

Comparative study of performance appraisal policy and training and development policy of cement industries in Vindhya region

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Abstract

The present study is undertaken to know satisfaction level of employee about personnel management policy of taking different Cement Company for the purpose of the study, Convenience random sampling method is adopted to carry out the study by the researcher. In taking four cement companies that is leading company in Vindhya Region. Here received result is apply to all cement industry and taking company is Jaypee (Rewa, Bela) Cement company, Birla Corporation Cement (Satna), Maihar Cement Ist Unit (Satna), Prism Cement (Satna).

Firstly we select Jaypee Rewa Cement Company where total 2000 employees are working now. Here we select hundred in second class employees who cover almost department. Secondly we select Birla Corporation Cement Company where total 1811 employees are working now. Here we select hundred in second class employees who cover almost department. Thirdly we select Maihar Cement Company where total 838 employees are working now. Here we select hundred in second class employees who cover almost department. Fourth we select Prism Cement Company where total 2535 employees are working now. Here we select hundred in second class employees who cover almost department.

Keywords: Performance appraisal policy, training, Development policy, Cement industries, Vindhya region

1. Introduction

Personnel management is considered as the backbone of any economic enterprise. In recent years the economist has added "human resource" besides land, capital and technology as the key factor for building and developing the nation. The optimal utilization of natural resources and the factor inputs of capital technology depend on the extent of use of human resources largest that goes in the cement industry.

In Vindhya region many large scale cement industry are established, whereas large scale employees are working in this region. Some are on regular basis and some on contract. Different cement companies adopted different policies and procedure for their employees' betterment, satisfaction and Accomplishments Companies' goal. In this study we research that to know about their company's policies and level of satisfaction in employees in different cement companies.

Personnel management in Cement industry

Personnel management is concerned with people at work and their relationships whit each other it may be defined as a best of programmers, functions and activities designed to maximize both personal and organizational goals. It ensures that the organizations attract and higher qualified imaginative and competent people. It involves the establishment of various policies to deal with employees and to retain them.

Definition of cement

Cement is a powdery type of substance made from a mixture of earths materials such as limestone and shall which is sintered (cause to become solid mass by beating without melting) ground, and mixed with small amounts of calcium sulphate and calcium carbonate.

Cement is activated by water and when mixed with gravel and

sand forms concrete. Cement is usually gray in colour, but white cement can be obtained.

List of Cement Plants in Rewa division

- Satna Cement Works.
- Birla Vikas Cement.
- Maihar Cement.
- Aditya Birla Group Cement Plant.
- Reliance Cement Plant Satna.
- Prism Cement Plant Satna.
- KJS Cement Plant in Satna.
- Jaypee Cement Plant Rewa, Bela and Sidhi.
- Centuary Cement Maihar
- Kymore Cement works

Object of this work

After the Privatisation India has arrived remarkable progress in economic and social field. After the liberalization this progress has been given further fillip and has been recognized by the advanced countries, in area of personnel management too because it is present in all enterprise. It permeates all levels of management in all companies, plants industries and this entire sector where people work.

In Vindhya region many cement industries are established and most people are want work in the cement company logic behind the accommodation and facility provide by the company attract to the employee and other people senior manager also.

Times have change and specialization has become the order and necessity of these days. Personnel management and administrative department are so important in cement company for manage organization and proper use of employee. Personal management helps organization meet its

goals in the future by providing for component and well-motivated employees.

Secondly we know personal management is very wide in research we try to know about new trends in managing knowledge of workers and personnel aspect concerned with manpower planning, recruitment, selection, promotion, training and development welfare and accommodation aspect and industrial relation aspect in cement industries.

Thirdly we can also check-out in behavioral science in cement industries employees. How administrative behavior in his management and management behave his worker. Our basic motive behind the study of personnel management in cement industries in Vindhya region get a knowledge not only company set up but also of its meaning, history, employee condition, measurement of cement company growth in Vindhya region, behavioral knowledge, welfare aspect, industrial relation between employee & management in these are conducts in personnel management programmed in cement industries and these are left-up employee condition and social economy also.

2. Methodology

This study is based on primary and secondary data. In primary data we used observation, non-participative method, and questionnaire and schedule techniques and for secondary data collection is used from other sources like company profile data, employee file etc.

Scope of the study

In this study based on Jaypee Cement plant, Maihar Cement plant, Prism Cement plant and Birla Cement plant and his comparative study of personnel function.

3. Review of Literature

Before we discuss the terms namely personnel management let us look at the meaning of management. As Giller (2002:42) ^[4] argues, the word "management" comes from Latin and means "hand" and is typified by the word "control".

Management is a set of activities directed at efficient and effective utilization of resources in pursuit of one or more goals (Van Fleet, 1991:8) ^[5]. ". Management is the process of efficiently achieving organizational objectives with and through people (Decenzo & Robbins, 2005:35) ^[3]".

On the other hand, personnel management is defined as according to Armstrong (1996:67) ^[1], personnel management is concerned with: Obtaining, developing and motivating human resources required by the Developing organizational structure and climate and evolving a management style, which will promote cooperation and commitment throughout the organization. Making the best use of skills and capacities of all those employed in the organization Ensuring the organization meets its social and legal responsibilities towards its employees Human resources management involves the management functions through which managers recruit, select, train and develop an organization's members (Chandan, 1999:272) ^[2].

4. Personnel Management in Cement industry

Personnel management is the function performed in organizations that facilitates the most effective use of people (employees) to achieve organizational and Individuals goals.

Personnel & Administration department

The department is divided into following section:-

- (a) Personnel section
- (b) Safety section
- (c) Estate section
- (d) Medical section
- (e) Security section

This study based on personnel management were personnel section is most and here I work to comparative study to know about performance Appraisal Policy and Training and Development Policy in Vindhya region.

Meaning and definition

In simple terms, performance appraisal may be understood as the assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality of output, initiative, leadership abilities, supervision, dependability, co-operation, judgment, versatility etc.

5. Performance Appraisal Method in Cement Industries

In present all cement company used this performance appraisal method, in which multiple raters are involved in evaluating performance, is called 360-degree appraisal. The 360-degree technique is understood as systematic collection of performance data on an individual or group, derived from a number of rater's and the raters are being the immediate supervisors, team members, customers, peers and self. The appraiser should be capable of determining what is important and what is relatively less important. He should prepare reports and make judgments with multiple rater bias.

Multiple raters are

Firstly Supervisors, in these include superiors of the employee, other superiors having knowledge about the work of the employee and department head or manager.

Secondly Peer, Peer appraisal may be reliable if the work group is stable over a reasonably long period of time and performs tasks that require interaction. Peer consider the following factors while appraising:-

- (a) Delegation of authority
- (b) Team spirit
- (c) Motivation

Thirdly subordinates, is the concept of having rated by subordinates is being used in most organization today, especially in developed countries. Such a novel method can be useful in other organizational setting too provided the relation between superiors and subordinates are super coordination.

Fourthly consultants, Sometimes consultants may be engaged for the appraisal when employers or employees do not trust supervisor for appraisal and management does not trust the self-appraisal or peer appraisal or subordinate appraisal. If actual performance is very poor and beyond the scope of improvement then it may be necessary to take steps for demotion or retrenchment or any suitable measure.

6. Performance Appraisal in Cement Industries

- Unit in charger will intimate name of initiating and reviewing officer for various grades of personnel in different department.

- Performance appraisal is the main basis for promotion and incentive and it is therefore essential that the reports initiated and reviewed are objective.
- Performance appraisal must indicate in basis assessment of individual's qualities and capabilities and must highlight demonstrated performance during the period of appraisal.
- The period of appraisal shall be 01 April to 31 March and the reports shall be initiated/reviewed and submitted latest by 30 April to the Unit in charge.
- The time schedule for finalizing the recommendations and orders for promotion/incentive shall be as under :
 - (a) Recommendation to be forwarded to head office by unit in-charge latest by 31 May.
 - (b) Order of head office for promotion to be communicated to units by 30th June.
 - (c) Promotions to be effective 1st April of the same year.

The following actions are required to be taken by personnel section of units:-

- Fill updates on form I, II and III and forward to initiating officer by 07 April each year.
- Ensure that all reports are received with remarks by initiating and reviewing officers expect unit in charge latest by 30 April.
- Put up forms to unit in-charge for his remarks along with completed lists separately for officers/staff covered under 3 separate forms.
- Forward finalized list recommended for promotion to head office by 31 May.

- Forward copy of performance appraisal report of all officers of grades to head office along with above.
- Issue letters to concerned employees approved for promotions under signature of unit in charge or person nominated by him.
- Enter promotions in service book of employees and file performance appraisal reports in personal file.
- Head office informs to all units policy/norms for payment of bonus/incentive by 30 June. The bonus and incentive amount shall be worked out and paid at H.O units to all concerned in due course of time. A consolidated statement of amount paid will be forwarded to the head office for information and record. Incentive shall be paid to all employee except the following categories :-

Persons performing 8 hours duty → person getting fixed extra amount → persons getting overtime.

- The bonus shall be determined by various units/head office based on the pay drawn in the particular unit/head office. Credit advice will be sent to concerned units in respect of persons who have since been transferred.
- Executives or management development will be a change in knowledge and behavior of the individuals undergoing development program. The individual will not only be able to perform his job better but also increase his potential for future assignments through the acquisition understanding and use of new knowledge, insight and skills self-development is an important concept in the whole program of management development.

Tables 1: Human Resource Policy vise Classification of the Respondents

Base	Company	Satisfied	%	Moderate	%	Not satisfied	%	Total	Rank
Performance Appraisal Policy	Jaypee Cement	65	65%	20	20%	15	15%	100	I
	Birla Cement	58	58%	23	23%	19	19%	100	III
	Maihar Cement	62	62%	21	21%	17	17%	100	II
	Prism Cement	60	60%	22	22%	18	18%	100	IV
	Total	245	61.25%	86	21.50%	69	17.25%	400	
Training and Development Policy	Jaypee Cement	72	72%	22	22%	6	6%	100	I
	Birla Cement	69	69%	21	21%	10	10%	100	II
	Maihar Cement	68	68%	20	20%	12	12%	100	III
	Prism Cement	65	65%	22	22%	13	13%	100	IV
	Total	274	68.50%	85	21.25%	41	10.25%	400	
Over all Total			64.88		21.38		13.75		

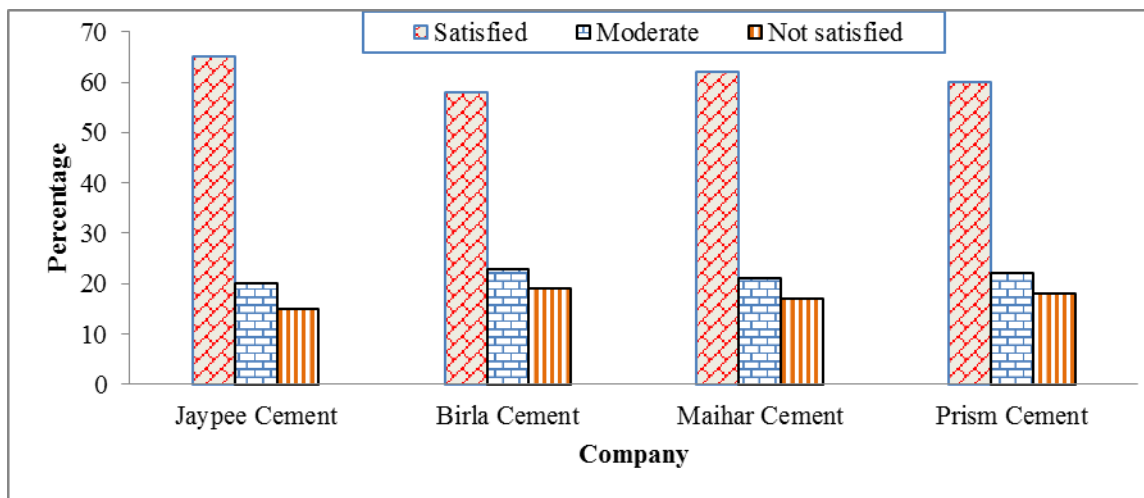


Fig 1: Graphics analysis of Performance Appraisal Policy.

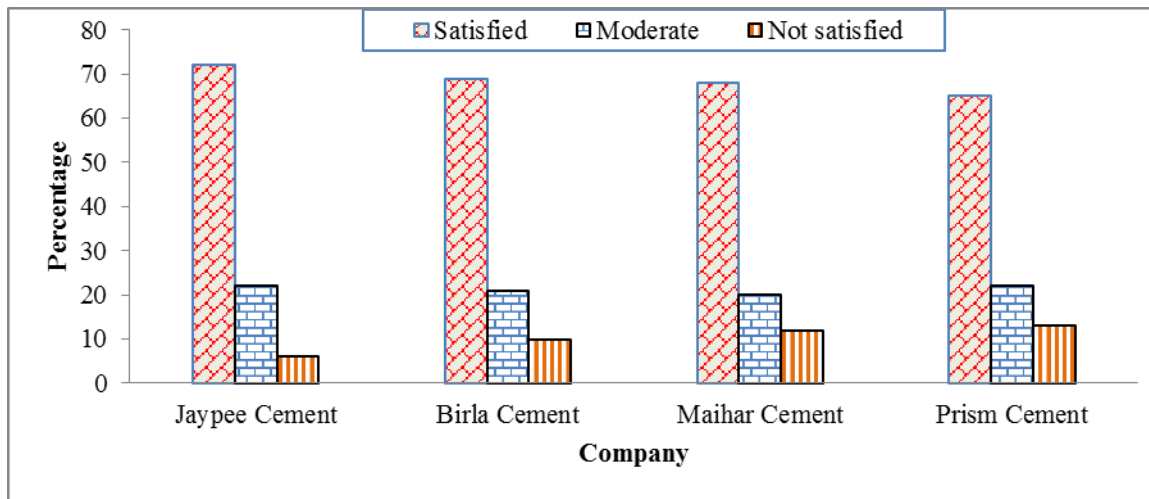


Fig 2: Graphics analysis of Training and Development Policy

In this study performance appraisal of Jaypee Cement 65% respondent are satisfied were are 20% are moderate satisfied and 15% respondent are not satisfied, Birla Cement 58% respondent are satisfied were are 23% are moderate satisfied and 19% respondent are not satisfied, Maihar Cement 62% respondent are satisfied were are 21% are moderate satisfied and 17% respondent are not satisfied and Prism Cement 60% respondent are satisfied were are 22% are moderate satisfied and 18% respondent are not satisfied

In this study Training and Development Policy of Jaypee Cement 72% respondent are satisfied were are 22% are moderate satisfied and 6% respondent are not satisfied, Birla Cement 69% respondent are satisfied were are 21% are moderate satisfied and 10% respondent are not satisfied, Maihar Cement 68% respondent are satisfied were are 20% are moderate satisfied and 12% respondent are not satisfied and Prism Cement 65% respondent are satisfied were are 22% are moderate satisfied and 13% respondent are not satisfied. According to higher percentage of satisfaction in Jaypee Cement Company for performance appraisal policy I give him Ist rank and according to Training and Development Policy for lower satisfaction in Prism Cement I give IVth rank in this study.

7. Conclusion

The overall human resource policy of the Cement Factories in table 1 revealed that 64.88 percent respondents (employees) had fully satisfied of the policy, 13.75 percent respondent, did not satisfy the policy of human resource Department.

Similar in the Training and Development Policy had fully satisfied 68.50 percent, 21.25 percent moderate and 10.25 percent were not satisfied. Whereas Under the Performance Appraisal Policy had fully satisfied 61.25 percent, 21.50 percent moderate and 17.25 percent were not satisfied. It could be concluded that the human resource development policy of the factories were most important role for management. Similarly the Training and Development policy of the factories for employees were better than other policy.

8. References

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