



EMPLOYEE JOB SATISFACTION ON HUMAN RESOURCE PRACTICES: WITH SPECIAL REFERENCE TO ULTRA TECH CEMENT COMPANY

P. Sathya Reddy* Prof. C.N. Krihsna Naik**

**Research Scholar, Dept. of Management, S.K. University, Anantapuramu, A.P.*

***Professor, Dept. of Management, S.K. University, Anantapuramu, A.P.*

Abstract

This study integrates the resource-based view and organizational perspective of performance to create a strong theoretical foundation by exploring the effects of HRM practices and organizational learning culture on employee competencies and its influence on employees' perceived organizational effectiveness. The goal-oriented approach mainly focused on operational processes consisting of three critical factors, namely, resource optimization, cohesive workforce, product quality and productivity. Competing value approach relates to the three vital factors such as adaption, innovation and flexibility, which are crucial for sustainability of the organisation in the dynamic business environment. Therefore, the significance of the study lies in validating the relationship between employee competencies and the two approaches of organizational effectiveness simultaneously. The aim of this study is employee job satisfaction on HR practices in Ultra Tech cement company.

Introduction

This study integrates the resource-based view and organizational perspective of performance to create a strong theoretical foundation by exploring the effects of HRM practices and organizational learning culture on employee competencies and its influence on employees' perceived organizational effectiveness. The significance of the study is four fold. First two provides theoretical significances and last two provides practical significances.

First, this study provides empirical evidences to bridge the knowledge gaps with regard to the relationship between HRM practices, organizational learning culture, employee competencies and organizational effectiveness. Even though HRM practices and organizational learning culture are considered critical concepts and practices for modern organizations, most of the existing literature focuses on the conceptual level and consider commitment, turnover, productivity, profitability as primary outcome variables. Few studies have attempted to examine the moderating role of organizational learning culture on individual outcomes such as commitment, engagement, and satisfaction. Thus, the significance of the study lies in providing empirical validation of the moderating role of organisational learning culture towards the relationship of HRM practices and employee competencies, and the mediating role of employee competencies towards indirect relationship between HRM practices and organizational effectiveness.

Second, organizational effectiveness is difficult to define, is constantly changing and usually requires the organization to determine what is to be measured for effectiveness (Reimann, 1975; Roy and Dugal, 2005). Due to the complexity in defining organizational effectiveness, researchers began to develop models, which are used to measure the effectiveness of an organization rather than defining it (Baruch and Ramalho, 2006). These models can be one dimensional or multi-dimensional in nature. In order to facilitate a better understanding of the relationship between employee competencies and organizational effectiveness, the present research included the views of senior corporate executives. Based on discussions with senior executives of the cement-manufacturing plants and a panel of experts, it was conceptualised that organisational effectiveness as a multi-dimensional construct involving two distinct

approaches, i.e. goal oriented and competing values approach. The goal-oriented approach mainly focused on operational processes consisting of three critical factors, namely, resource optimization, cohesive workforce, product quality and productivity. Competing value approach relates to the three vital factors such as adaption, innovation and flexibility, which are crucial for sustainability of the organisation in the dynamic business environment. Therefore, the significance of the study lies in validating the relationship between employee competencies and the two approaches of organizational effectiveness simultaneously.

Third, from a practical perspective, this study can provide valuable information to organizations and HRM practitioners in order to improve the influence of HRM practices and organizational learning culture on employee competencies and its impact on organizational effectiveness. The study helps in identifying the most influential HRM practices and highlights the importance of organizational learning culture.

Accordingly, organizations can draw insights and develop specific requirements and conditions needed for providing a culture of learning and sharing. In addition, it would assist the HRM managers in constructing a framework to enrich employee competencies.

Therefore, the present study may assist the government and policy makers to formulate initiatives or policies, as per the requirements of the cement industry for development of the existing workforce after focusing on various dimensions before and after pandemic period especially in Ultra Tech Cement Industry.

Objectives of the present study

The specific objectives of the study are as follows

- To know the best HRM practices in Cement industry
- To analyse the satisfaction levels of employees on HRM practices of Ultra Tech Cement Company

Methodology

Sampling design

The present study is depending empirical analysis. The Ultra Tech is one of leading cement industry in India and also implemented better HRM practices than the other cement companies in India. So, the researcher has selected 600 sample respondents from the select Ultra Tech Cement Company. Among these respondents, 400 respondents from Hotgi Cement work, Solapur and 200 Rajstri Cement work, Karnataka units. The researcher has used the convenience sampling technique for the selection of the respondents.

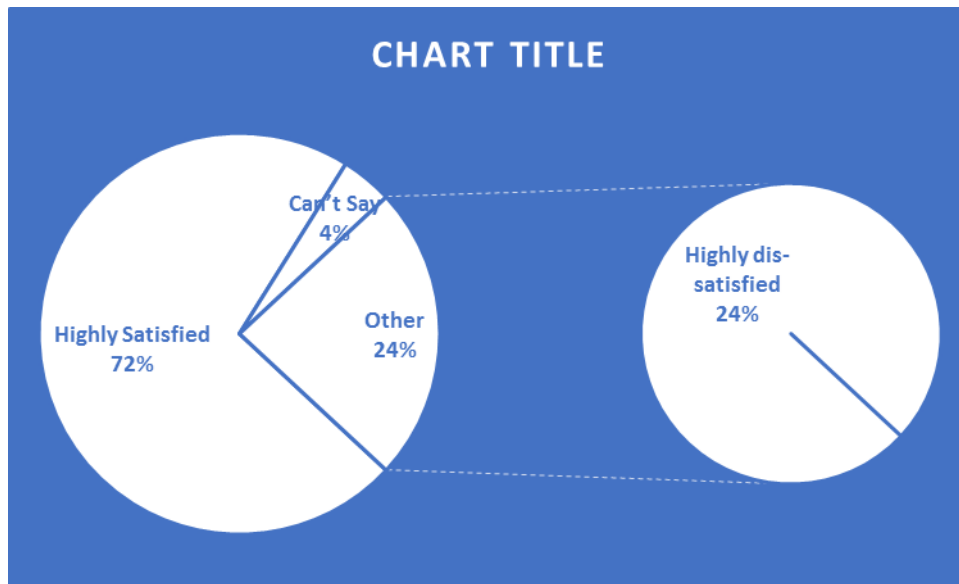
Data collection

The present study is depends on both primary and secondary data. The primary data were collected from select sample employees in the Ultra Tech Cement company through a structure questionnaire. The secondary data were also collected from various sources like company websites, annual reports, HRM department, journals, dailies, published and unpublished theses and dissertation, various university libraries and other sources.

Table 1, Opinion of the ultra tech employee on domestic travel policy

S.No	Opinion	Frequency	%
1	Highly Satisfied	432	72.00
2	Can't Say	25	04.17
3	Highly dis-satisfied	143	23.83
	Total	600	100.00

Source : Field Survey



The Domestic travel policy have been providing by ultra tech company to their employees especially band 10 and below and staff cadre employees. The researcher has raised statement and collected information regarding above statement the data were discloses and classified three-point scale and analysed here under.

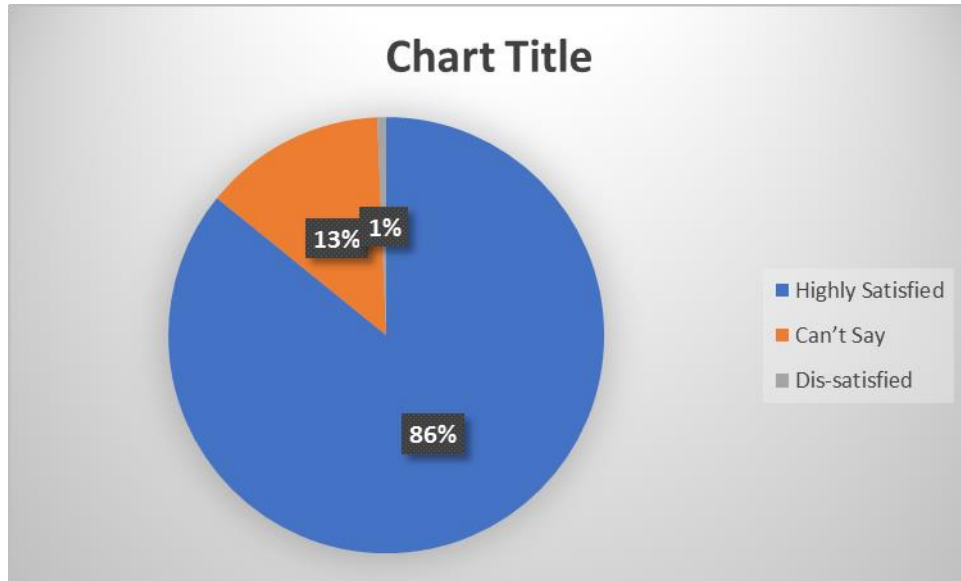
The data were disclosing that the opinion were stated that Highly satisfied can't say and Highly dissatisfied. According to responses of the sample respondents were found that majority of the respondents are highly satisfied on domestic travelling policy and it is noticed that 72 percent (432 respondents), 23.83 percent of the respondents were given negative response i.e., dissatisfied. And it is quite interestingly found that a meagre percentage of the sample respondents do not have any response.

Table 2, Respondents response on group accident insurance policy

S.No	Opinion	Frequency	%
1	Highly Satisfied	515	85.83
2	Can't Say	81	13.50
3	Dis-satisfied	04	00.67
	Total	600	100.00

Source : Field Survey

Every organization has been implementing various incentives for development and motivation of the human resources of working environment the ultra tech company were also implementing various better human resource practices at it leads to effectiveness of business organization the researcher raised a statement “ Are you satisfied on Groy insurance policy for management and no management cadre.“. According to their statement, the sample respondents gave their response tabulated analysed and presented here under.



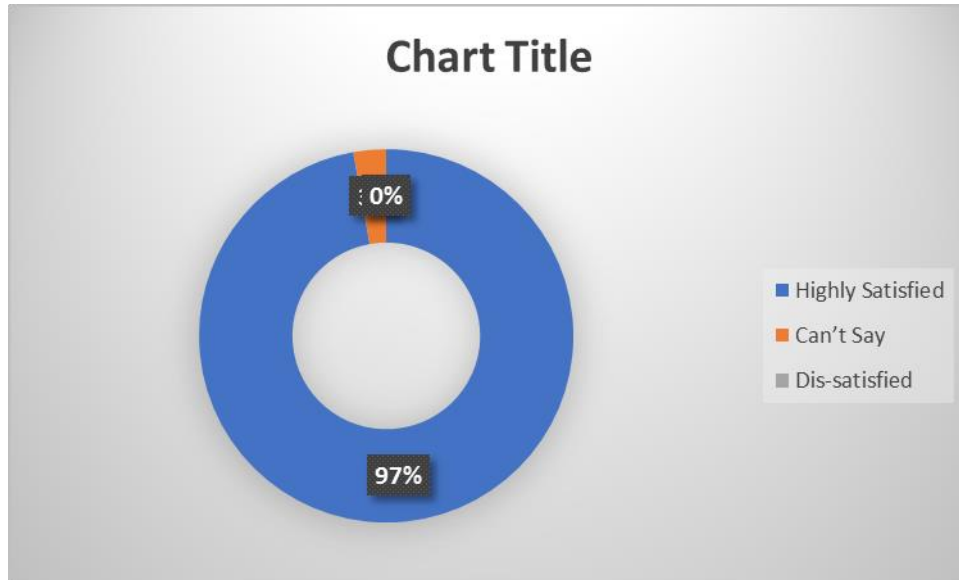
The table demonstrated that opinion of the ultra tech employees on group insurance policy in the select company. The satisfied data were shown that among 600 sample employees, 515 select respondents (85.83 percent) were expressed that their satisfaction level is very high on providing group insurance, and little percentage of the select respondents were not expressed their opinion i.e., neutral and it represents 13.50 percent in the study.

It clearly concluded from the above table that insurance policy to save the human life and it is a positive impact on employee performance in any business organization.

Table 3, Responses of ultra tech employees on group Mediclaim policy

S.No	Opinion	Frequency	%
1	Highly Satisfied	583	97.17
2	Can't Say	17	02.83
3	Dis-satisfied	00	00.00
	Total	600	100.00

Source : Field Survey



In present days majority of the people were getting more discuses by using sub standard goods and services. Hence major position of their income were expenses for their health purpose and they do not satisfy among their income. According their expenses the Adithya Birla companies were provided see facility to reduce to employee expenses on medical aspects. The Adithya Birla group of companies has provided Mediclaim facility to their employees and save their income expenses that leads to effective performance of the employees.

The researcher has collected opinion on group Mediclaim policy for management and non management employee the opinion were bought and analysed the table found that 97.17 percent (583 respondents) of the select employees were stated that they are highly satisfied on group Mediclaim policy for both manager cadre and non manager cadre employees in the study area.

Sunishchit Policy

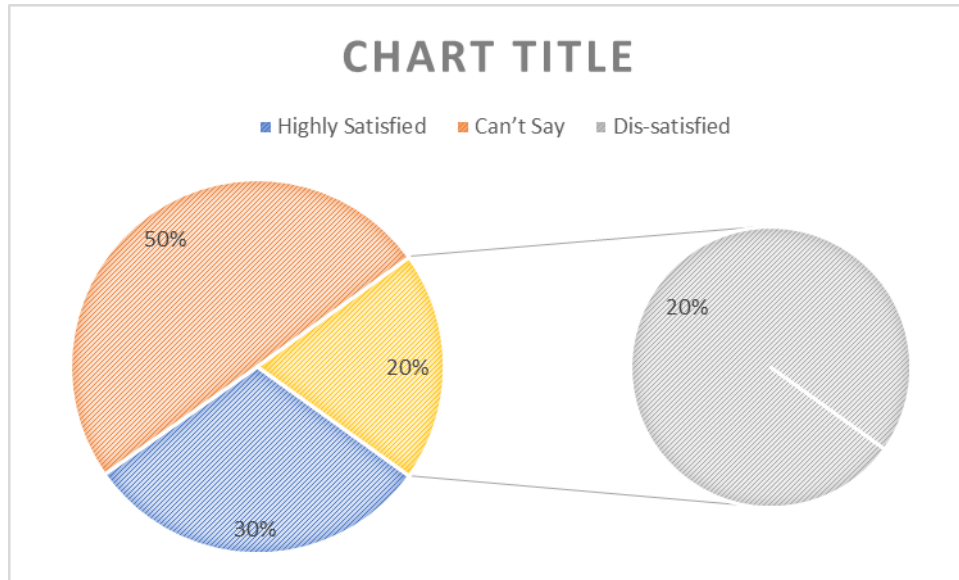
This policy launched in 1st April 2019, this plan seeks to offer “reassurance” in the form of a safety met to staff cadre employees of ultra tech cement Ltd cement in India to cover unforeseen circumstances in an employees life death and debilitating health that are not covered by regular policies like accident insurance and Mediclaim etc.

Table 4,Opinion of the respondents on sunishchit policy

S.No	Opinion	Frequency	%
1	Highly Satisfied	182	13.67
2	Can't Say	299	49.83
3	Dis-satisfied	119	19.83
	Total	600	100.00

Source : Field Survey

This plan is a voluntary and contributory plan to financially secure the families in case of such an unfortunate eventually. A unique plan like this brings to a community spirit of shared ownership and is aligned to one group people vision.



The table found that the opinion of the sample respondents on sunschit policy data were collected, analysed and presented. It is further found that 13.67 percent of the respondents were highly satisfied on said policy and some body has given negative response on their policy. But it is quite interestingly found that majority of the sample selected employees don't respond on this policy. Because of its- new policy and do not avail benefited from this policy.

Nishchint policy

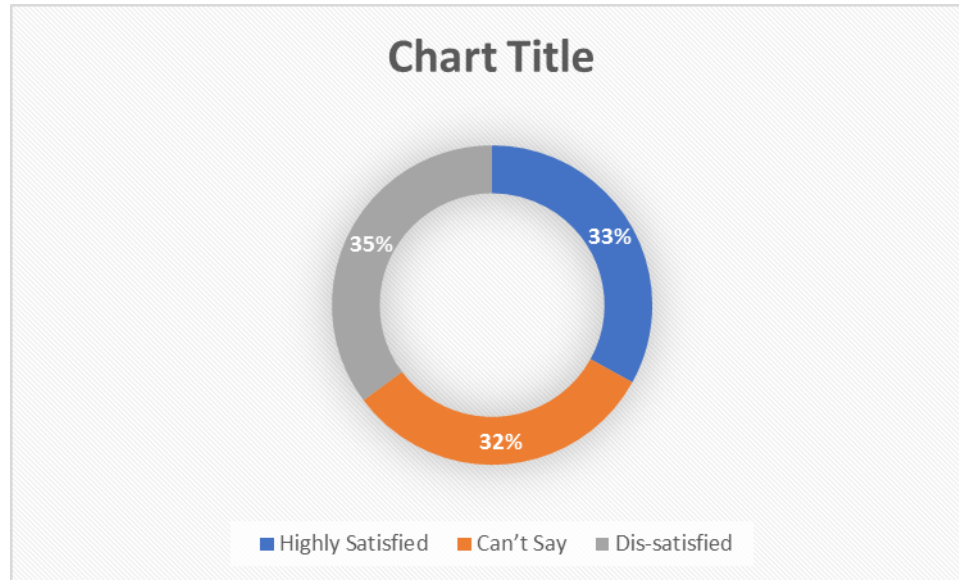
This policy is seek offer re assurance in the form of a safety net to management cadre employees in Indic to cover unforeseen circumstances in an employee life like early death and debilitating diseases that are not covered by regular policies like accident insurance, Medclaim, etc. In this policy, free cover (form medical) limit is INR 1 crore of sum assured i.e., coverage upto their amount will be provided without any medical feet or declaration with effectively means that the employees can enroll for the plan with out undergoing medicals.

Table 5,Details of satisfaction level of respondents on Nishchint policy

S.No	Opinion	Frequency	%
1	Highly Satisfied	264	44.00
2	Can't Say	255	42.50
3	Dis-satisfied	81	13.50
	Total	600	100.00

Source : Field Survey

The table portrait that 44 percent of the sample respondents employees were highly satisfied on new scheme and 13.50 percent of the respondents do not satisfied. It is another noticed that there was sparingly found that 42.50 percent of them were unable to express their opinion.



Conclusion

The present study may assist the government and policy makers to formulate initiatives or policies, as per the requirements of the cement industry for development of the existing workforce after focusing on various dimensions before and after pandemic period especially in Ultra Tech Cement Industry. The study concluded that the selected company is providing better HR practices which is necessary need to employees from time to time. Hence, majority of the sample employees were highly satisfied.

References

1. https://www.ncbindia.com/wp-content/uploads/NCB_Publications/NewsletterAprJune2022.pdf
2. https://dpiit.gov.in/sites/default/Files/Ipp_Annual_Report_English.Pdf
3. <https://www.Imarcgroup.Com/India-Cement-Market>
4. https://Dpiit.Gov.In/Sites/Default/Files/Ipp_Annual_Report_English.Pdf
5. <https://www.cwgrp.com/cemweek-features/550456-global-cement-demand-declines-in-2022-amid-geopolitical-turmoil.html>
6. <https://www.teriin.org/sites/default/files/files/low-carbon-pathway-iki-report.pdf>
7. <https://industryoutlook.cmie.com/kommon/bin/sr.php?kall=wshreport&nvdt=20221003161837156&nvpc=05500000000>