

An Evaluation of Human Resource Policies of Moser Baer India Limited

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Abstract

Indian economy has been in the picture of a major restructuring on its way to globalization. Increased economic activity is posing major challenges and also at the same time, it is offering numerous opportunities. Human resource development (HRD) is a subject of great relevance in a developing and most populous country like India. Of all the resources, the “Human Resources” is the most crucial and difficult to tackle and without these resources, the development of physical/financial/technical resources of the country is not possible. The problems of Human Resource Policies in Moser Baer India Limited at present is also psychological - both the parties mistrusting each other. If the employers begin to treat the workers as equal partners with themselves in production and do not keep the same attitude of aloofness as they do at present, much discontentment among the workers would be removed leading to industrial peace in the country. Too many Labour Laws and much Government interference cannot solve the problem under a democratic set up, rather may irritate the parties. A strong trade union movement, schemes of workers’ co-operation and participation in management, atmosphere of trust and respect on both sides, and implementation of a policy of human relations in industry, will go a long way in the establishment of industrial peace in the country. If India is to achieve world-class productivity levels, labor administration and judicial system has to be made accountable and effectively responsive and efficient. Companies need to focus on creating a positive work culture that optimize respect of rules, dignity and esteem of employees, quality of life and above all accountability and commitment to productivity, quality and cost effectiveness. In this research paper we studied the various human resource policies of Moser Baer India Limited.

Keywords : HRD, Globalisation, Human Resource Policies, Absenteeism.

1. INTRODUCTION

Human Resource Management has come to be recognized as inherent part of management which is concerned with the human resources of an organization. Its objective is the maintenance of better human relations in the organization by the development, application and evaluation of policies, procedures and programs relating to human resources to optimize their contribution towards the realization of organizational objectives. In other words, human resource management is concerned with getting better results with the collaboration of people. Human Resource Management is responsible for maintaining good human relations in the organization. It is also concerned with development of individuals and achieving integration of goals of the organization and those of the individuals.

Human Resource Management is not something that could be separated from the basic managerial function. It is a major component of the broader managerial function and has roots and branches extending throughout and beyond the organization.

Objectives

- To study and evaluate the Human Resource Policies in Moser Baer India Limited.
- To submit final report after observations and findings to the management of Moser Baer India Limited to uplift human resource status in the company.

Methodology

Both primary and secondary data is used for the purpose of analysis. For primary data the researcher

has made extensive use of survey method in this study. He visited MBIL on several occasions. And secondary data is taken from Annual report of MBIL, journals, research papers and various books.

2. HUMAN RESOURCE POLICIES IN MOSER BAER INDIA LIMITED

There is an urgent need for the upliftment and reformation in the human resources policies to help solve organizational problems because these days the organizations have to think globally but act locally. This is considered to be the best option for corporations operating in several countries. The different variables of Human Resource Management in Moser Baer India Limited have been analyzed in this research paper. After analyzing the whole situation, the main points of human resource policies of Moser Baer India Limited are as follows :

3. MANAGEMENT IN MOSER BAER INDIA LIMITED

The Management at Moser Baer India Limited in dealing with Human Resource Management situation has a large and a detailed programme giving them guidelines in how to deal with it. Though the people concerned are capable of handling any given situation, but unfortunately, the utilisation of their capacity is controlled by the written parameters applicable to them. The Management always tries to remain defensive against any labour unrest in the plant and they always try to settle the issues at their level under the policies and guidelines given to them. They are conscious in dealing with Human Resource Management issues so that it may not become a debatable issue outside the premises. In other words, it can be said that while dealing with the Human Resource Management situation at Moser Baer India Limited, the Management has to keep in mind that all issues are settled at the plant level or at conciliation machinery under the Industrial Disputes act and nothing beyond. The Management is facing multi-faceted problems like over-staffing, untrained manpower, Union leaders having contacts with higher ups, increased manufacturing costs and delay in executing the targets resulting into mounting of over-heads.

4. INDUSTRIAL DESPUTES IN MOSER BAER INDIA LIMITED

The workers are always at the receiving end and there are multiplicity of unions, however, the management recognizes only one of them as a whole. The main issues regarding dis-satisfaction for both the parties are :

- (i) Wages, bonus, promotions, seniority, transfer, etc.
- (ii) Late-coming
- (iii) Absenteeism
- (iv) Over-stay after the expiry of leaves.
- (v) Bad working conditions.
- (vi) Unfair treatment by the staff and
- (vii) Other issues related to terms of employment.

The grievance procedure adopted by the Company is not very effective in handling all these issues. The meetings are very irregular or poorly attended by the office bearers. The recommendations of the grievance committee are either not implemented or there is a delay in implementing them which causes a lot of dis-satisfaction among the workers. It has also been observed that the attitude of the line managers is very indifferent towards these recommendations. In order to settle the issue, the workman goes under the shelter of either the union or to the conciliation machinery but unfortunately, they both have their own priorities and the compliant of the workman goes to deaf ears unless it is a issue involving sizeable number of workers.

5. WORKERS' PARTICIPATION IN MANAGEMENT

The involvement of workers, superiors, union on shop floor working promotes healthy communication system. Involvement of all these parties is necessary in decision-making and implementation of policies, which gives rise to industrial democracy, which is the basic thread in any industry. In Moser Baer India Limited, the concept of Workers' Participation in Management is lacking at all levels. The management feels that involvement of workers in

framing policies will reduce their own importance. In consequence to that, any policy framed by the management is not accepted by workers/union and they try to find faults and reasons for its non-implementation. The Shop Floor Council and the Joint Council is a mere formality. The meetings are not held on schedule. Actually this is a very effective platform for both the workers and the management to understand each other's point of view and discuss the matter openly.

6. ROLE OF TRADE UNION

The Trade Union can play a vital role in establishing harmonious Human Resource Management situation in any plant. But unfortunately, in practicality, the Trade Unions are not working as per the desired expectations of the workers. The workers feel that the leaders of their trade union have a close share with the management and they do not settle their issues to their satisfaction. The workers keep on shifting their membership from one union to the other. This weakens the bargaining power of the union as well as the worker not having faith on one leadership. Any major issue pertaining to Industrial Relations is blown out of proportion by the union but the minor issues which may become a major issue are neglected. The union leaders are self-centred for their own benefit and in view of the above, they forget the interests of the worker. Political and outside leadership as well as inter and intra union rivalries have ruined the objectives of the Trade Union. The worker runs from pillar to post to settle his dispute but lack of co-operation, casteism, less knowledge of labour laws and inadequate funds are some of the major factors for non-effectiveness of Trade Unions.

Dis-satisfied Workforce : A dis-satisfied workforce in any organisation not only leads to an indifferent attitude towards work resulting in low productivity but also is one of the leading causes of disharmonious Human Resource Management situation. Dis-satisfaction among workers leads to boredom, low morale, stress which results into absenteeism, low productivity and a resistance to co-operation with the Management. This not only gives rise to employees forming a union but also leads to causing Industrial Disputes as these are the factors that are primarily

responsible for Industrial disputes. Once a worker starts to get dis-satisfied with certain conditions of his employment, he starts looking for more things that could add to this grudge against the management. Employees have different needs and aspirations. What satisfies one employee in a job scenario may not satisfy the other - but it has been observed that usually for one cadre of employees, there are the same things provide job-satisfaction. In Moser Baer India Limited, like any other Private Sector Unit, the majority of the workforce is dis-satisfied and the prime cause of dis-satisfaction is the promotion policy.

7. GENERAL POINTS FOR UNHEALTHY INDUSTRIAL RELATIONS' SITUATION

Other than the above, the Researcher has observed that the following points also contribute to disharmonious Industrial Relations.

- (i) The grievance handling procedure is not satisfactory in the eyes of the workers.
- (ii) Most of the supervisors and managers are not able to see the things from another person's point of view.
- (iii) The style of functioning of managers is traditional, autocratic and is far from democratic style. The managers like to maintain a distance from the workers.
- (iv) It is generally argued by the union leaders that the Management does not maintain their words. This leads to lack of mutual trust, belief, openness, and other human values.
- (v) The owner of the enterprise is not Manager. The manager is as much as employee as any other worker and bound by a whole set of rules and regulations and unable to take even the basic decisions in the area of Human Resource Management.
- (vi) Even in the Private Sector, there is a change in emphasis from being a "model employer" to being a "model performer". These and similar other changes warrant a new attitude and orientation towards union management relations which are not forthcoming.

8. SUGGESTIONS FOR IMPROVING PERSONNEL POLICIES

The calls for a change given by the new economic policy shook the Indian Private Sector to its very foundation, as it has lost its monopoly position and privileges. Whatever may be, even in the present status of liberalisation, it is true that in the years to come, the Private Sector units would continue to play a dominant role in the socio-economic development of the country. Unfortunately, the employees of this sector are neither willing nor capable of assuming increased responsibilities as over the years the Human Resource Management policies pursued by this sector has made its workers inefficient, irresponsible, and obsolete which is supported by the fact that in this sector, the Human Resource Management have never been upto the mark and personnel policies of Moser Baer India Limited is not satisfactory.

Hence, attempts should be made to revitalise its sullen Human Resources Management system to cope with the winds of change. In this vein, a few suggestions have been detailed as follows :-

A. Humanisation of Management

To attain a higher degree of productivity and employees' efficiency, the humanisation of management is the need of the hour. It can be attained by adopting people-centred management strategies necessary for building effective work terms. In other words, it can be said that in the era of change, the leaders/managers working in the Private Sector Units should work as "team builders" so that they can command the much needed respect, affection, confidence and co-operation of the workers whom they are called upon to lead. The Private sector must provide leadership and function as the head guard of a new industrial relation system in the country.

B. Adoption of Suitable Human Resources Development Programme

Most of the Private Sector Units with a view to overcoming increasing competition have adopted sophisticated technologies, which in turn have rendered a sizeable chunk of workforce obsolete because of its inability to work with the new systems. As a result,

retrenchment and lay-off of surplus workforce is posing a great threat to the system of Human Resource Management in Private Sector Units where restructuring strategies are at work.

As nothing can be done to check changes that are taking place in the system, the system needs to be changed in a phased manner and the workers need to be motivated to act as facilitators of change. The immediate management of the problem requires that those workers who have been rendered surplus be provided alternative job within the same organisation which may be at the same or lower pay and wherever possible, employees should be kept up-to-date through training programmes. A long term strategy of Human Resources Development calls for training employees in those skills/trades which the organisation is likely to adopt. Further, they must be trained on a continuous basis. It is hoped that these methods, by arresting employee obsolescence, would certainly contribute in developing happy industrial relation in Private Sector Units.

C. Control Union Quality

It is repeatedly said that the Private Sector should function as an "ideal employer". But it cannot assume the said role unless there are "ideal unions" in this sector. Therefore, if the Private Sector is to be an "ideal employer", it is also necessary on the part of the trade unions to strive for the "quality of union". This can be brought about by proper education of workers, wherein they should be taught about their role of an enlightened corporate citizen. That in the long run would develop socially responsible trade unions, which would have a favourable impact on the Human Resource Management system of the Private Sector Units.

D. Encouraging Workers' Participation in Management

It is distressing to note that in spite of every encouragement and support, the scheme of workers' participation in management has miserably failed in most of the Private Sector units. In fact, in such units the various participative forums are increasingly used by both the labour and the management to settle their score

rather than doing any fruitful work. Now it is high time that both the parties should realise the need of mutual co-operation in dealing with challenges thrown by the process of liberalisation. It can only be brought about if workers are motivated to participate in all those decisions that have an impact on their work and work lives. That is to say, besides various Human Resources Management issues, the matter relating to restructuring, adoption of new technology, diversification programmes, etc., must be discussed with the workers' union prior to taking any final decision. The success of workers' participation scheme in Private Sector units will certainly effect the quality of its Human Resource Management system both in long as well as short term.

E. Check off System : A Prerequisite of Collective Bargaining

In Private Sector Units, the prime reason for failure of collective bargaining is the absence of a bargaining agent. Infact here due to multiplicity of rival and politically coloured unions, it is difficult to choose a single bargaining agent. Further, the "verification of membership" through "secret ballot" has created many controversies in identifying the bargaining agent. Hence, it is very much desirable that the verification of membership should be brought about by the "check off system". The union identified through this system should be designated as the sole bargaining agent. The identification of bargaining agent would render collective bargaining easy and meaningful. If such a bargaining turns out to be effective it would help in nurturing healthy Human Resource Management in Private Sector Units.

F. Encourage Voluntary Arbitration

The Indian workers at large and that of Private Sector units in particular normally get their demands fulfilled by resorting to "go slow", "work to rule" and even adopting coercive measures like "wild cat strike", "gheraos", etc. But when such methods fail to yield results, recourse is made to adjudication. The adjudication basically lead to win-lose situation, i.e., one party per force has to lose. No doubt parties accept the decision of adjudication, but the loser with a view of taking revenge often raises his head as and when opportunity arises. In fact, adjudication promotes

litigation rather than controlling it. Therefore, for maintaining Industrial relation in Public units, attempts should be made to motivate unions to adopt voluntary arbitration. In fact, it should be customary that in the event of failure of collective bargaining, the matter be compulsorily be referred to voluntary arbitration with a view to have balanced award through this process. It is desirable to have a board of arbitration consisting of equal number of representatives of both the management and the labour. In the event of members of the board fail to arrive at a unanimous decision, the umpire should be appointed by them, whose decision should be final and binding to both the parties.

9. CONCLUSION

The problems of Human Resource Policies in Moser Baer India Limited at present is also psychological - both the parties mistrusting each other. If the employers begin to treat the workers as equal partners with themselves in production and do not keep the same attitude of aloofness as they do at present, much discontentment among the workers would be removed leading to industrial peace in the country. Hence, efforts must be made to adjust the social and economic mechanism in such a way as to assure to the worker the satisfaction of at least his minimum human needs, security of service, provision of alternate occupations in periods of unemployment and maintenance during periods when the worker due to unavoidable circumstances is unable to work, proper education of the workers and the right type of propaganda among the working classes should also be undertaken, so that the workers may think not only of their rights, but of their duties also. Too many Labour Laws and much Government interference cannot solve the problem under a democratic set up, rather may irritate the parties. Efforts must be made to bring the employers and the workers as close to each other as possible in a realistic manner and complexities should be avoided. If there is mutual co-operation and the conditions of our workers are improved there is no reason as to why the Industrial conflicts cannot be appreciable minimised, if not altogether eliminated.

Though, as pointed out in the previous, we cannot avoid State interference and some form of

compulsory adjudication, sooner or later, the employers and the workers must realise that they have to co-operate and resolve their differences between themselves, if both are to prosper. A strong trade union movement, schemes of workers' co-operation and participation in management, atmosphere of trust and respect on both sides, and implementation of a policy of human relations in industry, will go a long way in the establishment of industrial peace in the country. If India

is to achieve world-class productivity levels, labour administration and judicial system has to be made accountable and effectively responsive and efficient. Companies need to focus on creating a positive work culture that optimize respect of rules, dignity and esteem of employees, quality of life and above all accountability and commitment to productivity, quality and cost effectiveness.



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