

TRAINING, DEVELOPMENT AND COMPENSATION PRACTICES IN SELECTED INDUSTRIAL CERAMIC UNITS IN GUJARAT

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Abstract

Human Resource practices are of great importance in the business world. The functional areas of HR have widened in the recent years. The organizations over the world have increasingly become aware of the importance of human resources. This awareness in a sub- system is a critical dimension in the organization effectiveness. The real life experience substantiate the assumption that no matter how sophisticated and modern the business activities of the organization may become, it will be extremely difficult to sustain its growth and effectiveness unless the human resources are complementary to its operations. This renewed interest has further facilitated the development of newer approaches in managing human resources. This realization has propelled human resource training, development and compensation as a major field of study in the recent

CERAMICS: AN INTRODUCTION

When we hear the word ceramics, we are inclined to think of tiles, pots, art-ware, dinnerware, pottery, brick and toilets. These products are normally referred to as customary or silicate-

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based ceramics. Whilst these conventional products have been and continue to be, important to the civilization, a new class of ceramics has transpired - that most people are unaware of. These advanced or technical or modern or industrial ceramics are being used for applications such as space shuttle tile, engine components, artificial bones and teeth, computers and other electronic components and cutting tools, just to name a few.

The word Ceramic is derived from a Greek word 'Keramos' meaning 'potter' or 'pottery'. Keramos in turn was **originated from a Sanskrit root** – meaning 'to burn'.

Hence, the word Keramos was to infer 'burned substance' or 'burned earth'. Ceramics have been accompanying the human race since ancient times. Archaeologists have unearthed man-made ceramics that date back to at least 25,000 BC. Primitive Ceramics were made of basic earthen materials like clay and were burnt in domes. Human inventiveness gradually started with firing these articles at higher temperatures to attain harder Ceramic articles. This desire of getting harder substances steered the human races to invent better firing techniques. The human zest and nature's mystery have come a long way from basic earthen wares to modern world advanced ceramics.

As Ceramics are made of earthen materials, they are the most compatible products with the nature. Ceramics are the only materials which are nature friendly and therefore they are free from decays due to gradual natural impacts like corrosion, erosion, abrasion, thermal shocks, etc. Even though Ceramics are brittle; they are the only materials which subsist to see the races to come. Hence, we may call them a strong-fragile part of human life.

All industrial ceramic company produce dsteatite Insulator are applied engineering and structure elements of Electronic components and device in the instruments and systems for Various industries like Electrical, Mechanical, Heating, Thermostats, etc. We also manufacture and offer various type of wear Resistant parts used now-a-days by various engineering industries. Various type of Sleeves, Pulleys, Mechanical seals. Thread and yarn guides are some of them in various purity of Alumina and Titania.

HUMAN RESOURCE CONCEPTUAL OVERVIEW

HRM is relatively new and developed as a part of management. It is the task of dealing with human relationships, moulding and developing the human behavior and attitude towards the job and organizational requirement. The term human resource can be thought of as “the total

knowledge, skills, creative abilities, talents and aptitudes of an organization's workforce as well as the value, attitudes and beliefs of the individuals involved.

The Human Resource is assuming increasing significance in modern organization. It is a well known fact that majority of the problems in an organizational setting are human and social rather than physical, technical or economic. Modern technology can be imported, national efficiency can be improved but without human factor it cannot be possible to run both of them efficiently and effectively. It is the only human factor, which can change the work ways and constitutes vibrantly the organization. Therefore the need for development of human resources becomes inevitable. The failure to recognize this fact causes immense loss to the individuals, enterprise and the nation as a whole. Human Resource Management is defined as "the art of getting things done through people".

RESEARCH DESIGN OF STUDY

Research is a common parlance refers to a search for knowledge. In fact research is an art of scientific investigation. The advanced learners dictionary of current English lays down the meaning of research as a careful investigation or inquiry especially through search for new facts in any branch of knowledge.

Research is an academic activity and as such the term should be used in a technical sense. According to Clifford Woody, "Research comprises defining and redefining problems, formulation a hypothesis or suggested solution, collection organizing and evaluation data, making deductions and reaching conclusions and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis. Research is thus an original contribution to the existing stock of knowledge making for its advancement. In short the search for knowledge through objective and systematic method of finding solution to a problem is termed as research.

STATISTICAL TOOLS

The collected data from different sources is analysed and tabulated with the help of statistical techniques like percentage. Tabulated and analysed data is separated for comparison with different groups accordingly, and the observation is prepared for meaningful conclusions and suggestions.

- (a) Extensive library work before and during research work has been done to explore various issues associated with the subject. A descriptive design in the form of literature research is used in the present research work.
- (b) A structures questionnaire consisting of three sub-sets one each for management, employees and trade union leader is operated on 4 ceramic units of which 20 respondent for which data have been collected.
- (c) Telephonic talks, plant visits, personal contacts, meeting, interviews and interactions with HR executives, employees, trade union leaders were made for relevant data and information.
- (d) Various sources providing published data are used to focus certain facts.
- (e) Internet services and websites have been surfed for further latest information.
- (f) Use of computers is made in classification, tabulation analysis and interpretation of data and results.

TABULATION AND DATA ANALYSIS OF THE STUDY

Primary data collected through questionnaire are raw in nature. They are to be arranged, processed, classified and brought into the logical order. They are summarized and tabulated for the purpose of analysis, interpretation and producing meaningful findings and suggestions.

In the study on hand, data and information gathered with the help of the structured questionnaire cover some of the vital areas of industrial relations strategies and practices in the Ceramic units. The data collected are numerical and subjective. This has led to the preparation and presentation of several tables on the points of survey. These have been constructed and tabulated in the pages to follow.

VIEWS ON TRAINING, DEVELOPMENT AND COMPENSATION PRACTICES IN CERAMIC UNITS

One of the control and legitimate purpose of modern management and business is the development of human resources by providing the right environment where the individual may growth to his/her fullest stature and realize his/her fullest potentialities. Hence once an applicant is selected by an organization as a member of its personnel, the next duty is to place him with training and development facilities needed for him to fit his present job as well as future career chalked out for such individual. Moreover organization and their human

resources are constantly changing and both must develop new skills to maintain effective operation. In a period of recession and rapidly changing technology, it is even more important for an organization to create a flexible and adaptable employees force competent to use new technology and methods.

Human resources development focuses attention on improving the existing capabilities of human resources in an organization and helping them to acquire new capabilities required for the achievement of organizational as well as individual goals. Training, development and compensation is the most vital tool of human resources development.

The personnel manager formulates the following training, development and compensation objectives with the company's goals and objectives.

1. To prepare the employee both new and old to meet the present as well as the changing requirement of the jobs and the organisation.
2. To prevent obsolescence.
3. To impart the new entrants the basic knowledge and skills they need for an intelligent performance of a definite job.
4. To prepare employees for higher level tasks.
5. To assist employees to function more effectively in their present positions by exposing them to the latest concepts, information and techniques and developing the skills they will need in their particular field to build up a second line of competent officers and prepare them to occupy more responsible positions.
6. To overhaul the management machinery.
7. To improve the performance of the managers.
8. To give the specialist an overall view of the functions of an organisation and equip them to co-ordinate each others efforts effectively.
9. To identify persons with the required potential and prepare them for senior positions.
10. To increase morale of the members of the management group.
11. To establish and maintain an equitable wage and salary structure.

Table: 1 Views of Management on ⁴T.,D. & C. Practices in industrial Ceramic Units in Gujarat.

T.,D. & C. Practices	Very Good	Good	Average	Poor	Total
Viewed by Management	4	10	2	2	18

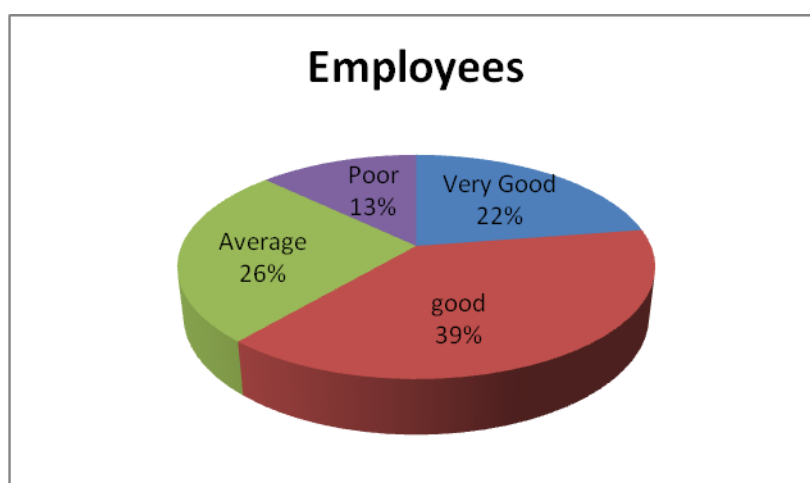
Source: Based on compiled and analyzed data collected through fieldwork.



Table: 2 Views of Employees on T., D. & C. Practices in industrial Ceramic Units in Gujarat.

T.,D. & C. Practices	Very Good	Good	Average	Poor	Total
Viewed by Employees	14	24	16	8	62

Source: Based on compiled and analyzed data collected through fieldwork.



⁴ T= Training, D= Development and C= Compensation

- **VIEWS OF TRAINING, DEVELOPMENT AND COMPENSATION BY MANAGEMENT AND EMPLOYEES IN INDUSTRIAL CERAMIC UNITS OF GUJARAT.**

Table: 3 Views on T.,D. & C. Practices in industrial Ceramic Units in Gujarat.

T.,D. & C. Practices	Very Good	Good	Average	Poor	Total
Viewed by Management	4	10	2	2	18
Viewed by Employees	14	24	16	8	62
Total	18	34	18	10	80

Source: Based on compiled and analyzed data collected through fieldwork.

Table : 4 Chi-Square (χ^2)

Category	T.,D. & C. Practices Views					
	Observed Frequency(O)			Expected Frequency(E)		
	By Mgt.	By Emp.	Total	By Mgt.	By Emp.	Total
Very Good	4	14	18	4.05	13.95	18
Good	10	24	34	7.65	26.35	34
Average	2	16	18	4.05	13.95	18
Poor	2	8	10	2.25	7.75	10
Total	18	62	80	18	62	80

Table : 5 Computation of Chi-square

Category of T.,D. & C. Practices Views	Observed frequency	Expected frequency	(O-E) ²	(O-E) ² /E
Very Good- Management	4	4.05	0.0025	0.00062
Very Good- Employees	14	13.95	0.0025	0.00018
Good- Management	10	7.65	5.5225	0.7219
Good- Employees	24	26.35	5.5225	0.2096
Average- Management	2	4.05	4.2025	1.03765
Average- Employees	16	13.95	4.2025	0.30130
Poor- Management	2	2.25	0.0625	0.0278
Poor- Employees	8	7.75	0.0625	0.0081
Total	80			2.30703

H_0 : There is no association between views of employees and management regarding Training, Development and Compensation practices.

H_1 :Views of employees and management are same about Training, Development and Compensation practices.

$$\begin{aligned}\chi_c^2 &= \sum (O - E)^2 / E \\ &= 2.30703\end{aligned}$$

$$\text{Level of significance} = 0.05$$

$$\begin{aligned}\text{Degree of freedom} &= (r - 1) (c - 1) \\ &= 3\end{aligned}$$

Accept: H_0

It may be conclude that views of employees and management on Training, Development and Compensation practices in industrial ceramic units of Gujarat.

There is no significance difference between views of management and that of employees of ceramic units in Gujarat regarding Training, Development and Compensation practices.

CONCLUSION

No one is complete and perfect in this world. Human beings always commit mistake and always try to improve the mistakes. But the truth is that we cannot ignore human beings. The human beings are always at the centre of the work. Even in this 21st century, which is known for the use of modern technology, we cannot leave human resource because all machines are to be run by the human resources. Infact, in this present competitive environment, the importance of human resource is much more than ever before.

One of the control and legitimate purposes of modern management and business is the development of human resource by providing the right environment where the individual may grow to his/her fullest stature and realize his/her fullest potentialities. Hence, once an applicant is selected by an organisation as a member of its personnel the next duty is to place him with training and development facilities needed for him to fit his present job as well as future career chalked out for such individual. Moreover organisation and their human resources are constantly changing and both must develop new skills to maintain effective operation. In a period of recession and rapidly changing technology, it is even more important for an organisation to create a flexible and adaptable employee's force competent to use new technology and methods. Every human being wants recognition. They need to have an environment of warmth in an organisation. "As warmth begets warmth" and sets into motion a chain reaction of an elevated level of motivation and performance.

But to satisfy human beings is not an easy task. This is so because money does not serve all the purposes. It has been rightly said that "money is a good slave but a bad master". Therefore it is important for an organisation to adopt some training and development practices along with compensation policies to satisfy their employees, so that the desired goal of the organisation as well as of the employees can be achieved easily.

Human Resource Development should be a continuous process in organisation. the nature of efforts and investments develop resource may vary from organisation to organisation depending on its need, nature, size, etc. This may also vary from time to time in the same organisation depending on the nature, change in the organisation is going through or the nature of capabilities the organisation wants to build within it.

Human resource development focuses attention on improving the existing capabilities of human resources in an organisation and helping them to acquire new capabilities required for the achievement of organizational as well as individual goals. Training and development is the most vital tool of human resources development. Training provides knowledge and skills required to perform the job. It is a successful method of reducing accidents, reducing waste and improved quality. Training is an art of doing the job in a correct, effective and efficient manner.

One of the most important factors to be taken care of in human resources management is the amount of remuneration to be paid to an employee for a fair days' work. Work is the expenditure of human energy for direct remuneration or pay. Pay in one form or another is certainly one of the main springs of motivation in our society. Compensation administration is concerned with establishing and implementing sound policies and practices of employee compensation. It satisfies physical needs of employees and determines social status.

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