Human Resources Management Practices in Ultratech Cement Ltd, Kovya, Gujarat

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Introduction

Human resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by the sound HRM practices. HRM practices refers to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. Human resource is considered as the backbone of any economic enterprise. In recent years the economist had 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 the use of Human resources. The human resource management is a proactive central strategic management activity which is different from conventional personnel management. Human resource management is a sun rise concept and traditional personnel management is a sun set concepts. The HRM is a growing concept. It has tremendous relevance to the productivity industry. Human input is a single largest that goes in the cement industry. The level of efficiency of production of this input reflected in the quality of product provided by industry to its customer. The most of the employees on regular and contract status show excellent performance but just after being regularized their performance decreases, and it has become a different circle. In industrial sector to see the problem in its totality and planned approach is needed for maximizing the human resources. In two approaches will not be helpful quantitative aspects need more emphasis organization having excess and poorly utilized manpower cannot think of growth in the future. The ultratech cement limited is one of the large scale organizations in the cement industry employing human resources with entire satisfaction of employees. It was decided that to know their human resource policies of employees and level of satisfaction is carried out by the researcher in this study. Hence the ultratech cement Ltd. Kovaya, Gujarat taken up for the study.
STATEMENT OF THE PROBLEM

Indian economic scenario is undergoing a basic structural change affecting all walks of life. Physical, behavioral and psychological differences among individual have increased with rapid changes taking place in the management process of organizations. These have implication in the design of recruitment, selection, training and development, compensation program, performance appraisal, employee discipline, promotion and transfers etc. are becoming difficult for implementation due to poor understanding of human resource management by the employees. Therefore, it is necessary to know the meaning of the term human resource management is not simply a new form of jargon to describe management, it represents a new model of management with different value system, for others it remains an exclusive concept, elastic an ambiguous. However, there is pressing need for empirical research that addresses the contribution that HRM makes to a firm’s ability to accept risk, be innovative and be proactive.

OBJECTIVE OF THE STUDY

1) To study motivational factors that excites people about a career in GCW
2) To study recruitment and section procedure, methods and techniques of GCW’s for attracting qualified, experience and skilled personnel.
3) To understand the critical training and development program conducted by GCW
4) To find employee’s welfare activities of GCW this boosts employee’s morale.
5) To study the training methods used by GCW.
6) To understand in detail the compensation policies implemented at different levels by GCW.

METHODOLOGY

This study covers both primary and secondary data. Primary data is collected by distributing questionnaire to the employees of the Ultratech cement Ltd Gujarat and secondary data collected from various journals, articles websites, dissertation and thesis pertaining to the relevant matter of the subject under study. In this connection out of 250 employees 125 are selected covering almost all the departments.

The main focus of study is human resource policies and practices in Ullatech cement limited Gujarat. With the help of excel sheets the tables are prepared, analyzed and interpreted. On the basis of findings the tabulated information in previous chapter, and the observation during the data collection work recorded by the researcher is considered and conclusions are drawn out by the research investigator which will help to recommend few precise suggestions.
ANALYSIS AND INTERPRETATION

The study on HRM has been focused on the HR policies and practices followed in company related to HRP recruitment, compensation, employee welfare, training and development. The success of the company is purely based on the human resource policies and practices followed. Human resource policies wise classification of the respondents the following table classified the respondents on the basis of level of satisfaction regarding human resource policies and practices.

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<th>Human resource policies</th>
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<th>Dissatisfied</th>
<th>Moderately satisfied</th>
<th>Satisfied</th>
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<td>41.6%</td>
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</tr>
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</table>

**Human Resource planning:** It denotes that a maximum of 42.4% of the respondents are satisfied and a minimum of 5.6% of the respondents are dissatisfied with the human resource planning process of the company.

**Recruitment and selection:** It denotes that a maximum of 52% of the respondents are satisfied and a minimum of 4.8% of the respondents are dissatisfied with the recruitment and selection policies of the company.

**Training and development:** It denotes that a maximum of 43.2% of the respondents are satisfied and a minimum of 1.6% of the respondents are highly dissatisfied with training and development program of the company.

**Wages and salary structure:** It denotes that a maximum of 39.2% of the respondents are satisfied and a minimum of 3.2% of the respondents are highly dissatisfied with the wages and salary structure of the company.
Motivational measures: It denotes that a maximum of 34.4% of the respondents are satisfied and minimum of 1.6% of the respondents are highly dissatisfied with the motivational measures of the company.

Safety measures: It denotes that a maximum of 41.6% of the respondents are satisfied and a minimum of 3.2% of the respondents are highly dissatisfied with the promotion and transfer process of the company.

Allowances wise classification of the respondents:

Dearness allowance: It denotes that maximum 49.6% of the respondents are satisfied and minimum of 6.4% of the respondents are dissatisfied with dearness allowance provided by the company. House rent allowance: It denotes that maximum 55.2% of the respondents are satisfied and a minimum of 3.2% of the respondents are dissatisfied with the house rent allowance provided by the company.

Conveyance allowance: It denotes that maximum 40.8% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with conveyance allowance provided by the company.

Washing allowance: It denotes that minimum 40.8% of the respondents are satisfied and a minimum of 106% of the respondents are highly dissatisfied with washing allowance provided by the company.

Heat allowance: It shows that maximum 36% of the respondents are satisfied and minimum of 4.8% of the respondents are highly dissatisfied with heat allowance provided by the company.

Dust allowance: It reveals that maximum 42.4% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with the dust allowance provided by the company.

Night shift allowance: It reveals that maximum 42.4% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with the night shift allowance provided by the company.
Special pay allowance: It reveals that maximum 33.6% of the respondents are satisfied and a minimum of 5.6% of the respondents are highly dissatisfied with the special pay allowance provided by the company.

Labour welfare measure wise classification of the respondents

Leave facilities: It reveals that maximum 40% of the respondents are moderately satisfied and a minimum of 1.6% of the respondents are highly dissatisfied with the leave facility provided by the company.

Medical facilities: It reveals that maximum 46.4% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with the medical facility provide by the company.

Drinking water: It reveals that maximum 45.6% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with the drinking water facilities provided by the company.

Canteen: It reveals that maximum 44.8% of the respondents are satisfied and a minimum of 1.6% of the respondents are highly dissatisfied with the canteen facility provide by the company.

Free coffee and tea: It reveals that maximum 44.8% of the respondents are satisfied and a minimum of 4.8% of the respondents are highly dissatisfied with the free coffee and tea provided by the company.

Rest and lunch room: It reveals that maximum 39.2% of the respondents are satisfied and a minimum of 9.6% of the respondents are highly dissatisfied with the rest and lunch room provided by the company.

Sports and recreational facilities: It reveals that maximum 34.4% of the respondents are moderately satisfied and minimum of 6.4% of the respondents are highly dissatisfied with the industrial relations provided by the company.
Facilities of children education: It reveals that maximum 37.6% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with the facilities of children education provided by the company.

Loans and advances: It reveals that maximum 44% of the respondents are satisfied and a minimum of 0.8% of the respondents are highly dissatisfied with the loans and advances provided by the company.

Retirement benefits: It reveals that maximum 38.4% of the respondents are satisfied and a minimum of 8% of the respondents are highly dissatisfied with the retirement benefits provided by the company.

Supply of uniform and shoes: It reveals that maximum 48% of the respondents are satisfied and a minimum of 4.8% of the respondents are highly dissatisfied with the supply of uniform and shoes provided by the company.

Housing facilities: It denotes that maximum 43.2% of the respondents are satisfied and a minimum of 2.4% of the respondents are highly dissatisfied with the housing facilities provided by the company.

Special medical aid: It reveals that maximum 32.8% of the respondents are moderately satisfied and a minimum of 1.6% of the respondents are highly dissatisfied with the special medical aid provided by the company.

Leave travel concession: It reveals that maximum 37.6% of the respondents are satisfied and the minimum of 5.6% of the respondents are highly dissatisfied with the leave travel concession provided by the company.

FINDINGS:

Human resource policies

- Maximum of 42.4%, 52%, 43.2%, 44.8%, 45.6%, 39.2%, 35.2%, 34.4%, 41.6% of the respondents are satisfied and minimum of 5.6% of the respondents are dissatisfied with
the human resource planning process, recruitment and selection policies, training and development program, performance appraisal, career advancement avenue, wages and salary structure, safety measures, motivational measures, promotion and transfer process of the company.

- Minimum of 5.6%, 4.8%, 10.4% of the respondents are dissatisfied with the human resource planning process, recruitment and selection policies, performance appraisal of the company. Minimum of 1.6%, 4%, 3.2%, 4%, 1.6%, 3.2% of the respondents are highly dissatisfied with training and development program, career advancement avenue, wages and salary structure, safety measures, motivational measurer, promotion and transfer process of the company.

ALLOWANCES

- Maximum 49.6%, 55.2%, 40.8%, 36%, 42.4%, 33.6% of the respondents are satisfied with dearness allowance, house rent allowance, conveyance allowance and washing allowance, heat allowance, dust allowance and night shift allowance, special pay allowance provided by the company.
- Minimum of 6.4%, 3.2% of the respondents are dissatisfied with the dearness allowance house rent allowance provided by the company. Minimum of 0.8%, 1.6%, 4.8%, 0.8%, 5.6% of the respondents are highly dissatisfied with the conveyance allowance, washing allowance, heat allowance, dust allowance and night shift allowance, special pay allowance provided by the company.

EMPLOYER EMPLOYEE RELATIONSHIP

- Maximum 44%, 49.6%, 47.2%, 43.2%, 44.8% of the respondents are satisfied with employee participation in management, social security measures, collective bargaining, employee discipline, employee grievance handling process provided by the company and 34.4% of the respondents are moderately satisfied with the industrial relation provided by the company.
- Minimum of 9.6% of the respondents are dissatisfied with employee participation in management provided by the company and a minimum of 3.2%, 1.6%, 3.2%, 6.4% of the
respondents are highly dissatisfied with the social security measures, collective bargaining, employee discipline and employee grievance handling process, industrial relation provided by the company.

LABOUR WELFARE MEASURES

- Maximum 40%, 34.4% and 32.8% of the respondents are moderately satisfied with the leave facilities, sports and recreational facilities and special medical aid provided by the company.

- Maximum 46.4%, 45.6%, 44.8%, 39.2%, 37.6%, 44%, 38.4%, 48%, 43.2%, 37.6% of the respondents are satisfied with medical facilities, drinking water facilities, canteen facilities and free coffee and tea, rest and lunch room facilities, for children education, loans and advances, retirement benefits, supply of uniforms and shoes, housing facilities, leave travel concession provided by the company.

- Minimum of 1.6%, 0.8%, 1.6%, 4.8%, 9.6%, 6.4%, 0.8%, 8%, 2.4%, 1.6%, 5.6% of the respondents are highly dissatisfied with the leave facilities, medical facilities and drinking water facilities, canteen facility, free coffee and tea, rest and lunch room, sports and recreational, facilities for children education, loans and advance, retirement benefits, housing facilities, special medical aid, leave travel concession and a minimum of 4.8% of the respondents are dissatisfied with the supply of uniform and shoes provided by the company.

INFLUENCING FACTORS TOWARDS THE ATTITUDE

1. Human resource planning is ranked first, performance appraisal is ranked second and recruitment and selection is ranked third.

2. Dearness allowance is ranked first, conveyance allowance is ranked second, and house rent allowance is ranked third.

3. Leave facilities are ranked first; drinking water is ranked second, facilities for children education is ranked third.

4. Employee participation in management is ranked first, collective bargaining is ranked second, and employee is ranked third.
SUGGESTIONS

1. The company should conduct many awareness programs related to human resource policies and practices, it will improve the knowledge of employees about human resource policies and practices.

2. The company should provide the maximum level of allowance as much as possible. Because the workers in the cement industry are suppose to work with so many hurdles like heat, pollution etc.

3. Adequate training and development programs should be provided to employees. It will develop their knowledge and skill which leads to better productivity.

4. It is suggested that many further welfare measures can be implemented. Because the employees expectation on welfare measures is more.

5. It is essential for conducting special programs on human resource policies and practices.

6. It is suggested that, a separate department for HRD activities may be established in cement industry.

7. If the employee’s grievance is reasonable, the workload of the employees can be reduced by the consultation with trade union and management.

CONCLUSION

1. The study reveals that more than 80% of the employees are satisfied with human resource policies and practices followed in the company. In allowances also more than 80% of the employees are satisfied. In employer and employee relationship around 85% of the employees are satisfied.

2. More than 85% of the employees are satisfied with labour welfare measures. The overall conclusion about the human resource policies and practices followed in Ultratech cement limited is excellent. It shows that the reason for the vast development of India cements limited groups. If the company continues the same stream of human resource policies and practices in future it may achieve many glorious things.