

Human Resources Management In Ambuja Cement Ltd. in Uttar Pradesh

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Abstract

Human life is built around work. The Work is carried out by individuals [human beings and institutions. Institutions Created by human beings to accomplish their various needs with reference to their requirement for existence on this earth in the continuously changing environment. The activities carried out, the way in which all such activities are Carried out hh the organization, and the success or (Internist all depend on the individuals which man the organization and the way they arc managed. Who arc these people? I lon to select and retrain them? How to motivate them for attaining the organizational goals? These are certain basic questions which should be answered by the top management and the manager who is in charge of the 11RM functions in any industrial organization.

The liberalization of markets and global linkages has created a transformation of attitudes-towards human resource (I IR) policies and practices (Khalilzadeh-Shirazi&ZaghaGopalan& 'theta 1997). faced with the challenge of responding to the rationale of western ideas of organization in the changing social and economic scenario of Indian organizations practitioners arc increasing') taking a broader and reflective perspective of human resource management (HRM) in India

Key words; Human life ,human , man , human resource management , India.

Introduction

Recruitment, training & development and motivating the different types of people in the organization is an on-going and unending function. FIRM function is aptly clear hi the sense that without people [human resources) there is no exigence of the organization. For hotter performnno higher productivity, and job satisfaction of these people; motivation is an important / tool which the management of an industrial unit practices without fail.

India has witnessed a revolution in the field of Human Resource; it has gone from being just a support function to being a strategic partner in the growth of businesses. It has transformed itself from being merely Personnel Management - maintaining records and ensuring statutory compliances, while doing the bare minimum to keep employees motivated and satisfied to become and-being integrated pan of the corporate machinery. The HR function of 21st century India has made a transition from being *behind-the scenes support appendage to becoming the critical differentiator in business Rapid globalization has made companies realize that people are the key to growth, the only strategic resource that any enterprise truly needs. This has led to companies routinely using their innovative HR practices as their USP (Unique Selling Proposition) to keep up with the times in the wake of a. rapidly changing labor landscape. Companies now recognize that a 'l Highly engaged employee is the key to success, across business sectors.

In this reference, the management philosophy of Tata Iron and Steel Company Ltd.,

[TISCO) can aptly he quoted:-

"The fundamental objective of the TISCO is to strengthen India's base through increased productivity, effective utilization of material and manpower resources and applied and continued application of moderm reliable and managerial methods.

Guided by its objectives TISCO believes in the effective discharge of its duties and obligations towards employees:

1. By a realistic and general understanding and acceptance of their needs and rights and an enlightened awareness of the social responsibilities of industry.
2. By providing adequate wages, good working conditions, job security an effective machinery for speedy redressal of grievances and suitable opportunities for
3. promotion and self-development,
4. By providing feelings of trust and loyalty through a humane and purposeful awareness of their needs and aspirations.
5. By creating a sense of belongingness and team spirit through their closure associations with the management at curious levels."

The above statement of the objectives of TISCO clearly reveals the importance of the Human Resource Management practices in any organization. particularly in an industrial

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company. Jr Liberalization and globalization in the last decade set new trends in industry and business. Business has seemingly gone through the throes of chaotic change. HR professionals have to grapple with several challenges of the industry and business. The key challenges of an organisation are retaining customer loyalty, cost-reduction at any level, investor pressure on organizations, industry consolidations, mergers and acquisitions, critical shortage of top and middle leaders, vision-linked innovations, etc. The major challenge for HR, today, is that it not only has to play a role that is designed for it but also a proactive partner in organization's major strategies. The role becomes important as any strategy must be to turn around the organization by bringing distressed organizations from the brink of failure and setting them on a healthier course.

Human resource management practices

Although the concept of HRM is of recent origin, the concept of Personnel Management (PM) which is the pioneer term of HRM dates back to 1800 B.C. In India, Kautilya observed that there existed a sound base for systematic management of human resources as early as the fourth Century B.C. The concept of PM had evolved a lot over the years. By the end of the 20th Century, the managerial philosophy that defined personnel function had undergone radical changes. However, the foundations of the modern concepts of PM date back to the era of Industrial Revolution when large scale production resulted following the invention of the steam engine and several other machines and the management of the huge number of workers called for a systematic method.

Functions of hr

Every manager must get things done through people, and individual goals and aspirations have to be in alignment with organizational goals for the successful handling of a business. An effective manager should be able to utilize human and non-human resources to bring about this alignment and eventually achieve these goals. A manager's handling of the human assets reflects his managerial capabilities. Managing people is one of the biggest challenges for a manager for the following reasons:-

1. Individuals differ from each other in terms of their values, attitudes, beliefs and culture. This leads to a very complex situation in an organizational context.
2. The stimulation and motivational factors might not be the same for all the employees.
3. It is important to understand the individual needs of these employees and cater to these needs.
4. The expectations of employees of today are much greater compared to the employees of yesteryears. They know they are valuable assets and demand to be treated as such.

A manager must understand and accept the fact that individuals, and not organizations, create excellence. The famous American industrialist, John D Rockefeller once said "I will pay more for the ability to deal with people than for any other ability under the sun". This explains the importance of the human element in organizations. Underlining the significance of the human element in the production process, Peter F. Drucker says that "man of all the resources available to man, can grow and develop". However, there are still many unanswered questions as to how to establish the right climate for enhancing employee motivation and commitment, HRM functions can be broadly classified into two categories.

Managerial Functions

The Human Resource Manager is a part of the organizational management. So he must perform the basic managerial functions of planning, organizing, directing and controlling in relation to his department.

Planning

For a human resource manager, planning means the determination of personnel programs that will contribute to the goals of the enterprise. They involve anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment. The process of personnel planning involves three essential steps. Firstly, a supply and demand forecast for each job category is made. Secondly, net shortage and excess of personnel projected for a specific time horizon. Finally, plans are developed to eliminate the forecast shortages and excess of particular categories of human resources.

Organizing

He must design and develop the organizational structure to carry out its various operations. The organizational structure basically includes the following:-

1. Grouping of personnel activity logically into functions or positions;
2. Assignment of different functions to different individuals;

3. Delegation of authority according to the tasks assigned and responsibilities involved.
4. Coordination of the activities of different individuals

Directing	The directing function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the enterprise. The personnel manager can motivate the employees in an organization through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees.
Controlling	Controlling is concerned with the regulation of activities in accordance with the plans formulated on the basis of the objectives of the organization. Controlling completes the cycle and leads back to planning.
Operative Functions	The operative functions are those tasks or duties which are specifically entrusted to the human resource or personnel department. These are concerned with employment, development, compensation, integration and maintenance of the personnel of the organization.
Employment	The employment of the proper kind and number of persons required to achieve the objectives of the organization. This involves recruitment, selection, placement, etc, of the personnel. Before these processes are performed, it is better to determine the manpower requirement both in terms of number and quality of the personnel. Recruitment and selection cover the sources of supply of labor and the devices designed to select the right type of people for various jobs. Induction and placement of personnel for their better performance also come under the employment or procurement function.
Development	Training and development of personnel is a follow up of the employment function. It is the duty of the management to train each employee properly to develop the technical for the job for which he has been employed and also to promote him for the higher jobs in the organization. there are several on-the-job and off- the-job methods available for training purposes. A good training programme should include a mixture of both these methods. It is important to point out that the personnel department arranges for training not only the new employees but also the older ones in order to update their knowledge in the use of latest techniques
Compensation	This operative function is concerned with the determination of adequate and equitable remuneration of the employees in the organization for the input of their labour and skill. The personnel can be compensated both in terms of monetary and non-monetary rewards. The personnel department can make use of certain techniques like job evaluation and performance appraisal.
Maintenance	Finding the right employees for the right jobs and enhancing their work potential through systematic training are only the starting point in molding a competent work force. A far-sighted management cannot stop there. They must be provided with good working conditions so that they may like their work and work-place and maintain their efficiency. Working conditions certainly influence the motivation and morale of the employees. These include measures taken for health, safety, and comfort of the work-force.
Motivation	Employees work in the organization to get the satisfaction of their needs. The human resource manager helps the various departmental managers to design a system of financial and non-financial rewards to motivate the employees.
Personnel records	The human resource in the personnel department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion etc. It also presents many other records related to the behavioral pattern of the personnel like absenteeism and labour turnover. Human resource programs and policies of the organization are also kept here. 7. Industrial relations: The responsibility of maintaining good industrial relations is mainly discharged by the human resource manager. The human resource manager can help in collective bargaining, joint consultation and settlement of disputes, if the need arises. The human resource

manager can do a great deal in maintaining industrial peace in the organization as he is deeply associated with various committees on discipline, labour welfare, safety, grievance redress etc.

Separation

The organization is responsible for meeting certain requirements in the process in separation, as well as assuring that the returned person is in as good a shape as possible. The personnel manager has to ensure the release of retirement benefits to the retiring personnel in time.

Rationale of study

Human Resource plays a vital role for the exigence and survival of any organization. The success or the failure depends on the perception, attitudes, values of the employees, which they have about their organization. Furthermore, it also depends upon the Company mission & leadership, corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition in the organization. Today organizations are existing in a stiff competition and the organizations are facing problems in the areas or technological advancement, shortage of resources, power, energy etc.

In spite of all these things, reorganizational has to plan strategies and implement programmes so as to retain the employees for a longer run. Employees are the great asset of any organization. So, the organizations have to take much care in the areas of welfare measures, and the safety provisions of the organizations. When these provisions are taken care the health of the employees are maintained i.e. both physical and psychological aspects are given importance. The welfare benefits make the employee to feel that his work is giving much. When these are developed, the employee in turn loyally and commitment increases. When these are developed, the satisfaction towards the work is also very high. These are the factors which will have an immediate effect upon the employees. In order to achieve the production as per the desired standards organization has to motivate the employees through performance appraisal, Performance management, role clarity and positive climate. So, these activities are very essential for the smooth functioning of the organization. Various research findings in the fields of psychology organization is giving much importance to the employees and in turn loyalty and commitment increase. When these are developed, the satisfaction towards the work is also very high. These are the factors which will have an immediate effect upon the employees. In order to achieve the production as per the desired standards organization has to motivate the employees through performance appraisal, Performance management, role clarity and positive climate. So, these activities are very essential for the smooth functioning of the organization. Various research findings in the fields of psychology, behavioral sciences had concluded that training, performance appraisal, welfare measures are the key components in the success of any organisation in order to take care of these measures Human resource Management department are established. Because HRM is a proactive measure carried out in the organization. It helps to achieve productivity and profitability.

The chemicals & pharmaceuticals industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees are exposed are entirely different. The employees are easily prone to accidents and health hazard, So the employees have to be safe guarded by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what extent human resource management is contributing for the satisfaction of the employee in the chemicals & pharmaceuticals industry.

Scope of the study

the study is descriptive in nature. The aim of the current research is to clarify the variables that impact on the success and recognizing the importance of showing how HR contributes towards the business strategy, HR effectiveness and development in the organization. the study examine the Impact of HRM practices in Company mission & leadership, Corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition towards the impact on the success of the organization.

Aim of the study

The major objective of the study is to analyze the impact of HRM practices in Company mission & leadership, corporate culture, Innovation & Change Climate, Performance Management, Role of clarity and working condition towards the impact on the success of the organization

Research methodology**Research**

The advanced learner's dictionary of current English as "a carotid investigation or inquire especially through search for new facts in any branch of knowledge" Redman and More define research as a "systematized charts to gain new knowledge" A Research Methodology defines the purpose of the research, how it proceeds, how to measure progress and what constitute success with respect to the objectives determined for carrying out the research study. The appropriate research design formulated is detailed below.

Exploratory research

This kind of research has the primary objective of development of insights into the problem. It studies the main area where the problem lies and also tries to evaluate some appropriate courses of action. The research methodology for the present study will be adopted to reflect these realities and help reach the logical conclusion in an objective and scientific manner. It is intended to carry out an exploratory study of the research to identify the various welfare measures in the organization

Research design

1. A plan of proposed studies prepared by a researcher stating the research activities to be performed in this proposed study before he undertakes his research work is called "Research Design".
2. Secondary data was also being gathered from the works which have already been collected and analyzed by someone else. In addition data was collected from various journals, historical documents, magazines and reports prepared by the other researchers.

Suggestions

1. The organization must make it essential that every employee in the concern has a clear understanding of the company's goals and objectives and strive to the achievement of the goals. The objectives framed in the organization must be in line with the goals of the objectives.
2. Importance must be given to improving the corporate culture of the organization. It must inherently plan rigid and flexible goals and objectives which offer a pleasant working atmosphere for the worker and bring out the best from him.
3. Providing work more satisfying all cadres of people in the organization and making work more pleasurable creates work interest in the employee and produce good results.
4. A healthy and happy work environment which will bring out the best efforts of people must be aligned with the vision and strategy of the organization.
5. The organization must provide a positive working climate to employees can maximize their potential and not only grow individually but also help in the growth of the organization.
6. poor work climate in the organization affects the amount of efforts contributed by the employee and leads to lack of job satisfaction.
7. The organization must avoid unnecessary rules and procedures which burden the employees and lead to low performance results.
8. Organization must continuously emphasize on improvement and change in areas where ever necessary as an attempt to retain its manpower.
9. Prior to appraisal the employee must be clearly explained with is expected of him for the success of performance management system.
10. Growth and development strategies must be adopted by organization at intervals to bring about change in performance and results of the employees at all levels.

Conclusion

Human Resource management is an often-underestimated task in work-environments. However, it is adequate and conscientious HR management that will establish and retain a qualified, well-cooperating workforce and therefore, ultimately, an increase of organizational growth, efficiency, and profitability, The most important tasks of the Human Resource department are to make sure that the people working in an organization 1) feel happy 2) are in the right job, and 3) get the opportunity to upgrade their skills when necessary. It is also HR's task to coordinate the recruitment of new employees for vacant positions needs for HR practice are changing rapidly in the 21st century as a new context emerges from rapid political, technological, market and demographic changes. The challenge for both HR leaders and general managers is to build capabilities that ensure the successful execution of business strategy. The next

generation of senior HR professionals will need to think in new ways, take diverse perspectives and lead their Organization with confidence.

The simple message embedded in all of the above is that people need to be kept satisfied in order to perform well in a workplace. Managers should try to treat all workers correctly and never make the mistake of playing workers against each other: while, at the same time, they should also be aware that the ways in which workers get motivated , richly. Thus. concluding that the overall human resource practice in Ambuja Cement Ltd. is satisfactory. which is an appreciable factor in private sector.

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