



EMPLOYMENT PRACTICE BASED HUMAN RESOURCE MANAGEMENT-A CASE STUDY OF AMBUJA CEMENT LIMITED

¹Deepali Sharma,²Sunil Kanoongo

¹Ph.D. Scholar, ²Ph.D. Supervisor (Retd. Principal and Former Associate Professor)

¹Department of Business Administration,

¹S.M.M. Govt. Girls College, Bhilwara, Rajasthan, India

Abstract: The present study is an approach to understand the Employment Practice based Human Resource Management at the Ambuja Cement Limited. An organization's workforce can be thought of as its human resources, which also include the values, attitudes, approaches, and beliefs of the people who are involved in running the business of the company. Through various training and development programmes, company can update the skills and capabilities of the workforce. Data sets from 2018 to 2021 were utilized for the study and it was found that Ambuja cement is managing its human resources efficiently. And for reducing the any type of problem regarding the health and safety they regularly trained their staff members.

Index Terms – Human Resource Management, Health and Safety, LTIFR, Employee Volunteering

I. INTRODUCTION

All contemporary organizations are functioning in a dynamically shifting environment in the highly competitive and chaotic commercial world of today. Running organizations effectively became a problem for employers due to rising complexity and fierce competition. Organizations must use distinctive techniques if they want to obtain a competitive advantage. Managing human resources is much more difficult than managing technology or money, and organizations need strong Human Resource Management systems to manage them effectively. Sound Human Resource Management procedures should support the system. Effective practices have an impact on how well an organization performs. It produces beneficial outcomes like improved staff commitment, retention, and lower employee turnover (**Babu and Reddy, 2013**).

In any firm where there are human employees, human resource management (HRM), or the management of work and people towards desired goals, is a key activity. Human resource management is a natural byproduct of establishing and expanding an organization and does not require a lengthy justification (**Boxall et al., 2007**).

Many firms refer to the mix of conventionally administrative personnel responsibilities with performance, employee relations, and resource planning as "human resources." An organization's workforce can be thought of as its human resources, which also include the values, attitudes, approaches, and beliefs of the people who are involved in running the business of the company. People resource management, which is concerned with an organization's human resources, is now acknowledged as an essential component of management. Its goal is to maintain improved workplace relationships by creating, implementing, and assessing programmes, policies, and procedures related to human resources to maximize their contribution to the achievement of organizational goals.

An essential component of our nation's economic expansion is the domestic industry sector. Indian industries must increase their production, profitability, and competitiveness in order to compete on a worldwide scale as a result of globalization. The most delicate problem with globalization is the labour market. Work-life balance and employee turnover are our industry' biggest problems. Because of the modernization and expansion of our nation's infrastructure, the importance of the cement industry has significantly increased in the modern period (**Pradhan and Das, 2016**).

The cement sector cannot be compared to any other because it is highly distinctive in many ways. Due to the completely diverse nature of the work, working conditions, and working environment that the employees are exposed to. The workers are more vulnerable to injuries and other health risks. The manufacturing process exposes workers to a lot of dust, which causes pulmonology disease and other associated health risks. Therefore, it is necessary to protect employees by offering welfare, safety, training, and performance-appraisal tools to increase their effectiveness and productivity (**Vijayalakshmi and Deepalakshmi, 2017**).

II. REVIEW OF LITERATURE

The previous two decades have seen a significant change in human resource management practices as a result of globalization, privatization/deregulation, competitiveness, and technology improvements. Organizations have been pushed to implement new working practices that improve sustained levels of high performance as a result of this extremely volatile environment. The practice of human resource management emphasizes the significance of employee job satisfaction. Numerous studies have been done on the association between good human resource management practices and favourable employee attitudes such employee happiness, loyalty, and productivity. Additionally, treating employees as valuable assets is thought to increase their loyalty and commitment, which in turn results in improved performance and quality (**Silvestro, 2002**).

Through various training and development programmes, company can update the skills and capabilities of the workforce. Employees with the essential skills and abilities can boost productivity, organizational competitiveness, and performance in today's competitive climate. Training initiatives produce both measurable and intangible outcomes. Tangible outcomes like improved productivity and product and service quality. High self-esteem, improved morale, and high job satisfaction are examples of intangible outcomes (**Blair and Sisakthi, 2007**).

Birdi et al. (2008) looked at the effect of operational and human resource management methods on corporate productivity and came to the conclusion that employee empowerment and in-depth training improve performance. The operational practices, on the other hand, did not connect with other practices in a way that was fully consistent with the ideas of integrated manufacturing or lean production, nor were any of them directly tied to productivity.

Employee competences cannot be increased to a higher degree alone through human resource development because not all knowledge and skills acquired through these programmes are effectively transmitted (**Froehlich et al., 2014**). In order to allow employees to share, learn, and develop knowledge and skills that can change employee behaviour, a business should foster a learning culture. Individual learning, cooperation, collaboration, creativity, and information sharing all have collective significance and value when they are supported by an organizational learning culture, which is a set of rules and beliefs regarding how an organization should operate (**Torres-Coronas and Arias-Oliva 2008**).

In any manufacturing sector, such as cement, the relationship between the employee and the employer can be viewed as an exchange of services where the employee extends services like talent, caliber, and professional skills to maximize productivity. As a form of compensation, the employee expects a pay check and a proper, scientific evaluation of their performance. A timely extension of generous compensation for employees has a significant impact on their level of living, sense of security, and status (**Santhi and Narayanappa, 2019**).

III. NEED OF STUDY

Organizations today must contend with revolutionary developments like deregulation, global competitiveness, technological advancement, and demographic shifts. As a result, one company must always include its employees in this management in order to maintain control over all parts of the business and compete in the market. Any organization's most valuable resource is its human capital, which also provides a means of gaining a competitive edge and influences how well a business performs. The organization is qualified to keep up with the pace of the market through regular monitoring and ethical hiring practices.

In comparison to managing technology or money, managing human resources is highly difficult. It is especially important in the Indian context since it involves a living candidate who is vulnerable in a number of ways. A qualified worker would not hesitate to choose better offers if he discovered that the company was expanding entirely at the expense of his own advancement. So, managing human resources becomes even more important. The current study was carried out as part of employment practice-based human resource management for the Ambuja Cement Limited in order to comprehend such a relationship.

IV. RESEARCH OBJECTIVES

The Objectives of the study are as follows

1. To determine Ambuja Cement Limited's current state of employment practices.
2. To learn how Ambuja Cement Limited's employees are doing with regard to their skill development and their health and safety.

V. SCOPE OF THE STUDY

The study's focus is only on Ambuja Cement Limited employees. The current investigation has uncovered Ambuja Cement Limited's employment practices, hiring trends, management of employees based on their gender and age, training and skill-improvement opportunities, health and safety concerns, and patterns of community involvement.

VI. MATERIAL AND METHODS

The present study mainly made use of secondary data that was gathered from the Ambuja Cement Annual Report. To make the study more convenient and to provide graphical representations that clearly illustrate the study's goals, additional tabulations of the available data were made. Data sets for the four-year period of 2018 to 2021 were collected for this study.

VII. OBSERVATION AND RESULTS:

Employment Practices for Employees (Permanent/Temporary and Male/Female and for different age groups):

Ambuja Cement is one of the leading cement companies of the Indian economy. In terms of employment practices the number of permanent employees was maximum 5,068 in the 2019 while lowest 4,723 were in 2021. In terms of management staff the similar trend was identified with maximum 3,562 was in 2019 and lowest 3,370 in 2021 was identified. While in terms of Non-Management staff the maximum employee 1,522 was in 2018 and lowest 1,469 in 2021 (Fig. 1).

The male and female employees having a great diversity in the employment practice as nearly 5:1 ratio was identified among the male and females at Ambuja Cement Limited. In term of age group wise patterns among the males it was found that maximum employees were of mid age group (30-50 years of age) even though the female employees also exhibited the same pattern as maximum was belong to 30-50 years of age group. Although, in comparison to gender wise difference nearly 5:1 ratio was exhibited by all the age group sections among the males and females (Fig. 2 and Fig. 3). It was also found the contribution of female employees as Top-Management, Senior-Management and Middle Management Level was very low or nearly negligible in comparison to the males.

In terms of the temporary/contractual/casual employee patterns the maximum employees 6,392 were in 2019 and out of them males were 6,364 while females were only 28. In the contrast the minimum employees 5,995 were in 2018 and out of them males were 5,972 while females were only 23. In contrast employees with disability were also very few and maximum employees 21 with disability were in 2018 while lowest 6 were in 2019 (Fig. 4).

In terms of new hiring's maximum 555 were hired in 2019 while lowest 142 were hired in 2020. Out of these 555 newly hired employees males of <30 years of age were 243; males of 30-50 years of age were 265 and with >50 years of age were 13 in 2019. While in contrast out of these 142 newly hired employees males of <30 years of age were 48; males of 30-50 years of age were 72 and with >50 years of age were 9 in 2020 (Fig. 5).

On the other hand females of <30 age was maximally hired were 23 in 2021 and only one female employee was hired of >50 years of age. While, 30-50 years of age group was exhibited maximum hiring with 15 female employees during 2019 (Fig. 5).

Employment Practices-Training and Skill Developments for Employees (Top Management Level; Senior Management Level; Middle Management Level and Other org. Levels (FML and Wage Board)):

In terms of training and skill development maximum training programmes 12,096 were organized in 2018 while minimum 457 programmes were organized during the 2019. The similar patterns for the maximum numbers of training programmes was exhibited during the 2018 for the all classified groups of Top Management Level as 68; Senior Management Level as 956; Middle Management Level as 5,457 and Other org. Levels (FML and Wage Board) as 5,615. In contrast the minimum numbers of

training programmes was exhibited during the 2019 for the all classified groups of Top Management Level as 16; Senior Management Level as 105; Middle Management Level as 164 and Other org. Levels (FML and Wage Board) as 172 employees (Fig. 6).

The tenure pattern for the different training programmes exhibited little deviation on the level of hrs/employee as overall average maximum period 18.05 hrs/employee was in 2018 while on the different levels of management it was maximum during the 2019 as Top Management Level was 7 hrs/employee; Senior Management Level was 14 hrs/employee; Middle Management Level was 17 hrs/employee and for the Other org. Levels (FML and Wage Board) as 11 hrs/employee was during the 2020 and 2021 (Fig. 7). In contrast it also exhibited deviation on the level of hrs/employee as overall average minimum period 6.3 hrs/employee was in 2019 while on the different levels of management it was minimum during the 2018 as Top Management Level was 2.68 hrs/employee; Senior Management Level was 5.44 hrs/employee; Middle Management Level was 4.28 hrs/employee and for the Other org. Levels (FML and Wage Board) as 4 hrs/employee was during the 2019 (Fig. 7).

Employment Practices-Health and Safety for Employees (Safety Training Hours / Total Fatalities / LTIFR):

In terms of Health and Safety and percentage of workforce represented by committees and percentage Plants with joint health and safety committees was 100% during the entire period of study. Similarly in terms of Plants certification with the Occupational Health and Safety Assessment Series certification (OHSAS 18000) all plants were having the certification during the entire period of tenure.

Primarily major fatalities were identified during the 2018 and after that the number of fatalities was significantly controlled by the effective management and training programmes with respect to the Safety training hours (Fig. 8 and Fig. 9). In terms of Lost-time injury frequency rate (LTIFR) similar pattern was identified as #/million Hrs was observed maximum during the 2018 after that the number of LTIFR was significantly controlled by the effective management and training programmes with respect to the Safety training hours (Fig. 10)

Employment Practices-Community Involvement (Employee Volunteering):

In terms of community involvement employees volunteering was observed maximum during the 2021 as 2,826 hrs for both the sections total hours and paid working hours. While in contrast it was minimum during the 2020 as 229 hrs for total hours and 181 hrs for paid working hours in terms of employee volunteering (Fig. 11).

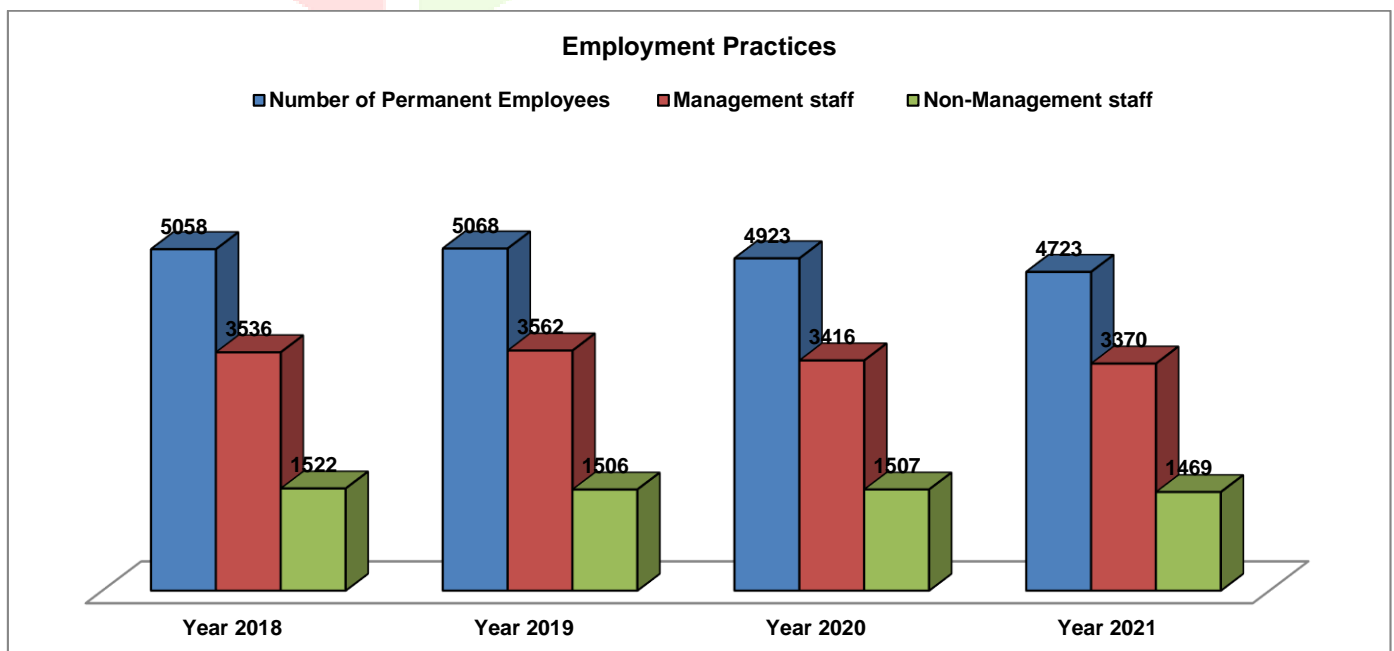


Figure 1: Employment Practice for Permanent, Management Staff and Non-Management Staff for the Study tenure (2018-2021).

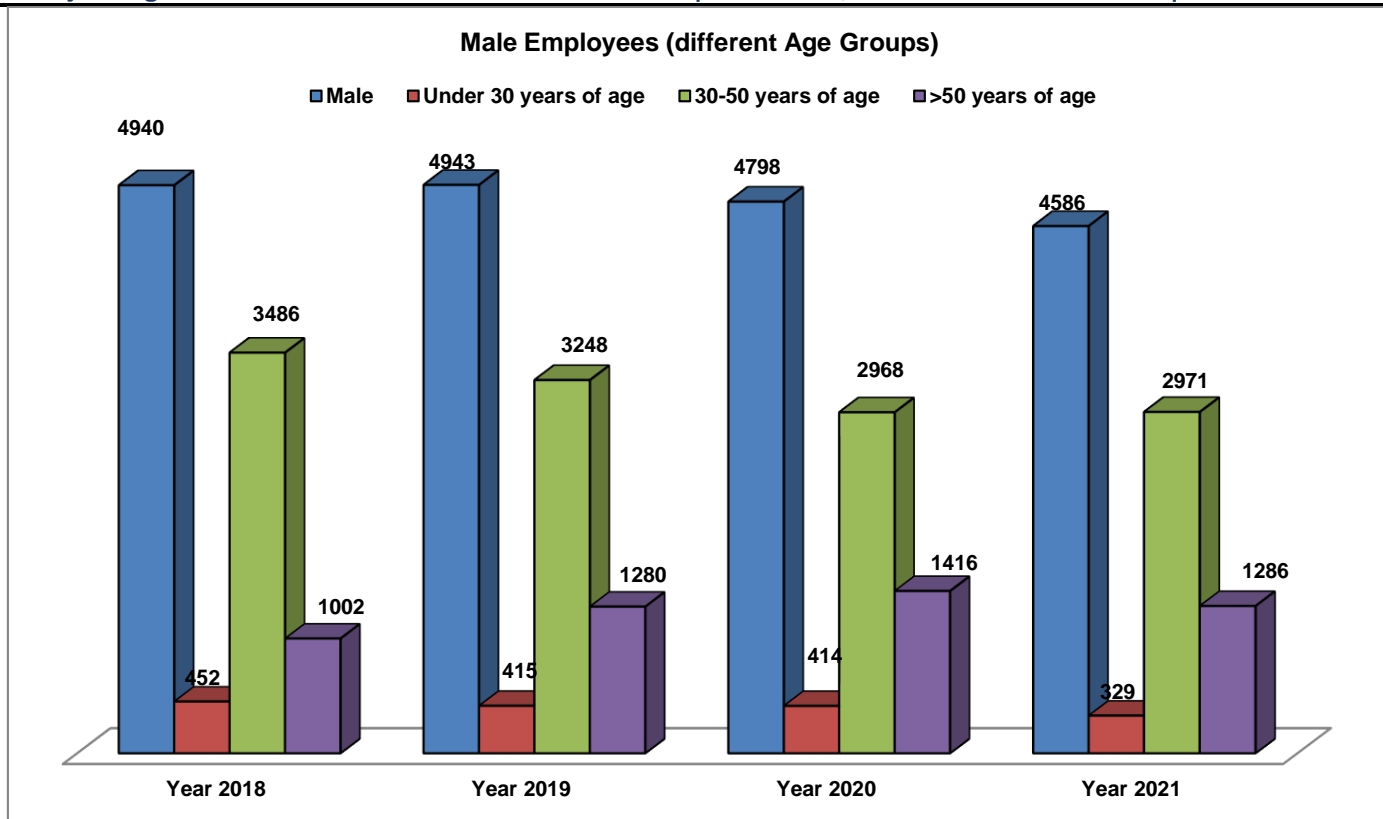


Figure 2: Employment Practice for Male Employees (different age groups viz., under 30 years of age; 30-50 years of age and >50 years of age) for the Study tenure (2018-2021).

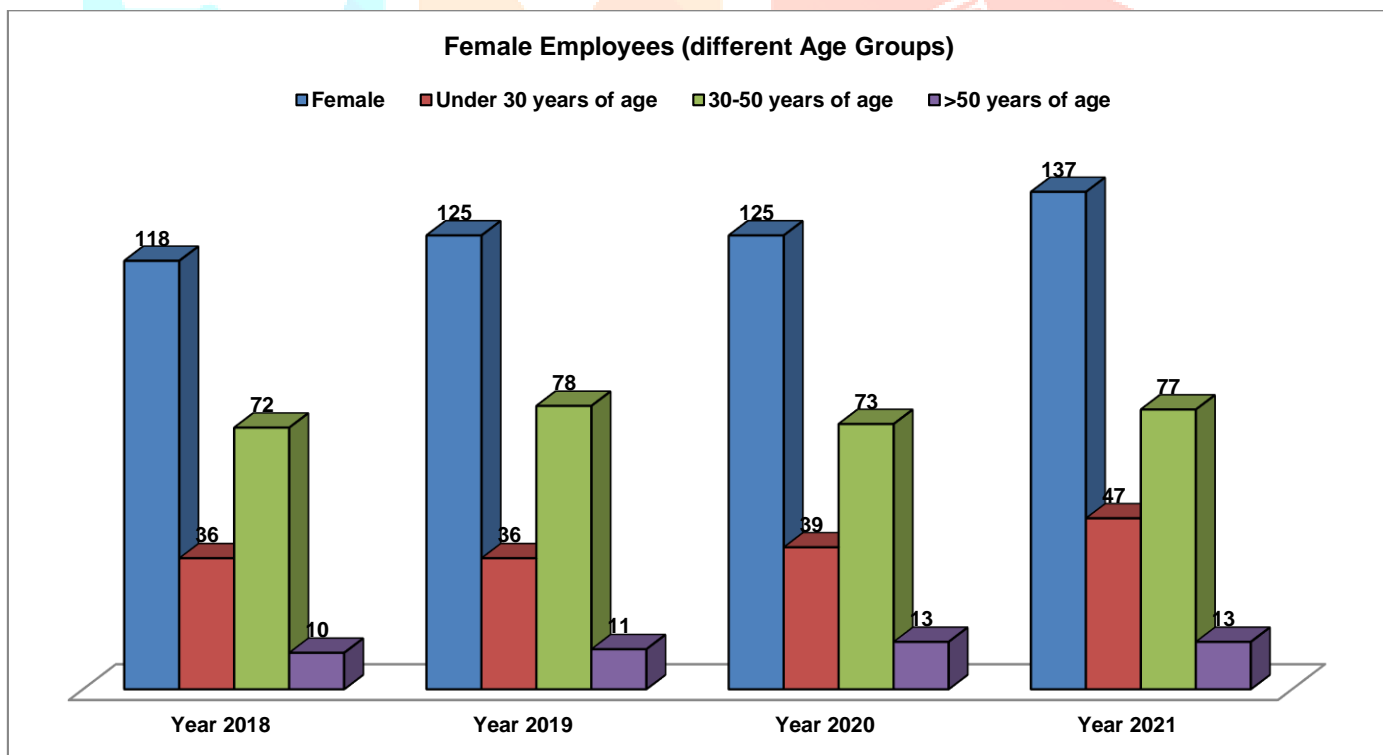


Figure 3: Employment Practice for Female Employees (different age groups viz., under 30 years of age; 30-50 years of age and >50 years of age) for the Study tenure (2018-2021).

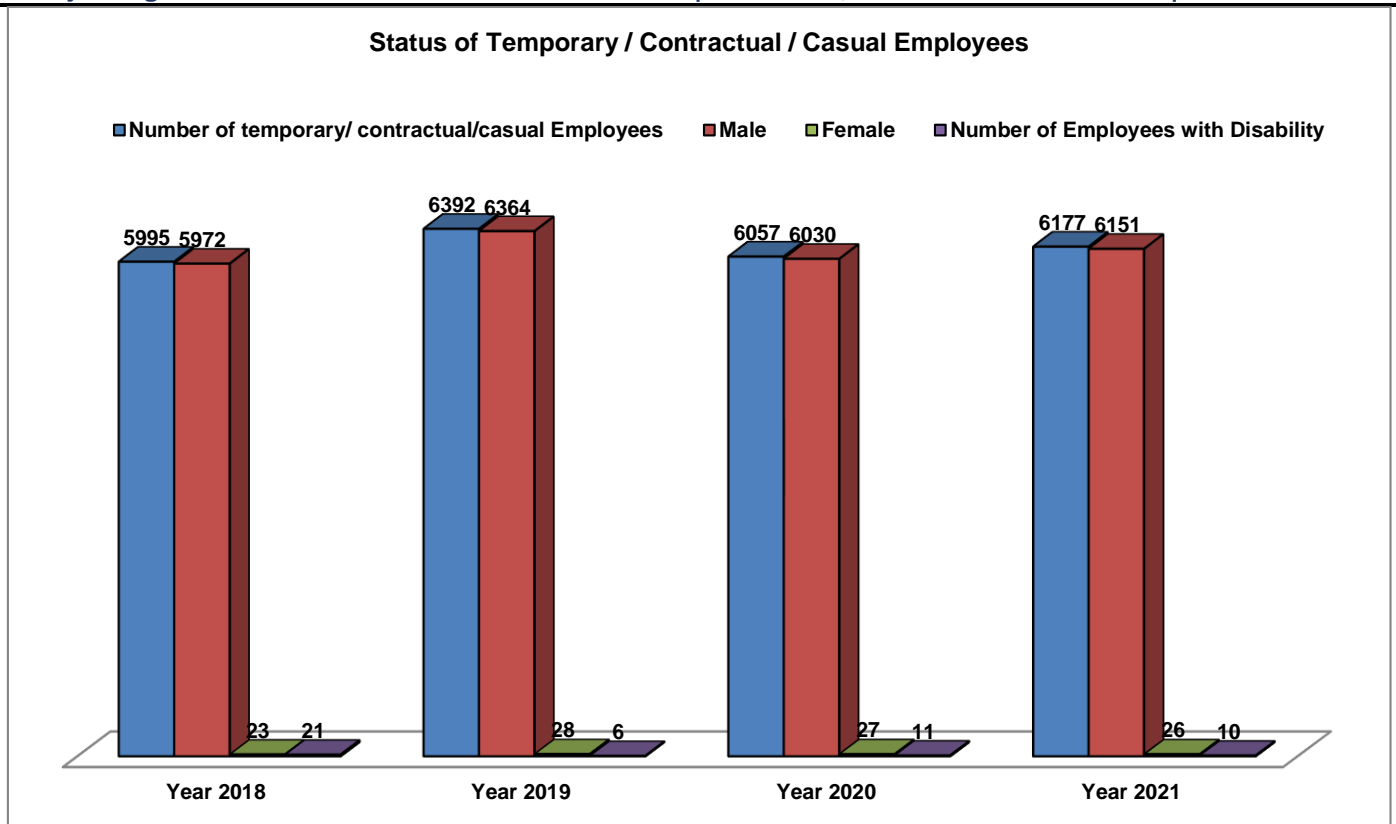


Figure 4: Employment Practice for Temporary / Contractual / Casual employees along with Male, Female and Employees with disability for the Study tenure (2018-2021).

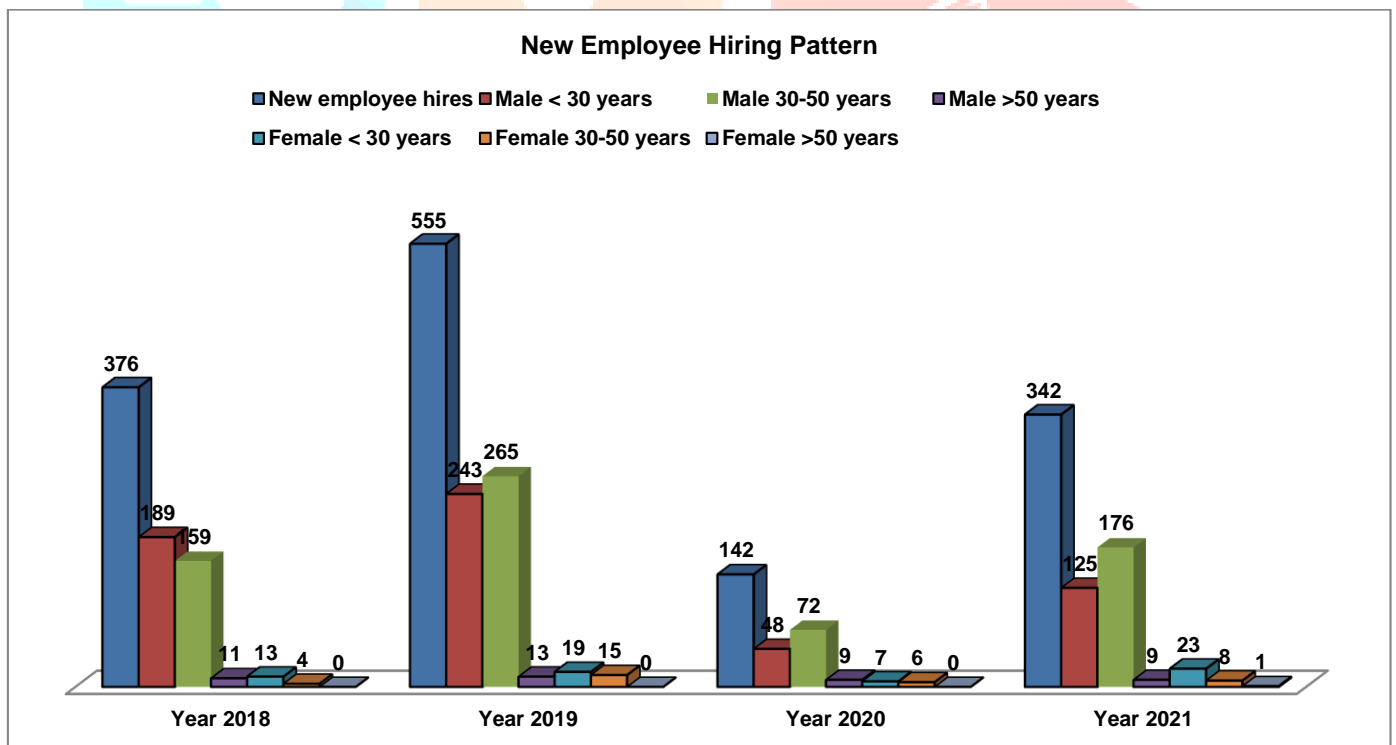


Figure 5: Employment Practice for New Employee hiring for Male and Female Employees in different age groups viz., <30 years; 30-50 years and >50 years of age for the Study tenure (2018-2021).

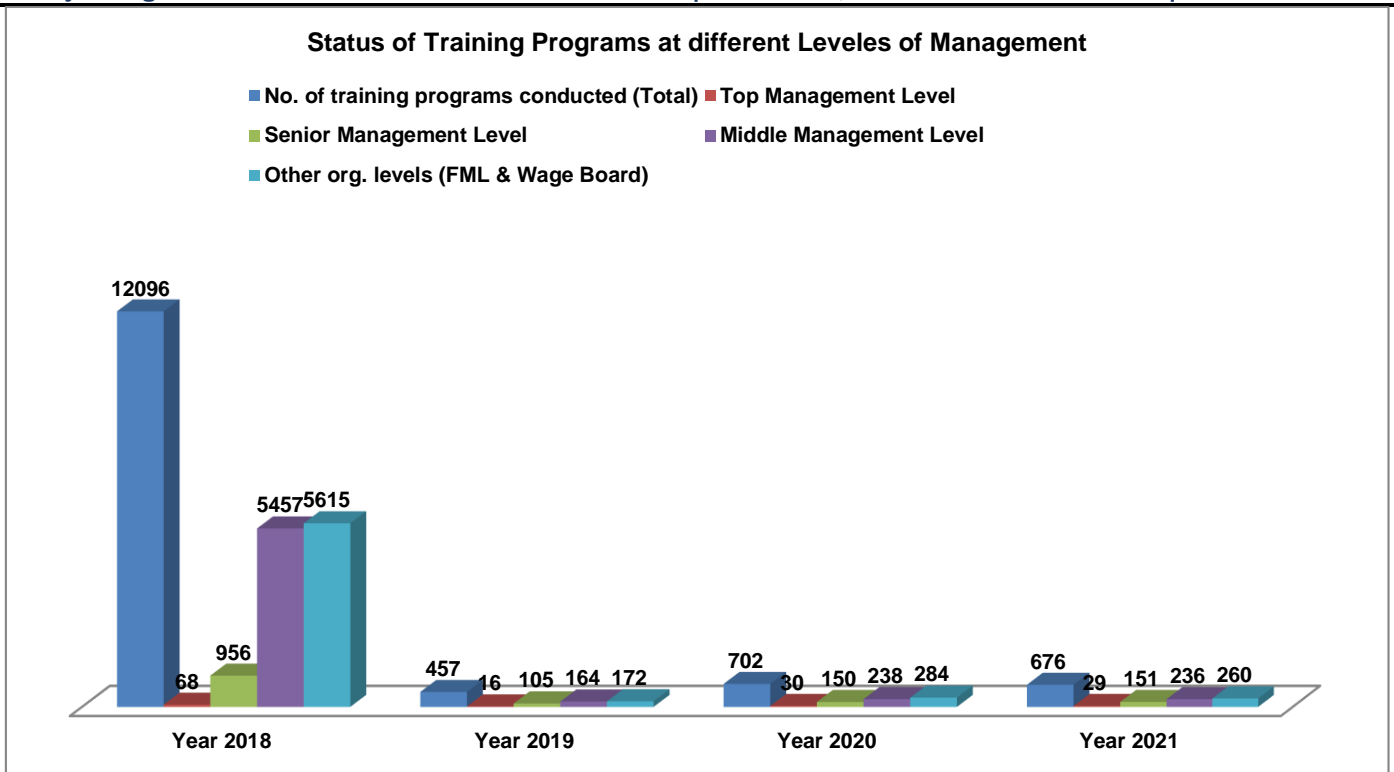


Figure 6: Employment Practice for Training and Skill Development the status of organized training programmes for different levels (Top Management Level; Senior Management Level; Middle Management Level and Other org. Levels (FML and Wage Board)) for the Study tenure (2018-2021).

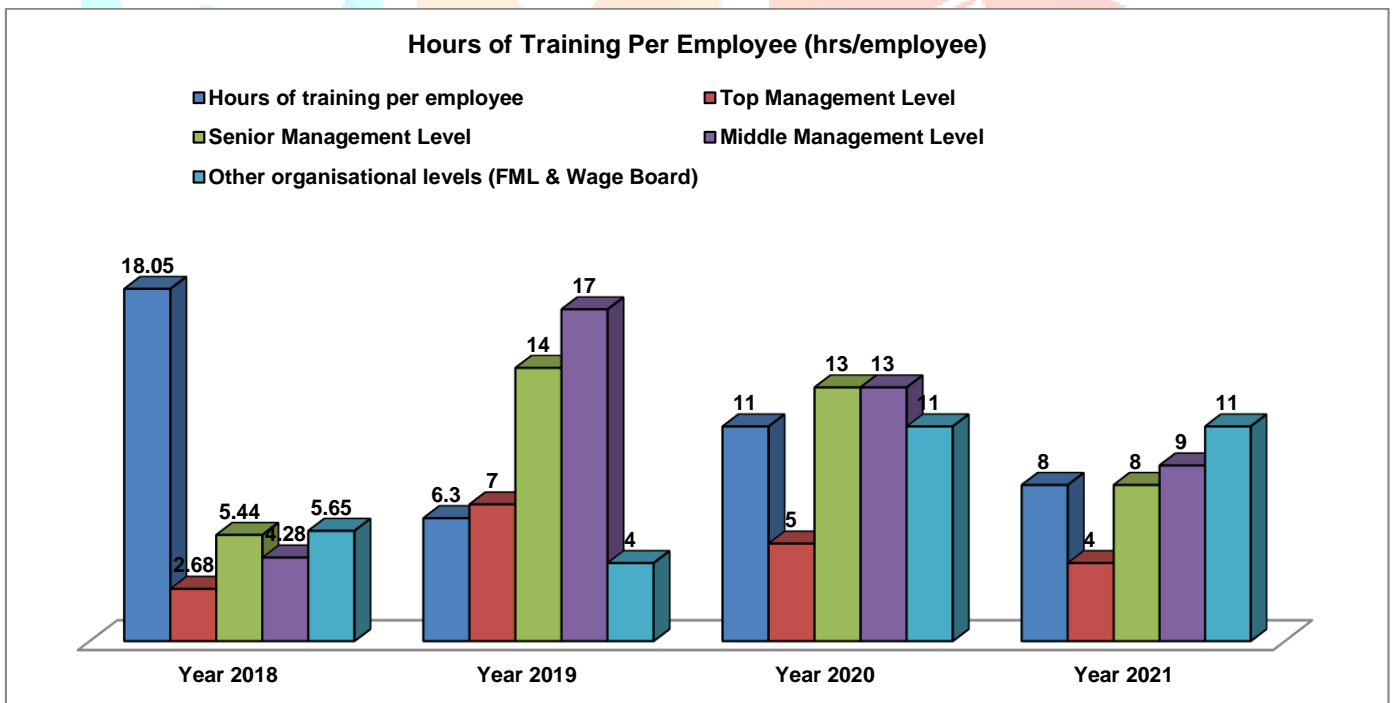


Figure 7: Employment Practice for tenure of Training and Skill Development programmes in hrs/employee for different levels (Top Management Level; Senior Management Level; Middle Management Level and Other org. Levels (FML and Wage Board)) for the Study tenure (2018-2021).

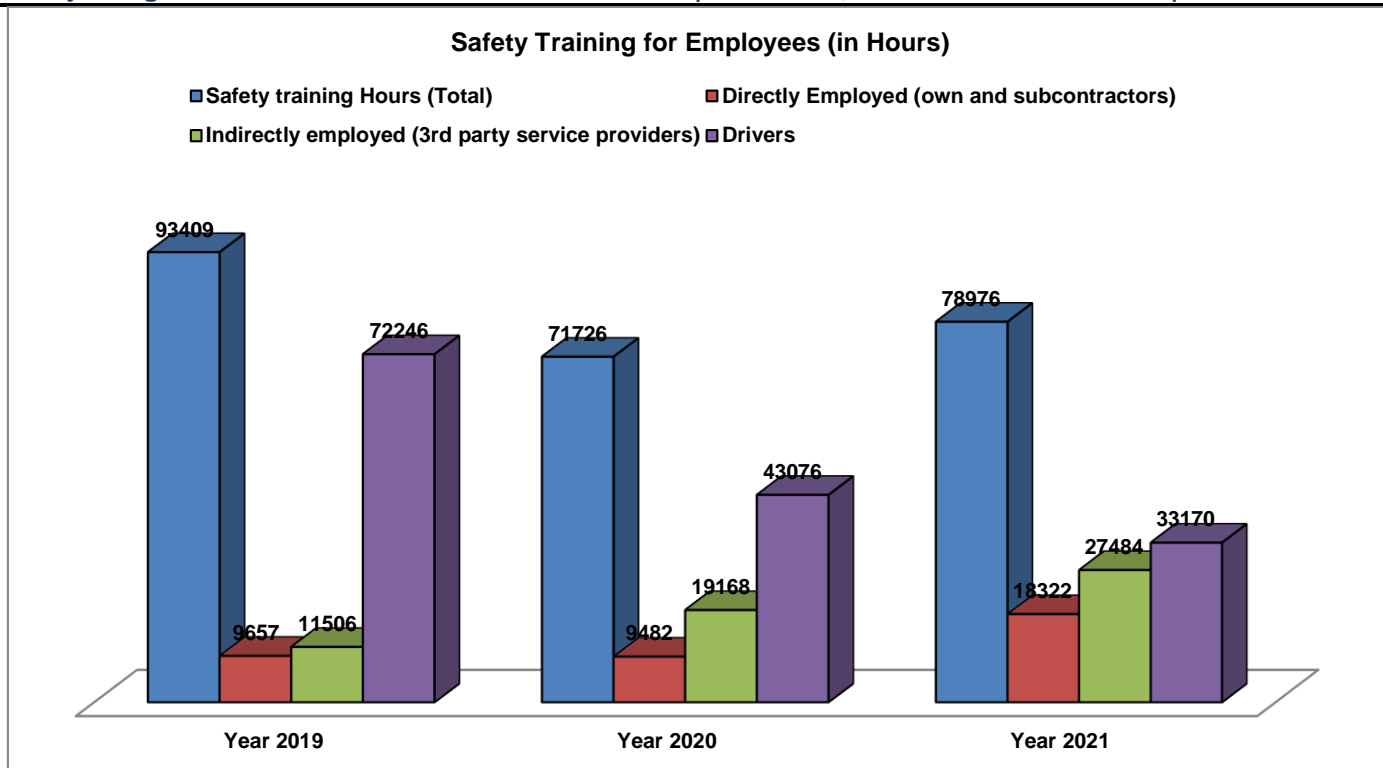


Figure 8: Employment Practice for Safety Training in hours for different categories (Directly Employed or Indirectly Employed) for the Study tenure (2018-2021).

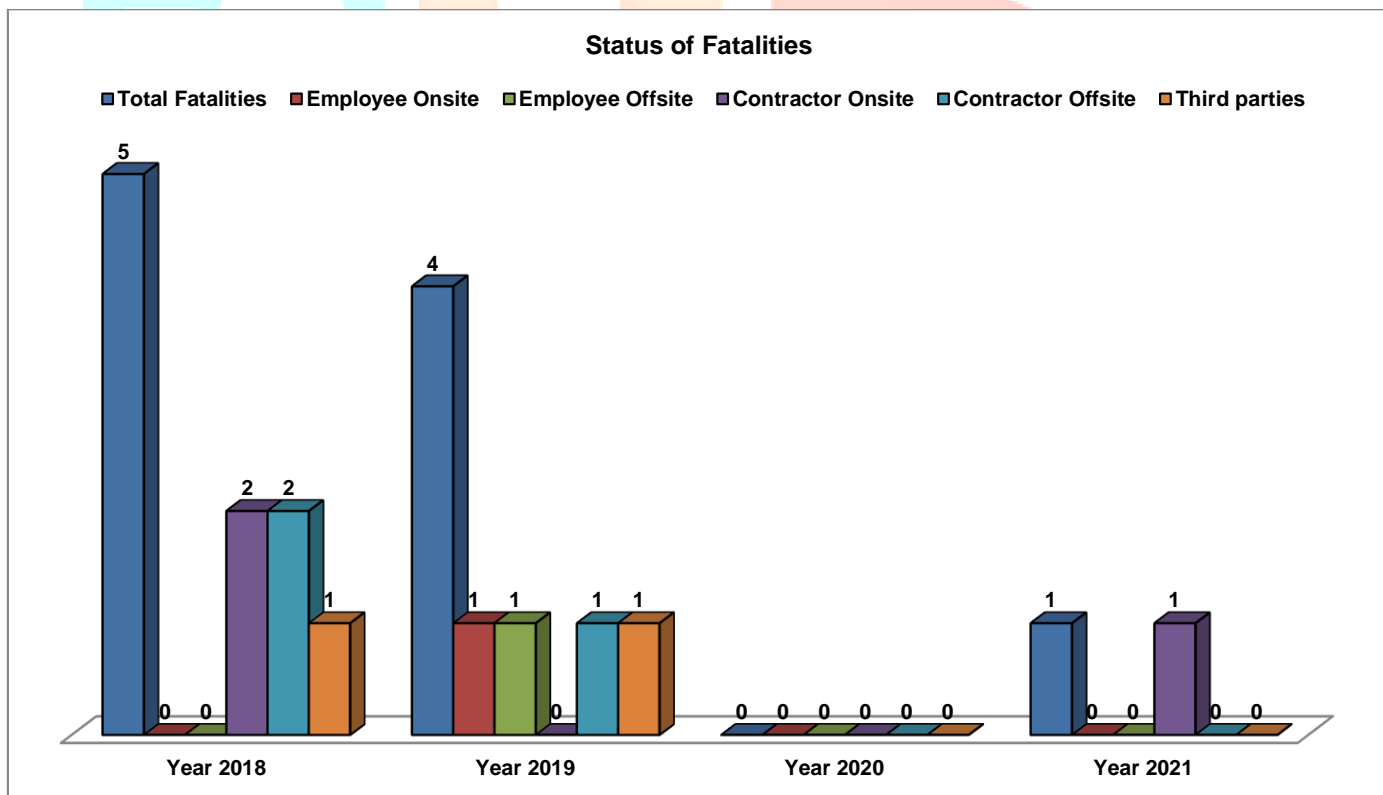


Figure 9: Employment Practice for Safety and Status of Fatalities for different categories (Employee onsite / offsite and contractor onsite / Offside and third parties) for the Study tenure (2018-2021).

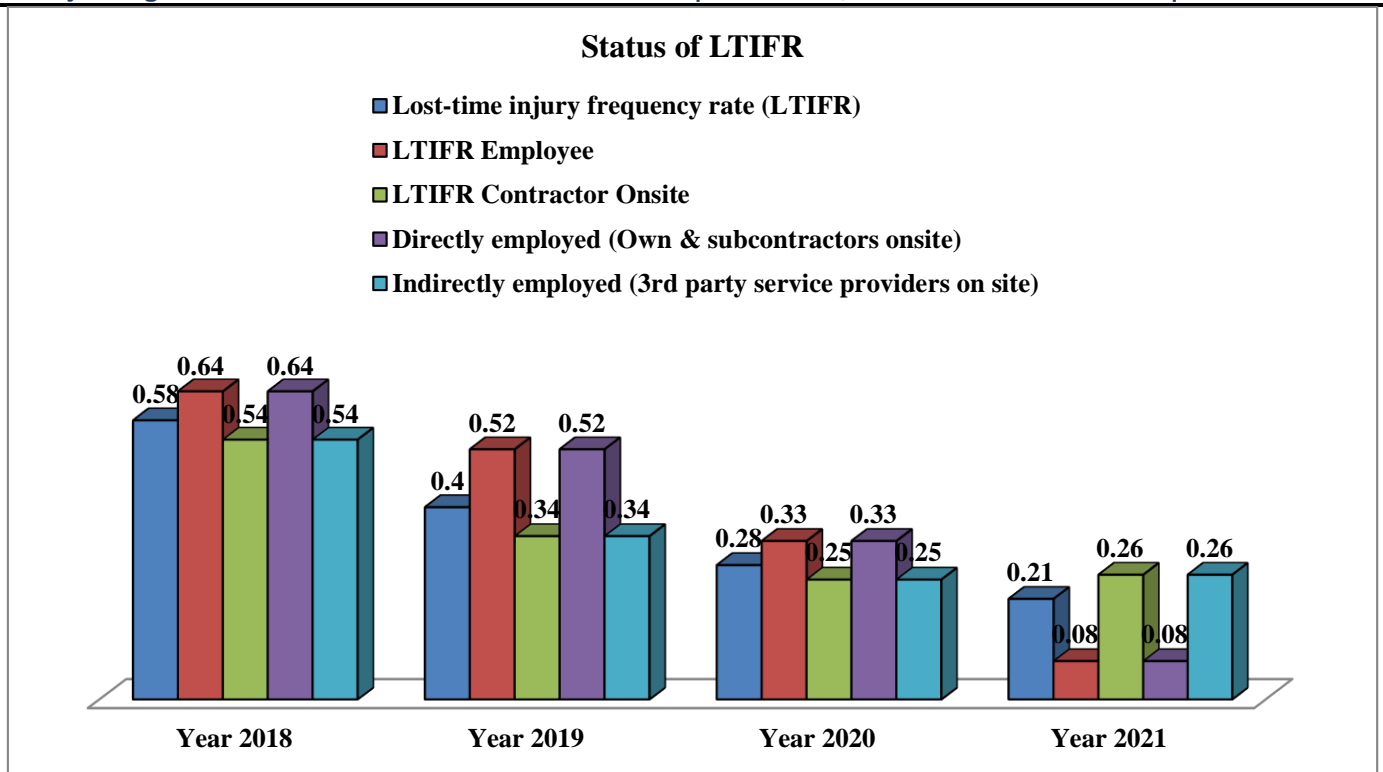


Figure 10: Employment Practice for Safety and Status of Lost-time injury frequency rate (LTIFR) for the Study tenure (2018-2021).

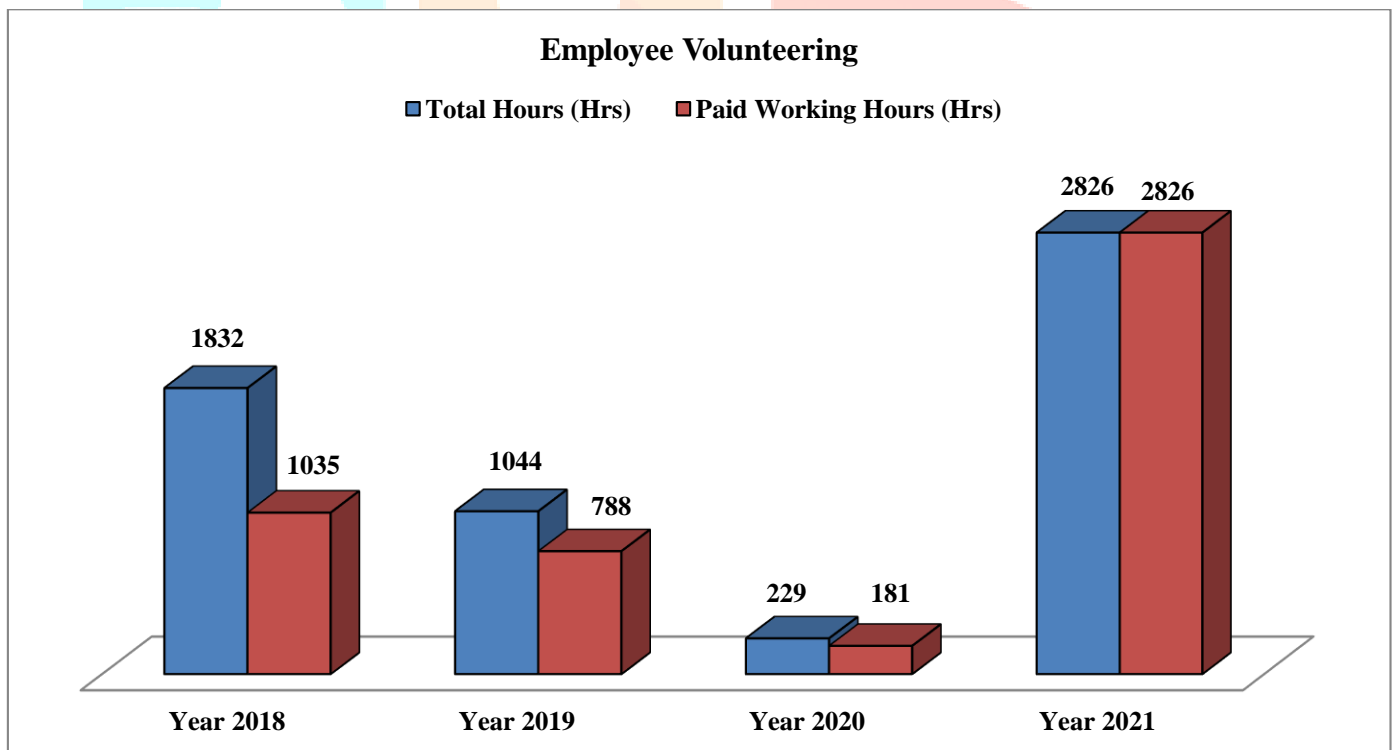


Figure 11: Employment Practice-Employee Volunteering for the Study tenure (2018-2021).

VIII. CONCLUSION:

After reviewing the data of Employment Practice of Ambuja Cement it was found that Ambuja Cement managing its Human Resources efficiently and company provide needed training to the staff of all level from Top level to organizational level. Ambuja Cement’s all plants were OHSAS 18000 certified and they also provide training in terms of the Health and Safety. The fatalities chiefly occurred during the 2018-2019 but then after company manage it efficiently thus the fatalities were significantly reduced. The attitude towards the employees was encouraging thus employees also worked volunteering patterns in greater tenure. Only one issue was identified i.e., less number of Female employees as the Male Female ratio was only 5:1. That can be also resolved if company put some more efforts in training etc. even company also offers the parental leave when needed by the employees. On the other hand the Occupational Disease and Occupational Illness Frequency Rate (OIFR) was found zero as company efficiently working for employees. Overall Ambuja cement providing a good and healthy environment to the employees to grow and survive.

REFERENCES

- [1]. **Babu, T.N. and Reddy, G.S.N (2013):** Role of HRM Practices in Cement Industry, International Journal of Marketing, Financial Services & Management Research. Vol.2 (8): 46-52.
- [2]. **Birdi, K., Clegg, C., Patterson, M., Robinson, A., Stride, B.C., Wall, D.T. and Wood, J.S. (2008):** The Impact of Human Resource and Operational Management Practices on Company Productivity: A Longitudinal Study. Personnel Psychology, Vol. 61, pp. 467–501.
- [3]. **Blair, D. and Sisakthi, R. (2007):** “Sales training: what makes it work”? T+D Magazine, August, available at: www.astd.org/Publications/TD_Magazine/2007-pdf/August/0708_ExceSum.htm.
- [4]. **Boxall, P., Purcell, J. and Wright, P. (2007):** Human Resource Management-Scope, Analysis, and Significance, Chapter 1, Oxford University Press
- [5]. **Froehlich, D., Segers, M. and Van-den Bossche, P. (2014):** Informal workplace learning in Austrian banks: The influence of learning approach, leadership style, and organizational learning culture on managers' learning outcomes. Human Resource Development Quarterly, 25(1), 29-57.
- [6]. **Pradhan, S.S. and Das, T.K. (2016):** Effectiveness of HRM Practices In Cement Industries: A Study in Western Odisha. Business Spectrum, Vol. VI(1): 1-14.
- [7]. **Santhi, N.V. and Narayanappa, G.L. (2019):** Insights into the Compensation Practices of Indian Cement Industry: Certain Issues and Challenges. EPRA International Journal of Research and Development (IJRD), Vol. 4(11): 59-62
- [8]. **Silvestro, R. (2002):** Dispelling the modern myth: Employees satisfaction and loyalty drive service profitability, International Journal of Service industry management, Vol. 22 (1): 330-39.JAI Press Inc.
- [9]. **Torres-Coronas, T. and Arias-Oliva, M. (2008):** Encyclopedia of Human Resources Information Systems: Challenges in e-HRM. Information Science Reference, New York.
- [10]. **Vijayalakshmi and Deepalakshmi, N. (2017):** A study on human resource management in Grasim cement industry in Ariyalur district. International Journal of Commerce and Management Research, Vol. 3(10): 36-40

