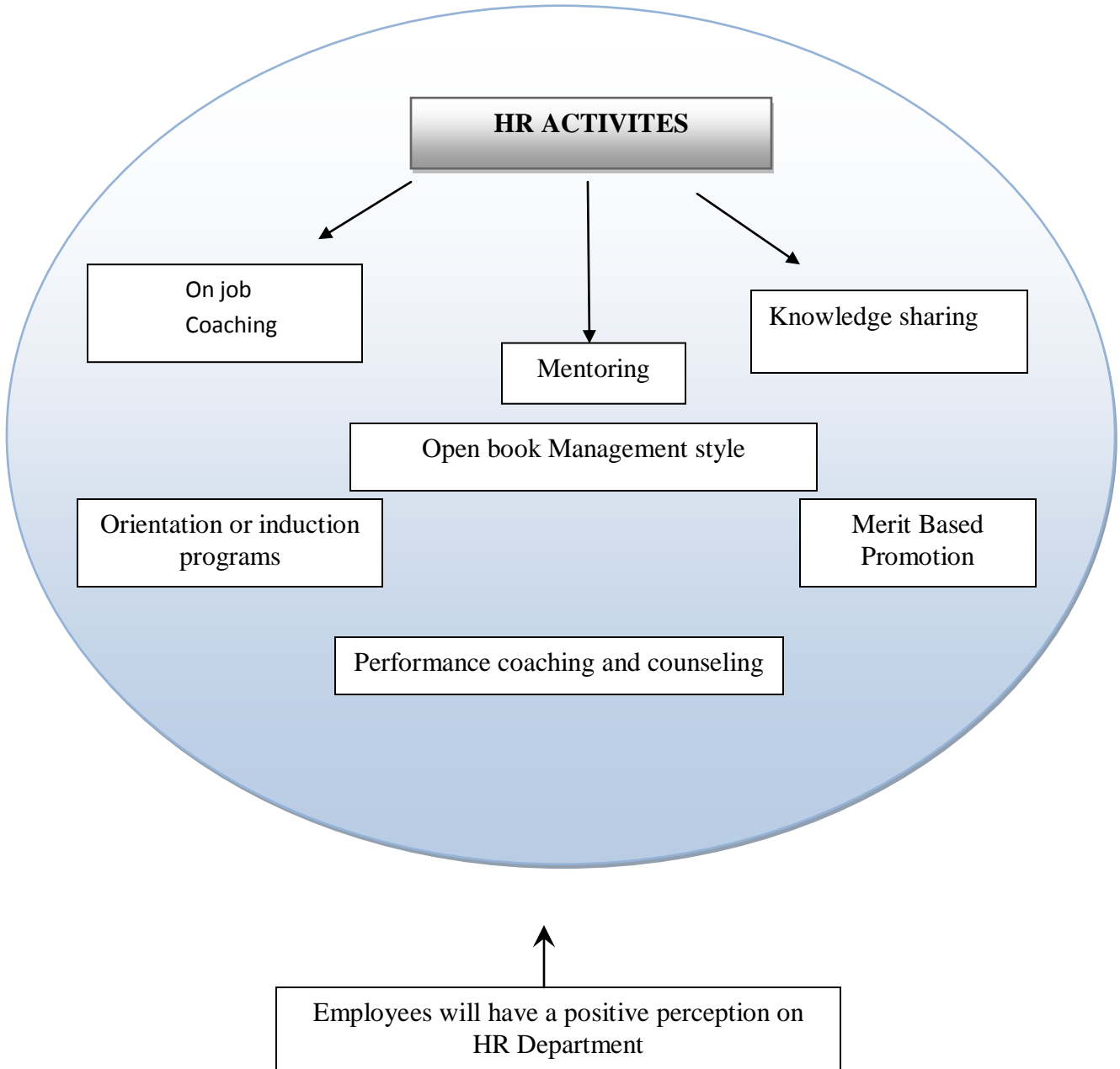
3-Neutral

2-Dissatisfied

1-Highly Dissatisfied

## 5.2. SUGGESTIONS

Suggestion is the process by which one thought leads to another especially through association of ideas. The report also shows the firm response and intended action arising from these findings and suggestions.



- **On Job Coaching**

A job coach is an approved specialist providing training to an employee. The job coach uses structured intervention techniques to help the employee learn to perform job tasks to the employer's specifications and to learn the interpersonal skills necessary to be accepted as a worker at the job site and in related community contacts. In addition to job-site training, job coaching includes related assessment, job development, counseling, advocacy, travel training and other services needed to maintain the employment.

- **Open book management style**

Open-Book Management is a way of running a company that gets everyone focused on building a better business - helping the business be more successful. It teaches all employees the goals of the company and how they can make a difference - both individually and as part of a team. Open-Book Management works because employees get a chance to act - to take responsibility rather than just 'doing their job'. Each employee knows enough about the company to understand how their actions will affect their stake in the outcome.

- **Mentoring**

Mentoring is a powerful personal development and empowerment tool. It is an effective way of helping people to progress in their careers and is becoming increasingly popular as its potential is realized.

- **Orientation or Induction Programs**

Orientation or Induction is the first important step in the process of human resource management. It involves familiarization of the newly appointed employees to the work environment of the organization as well as to the fellow employees. Induction is a socializing process by which the organization seeks to make an individual its agent for the achievement of its objectives. The new employees should be oriented to the organization and to its policies, rules and regulations.

- **Performance Coaching and counseling**

Conduct performance coaching sessions with employees whenever their work performance or behavior is not up to standard. The goal of coaching is to work with the employee to solve performance problems and improve the work of the employee, the team, and the department

Counseling interview is required whenever an employee's work performance or behavior falls well below standard, or is repeatedly below standard. It is a face-to-face communication between the supervisor and the employee, conducted in private, and is intended to have a constructive goal of providing feedback to the employee to correct the problem.

- **Knowledge Sharing**

Adopt a systematic approach to ensure that knowledge management supports strategy. When an employee returns after attending any competencies or skills development program, sharing essential knowledge with others could be made mandatory. Innovative ideas (implemented at the work place) are good to be posted on these knowledge sharing platforms.

- **Merit promotions**

To promote based on merit is a way to promote the employees based on their performance. It measures the employee's contribution based on performance. A merit-based program, on the other hand, can provide motivation leading to increased productivity. Workers who recognize that the best performers are the ones who get ahead may put forth the extra effort they believe it takes to receive promotions.

These are some suggestions to improve the employee's perception on functions of HR department

### **5.3. CONCLUSION**

Employee's perception on HR functions is of central importance because the perception colors all further behavior of the employees and their performance. The study titled "Employee's perception on function of HR Department was carried out at India Cements limited, Sankarnagar.

Perceptions of employees have proven to be important to the well-being of organization. Supporting the causal impact of employee perceptions on; reverse causality of bottom-line measures on employee a perception existed but was weaker.

The structured questionnaire was used to collect primary data. All the possible information regarding the employees' demographic details, employees' perception on HR functions were collected. The factors considered for the study they are on communication, HR policies and procedures, recruitment and selection, Training and development, promotional practices, performance appraisal, grievance handling system and welfare practices.

Finally, the finding of the study concluded that the employees have positive perception on functions of HR department. Since the employees have positive perception on the performance of human resource department; suggestions like mentoring, feedback counseling, performance based feedback, open book management style are suggested to improve HR functions at India Cements Limited

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<b>6.Communication</b>	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Satisfied with quality of communication in the organization					
Communicating the changes in Policies And Procedures					
Good communication system within a group.					
Good communication between people in different areas of the company.					
Timely Response from the HR department					
Issues discussed with HR personnel are kept confidential					

<b>7.HR Polices &amp; Procedures</b>	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Fair policies and procedures					
The HR department reinforces the ICL culture and standards of performance					
Personnel procedure effectively handle variety of employees situation					
Current procedues are effective in rewarding the employees.					
The information that I have received about employee benefits is easy to understand.					
I feel that HR decisions/counsel is not biased in favor of any one group.					

<b>8. Recruitment &amp; Selection</b>	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Applicants are informed about the requirements					
Vacancies filled by qualified employees					
Selection is based on knowledge, skills and attitudes of the person					
Formal induction and orientation					

<b>9. Performance Appraisal</b>	Strongly Agree	Agree	Neither	Disagree	Strongly Disagree
Performance appraisal is fair					
There is a formal and written appraisal system					
Employees are aware of appraisal system.					
Feedback and counseling are provided based on performance					

<b>10. Training and Development</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
ICL has a training and development policy applicable to all employees					
ICL links training and development with our company business strategy					
Training improves knowledge and skills.					
Training improves interpersonal relationship					
Training develops attitude					

<b>11. Promotional Practices</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
ICL has a standard promotional policy					
Job promotion are fair and equitable					
Promotion are based upon seniority					

<b>12. Grievances Handling system</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Satisfied with grievance handling policy					
Satisfied with the management decision regarding grievance.					
Grievance Committee helps in handling issues					
Present grievance handling policy is effective					

<b>13. Welfare practices</b>	<b>Highly satisfied</b>	<b>satisfied</b>	<b>Neutral</b>	<b>Dissatisfied</b>	<b>Highly Dissatisfied</b>
Safety Equipments					
Medical Facilities					
Canteen Facilities					
Leave Facilities					
Advance and Loan Facilities					

14. Quality of work

- Highly satisfied
- Satisfied
- Neutral
- Dissatisfied
- Highly Dissatisfied

15. Feedback On HR departments