

A Study on “Hr Business Partners” At JSW Steel

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Abstract

The role of the HR business partner is to make sure human resource policy and procedure throughout the organization fit the needs, goals, and aims of the organization and its top leadership. There is less focus on administration, compliance, and management.

In this connection a survey was conducted on behalf of JSW STEEL to identify the level of satisfaction in terms of strongly agree to strongly disagree on various job related factors.

This study has been conducted in order to become familiar with the various aspects of the functioning of an organization. The project is done JSW Steel, with the objective of understanding the working of the organization and the systems that are followed in the practical world. This report gives details about JSW steel and all the major departments.

Key Words: HR business, organization, JSW steel, satisfaction, departments.

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I. INTRODUCTION

Modern organizational setting is characterized by constant changes relating to environmental factors and human resources. As regards environmental factors, we find changes in the operating organizational structure, the networking procedures, customs or norms and the economic, political and social patterns in which organizations exist. Moreover, there is constant change in human resources. New individuals are being employed with their new ideas and expectations while the existing workforce is constantly changing vis-à-vis ideas, attitudes and values.

Although the change may provide solution to some problems, it may create several new ones. There is an urgent need to understand these problems, anticipate them and to find solutions to them. The responsibility to find out solutions to these problems lies with every manager who has to be prepared to deal with different changes effectively through educational and developmental programmes. Obviously, every manager is responsible for management of human resources – of course with the advice and help of personnel department. Management of human resources is the essence of being a manager who has to get things done through others. Specifically, his task relates to leading, mobilizing and directing the efforts of people without which he can be a technician but not a manager. Thus, every manager has to develop and maintain his competence in managing human resources which have assumed utmost significance in modern organizations.

COMPONENTS OF HUMAN RESOURCE ARE SKILLS KNOWLEDGE VALUE CREATIVE ABILITY.

Human resource management:

While managing the human resources one has to perform tasks like

- a. Employing the people
 - b. Developing the resources
 - c. Utilizing the resources and compensating their services in tune with the job and organizational requirements.
- Human resource refers to the knowledge skills abilities talents aptitude, values and beliefs of an organization's workforce. Knowledge skills, creative abilities and talents play an important role in deciding the efficiency and effectiveness of an organization's workforce.

Human resource development improves the utilization value of an organization. The difference in the level of performance of two organizations also depends on utilization value of human resources.

IMPORTANCE OF HUMAN RESOURCE MANAGEMENT:

The importance of HRM can be discussed under three standard points:

1. Social significance: Management of personnel enhances their dignity by satisfying their social needs. This is done by:

I. Providing suitable and most productive employment, which brings them psychological satisfaction.

- ii. Making maximum utilization of the resource in an effective manner and paying the employees a reasonable compensation in proportion to the contribution made by him.
2. Professional significance: By providing healthy working environment it promotes teamwork in the employees. This is done by:
 - I. Marinating the dignity of the employee as a human being.
 - ii. Providing maximum opportunities for personal dept.
3. Significance for individual enterprise: It can help the organization in accomplishing its goal by:
 - I. Creating right attitude among employees through effective motivation.
 - ii. Securing willing communication operation for achieving goals fulfilling their own social and other psychological needs like love, affection, esteem etc.

HRM Functions:

Resource Management must perform certain functions. These functions have been stated while outlining the scope of HRM.

Supporting functions:

1. Training and Development
2. Appraisal
3. Placement
4. Compensation
5. Assessment
6. Employee relation
7. Selection
8. Benefits
9. HR Planning
10. Union management

HR BUSINESS PARTNER

An HR business partner is a **Human Resource professional who actively integrates the business strategy with people management practices**. The business partner is the link between HR and the business, advising and supporting managers on strategic issues and helping them implement high-performing, integrated HR practices.

The HRBP integrates the HR function – focusing on people – with the business side of things to help the organization reach its business objectives.

Of all HR professionals, the HRBP is mainly customer-facing. This means that the HRBP is in direct touch with line managers. A good HRBP is able to deliver value to the organization and drive decision-making processes. Especially in times of change and disruption, a strong HRBP can ensure that all HR activities are strategically aligned with line manager priorities.

Of everyone in the business, line managers have arguably the strongest understanding of the business. By partnering with these line managers, HR can set priorities and create business impact.

Because the business partner is such a strategic role, they are mostly present in large businesses. A business partner may be responsible for between two hundred to multiple thousands of employees. As a general rule of thumb, the larger the HRBP's span of control, the more strategic the role.

Within any organization, HRBP has a range of responsibilities. Gartner identified four different roles of HRBPs that demonstrate this cross-functionality. These are:

- Operations Manager: Measures and monitors existing policies and procedures
 - Emergency Responder: Provides immediate fixes to acute emergencies
 - Strategic Partner: Crafts and implements enterprise-wide strategies to chronic challenges
 - Employee Mediator: Creates sustained solutions to individual employee challenges
- While the HRBP should be a strategic partner and businesses should see them as such, this is not always the case. 57% of C-suite execs view HR as a primarily administrative function. This is mainly due to the HRBP failing to step up and create the strategic role that they should have. Instead, they get bogged down in operational activities, failing to look at the bigger picture and take the helicopter view required to be strategic.

In short, next to being an administrative expert and a champion for employees, HR should also be a change agent and a strategic partner.

II. LITERATURE REVIEW

1) Ibrahim, Ali EldinLoutfiAbdAlla (2015): The study has used a self-administered questionnaire to examine the relationship between variables. The quantitative based approach was used to research the problem through collecting data from HR professionals, senior managers, line managers and medical professionals working in a medical UAE based organisation.

2) Fabiola H. Gerpott (2015): A large number of organizations restructured their Human Resource Management (HRM) departments according to their interpretation of Ulrich's (1997) business partner model into strategic business partners, centres of expertise and shared service centers. I argue that this approach could gain widespread acceptance in organizational practice because of its functionality in addressing tensions inherent in HRM.

3) Martin McCracken (2016): The human resources business partner (HRBP) role is advocated as a way for human resource (HR) professionals and the HR profession to become more strategic and less transactional, necessitating the development of different competencies. Few researchers have examined how the HRBP Model plays out in practice, over time, from the perspective of HR professionals and their line manager partners (LMPs).

4) Brown Paula (2017): The Human Resources Business Partner (HRBP) role is advocated as a way for Human Resource (HR) professionals and the HR profession to become more strategic and less transactional, necessitating the development of different competencies. Little research has examined how the HRBP Model plays out in practice, over time, from the perspective of these HR professionals and their line manager partners (LMPs). We collected data through interviews and a focus group with HR professionals and LMPs from three UK organizations at different stages of their HRBP evolution. After analysing this data, we propose a HRBP-LMP Life Cycle Model. The Model suggests the relationship between the parties is dynamic, complex and is dependent upon the organizational culture as well as the competencies of the main stakeholders in the partnership.

5) EwaMatuska, PiotrNiedzielski(2018):The history of the HRPB development concept is shortly described as well as their round of evolution during last two decades. The main theoretical models of HRBP and their implication for their possible range of hr and business services are discussed. In conclusion is stressed the need of widening HRBP services for the other categories of customers, including small companies and individual subjects. The aim of the article is to present the possible roles and services which can be gained by organizations from the business offer performed by hr business partners.

6) KatarzynaChudzińska (2018): The article shows that the HR Business Partner model, with its classically defined four roles, should not be commonly used as effective. Literature review and analysis of research carried out by Ulrich in 1987–2016 prove that the model has evolved over time and has become updated. The reports of consulting companies were verified, which shows that such a direction of development of HR departments is only partially noticed by advisors and consultants.

7) DamianosGiannakis, IoannisChalikias, and EleniTsirigoti(2019): This study aims to examine the effect of strategic alignment of Sales and Human Resources Management (HRM) in creating a corporate sustainable competitive advantage. Our paper notes that a product of such a collaborative/competitive association signifies the organizational consensus on the significance of synthetic, personalized HRM services towards an effective implementation of relational marketing strategies and practices. The paper expands on the significance of the role of the HR business partner as key towards an effective strategic alignment of sales and HRM. The conceptual model was tested to represent the proposed relationships among the related variables. Data were collected from a total of 87 usable questionnaires representing the views of line management of Greek and international firms operating in Greece. The three hypotheses of the study tested were analyzed by SPSS 20 software adopting principal component analysis as an extraction method resulting from a factor analysis. The rotation method applied was varimax with Kaiser Normalization. Finally, an analysis of variance (ANOVA) was applied in analysing the differences among group means in the sample. The survey embedded a qualitative confirmatory case study, purporting to originate from top management regarding the effect of strategic alignment of sales and HRM upon their competitive advantage.

8) Bernhard A. wach,Marius C. wehner&Rudgier (2021):Ulrich's framework of the human resource business partner model (HRBPM) suggests that both the strategic HRM roles (i.e. strategic partner and change agent) and operational HRM roles (i.e. administrative expert and employee champion) jointly add value to an organization. To deepen our understanding of the link between the HRBPM and organizational performance, this study jointly examines the influence of strategic and operational roles on organizational performance and introduces internal efficiency as a central mediating mechanism that explains how the HRBPM contributes to organizational success.

9) Kopertyńska, Maria Wanda; Dernowska, Natalia (2021):The article presents the results of research on the impact of selected factors, such as business strategy, organizational culture, the stage of organizational development, the location of HR in the organizational structure, the type of activity, and the sector to which the

company belongs, on the role and scope of the tasks of HR Business Partnering (HR BP). The research method employed was an in-depth, partially structured interview conducted on a group of HRS BPs from twenty companies belonging to various sectors. In the interview, the respondents rated the impact of each factor on a scale from 1 to 5, where 1 means definitely has no impact and 5 means there positively is an impact. On the basis of the research, it was shown that the company's business strategy, organizational culture, and the location of HR in the organizational structure have the greatest impact on the shape and role of HR BP in the surveyed organizations.

10) Winch, Stawomir (2021): Human Resource Business Partner (HR BP) generates conflicts in three areas of operation of an enterprise: the structure, organizational culture, and goal attainment strategy. A commentary on the concept of the HR BP is provided and the functions propounded within its framework are discussed. Based on qualitative research on three large enterprises in Poland, the following strategies for the introduction of changes in the HR BP are the subject of analysis, that is: maintaining the status quo in power relations, expansion of influence over time, and the policy of small steps.

RESEARCH DESIGN

1.1 STATEMENT OF THE PROBLEM:

The research is conducted to discover out the entire impact associated with HR business partner upon the job performance associated with the employees working within different groups in every department.

1.3 OBJECTIVES OF THE STUDY

- To understand the need and objective of HR business partner in JSW.
- To study the role of HR business partner.
- To study the people strategy in JSW.
- To study the business strategy in JSW.
- To find out business unit success in JSW.

1.5 RESEARCH METHODOLOGY

The research methodology is a systematic method of solving the research problem and the methodology is crucial component for the purpose of studying and analysis the research problem, without which any research may not be able to obtain the information required for the purpose of completing the project report. The research design is the arrangement of different for the purpose of collecting to company of the information that aims to combine the collected information to company the report with an economy in the procedure of preparation of report.

SOURCES OF DATA

The research has collected the relevant data and necessary information needed for the preparation of project report only through the secondary sources of information, because in the area of finance there is no information available from the primary sources, therefore, the research has prepared the report only through the secondary of information.

Primary data

By the interviewing certain who were chosen based on their in depth knowledge and experience in the company.

- ❖ Detailed discussion with Ass, General Manager.
- ❖ Discussion with HR manager and finance manager.
- ❖ Interview method.
- ❖ Questionnaire.

Secondary sources:

The secondary sources of information is that information which has been already collected by the some agency by any other person or institution and also which have been already processed data or information, which helps research in completing the project report.

Other literature, Company annual report, Books and journal, Business magazines, Websites.

ANALYSIS AND INTERPRETATION OF THE DATA

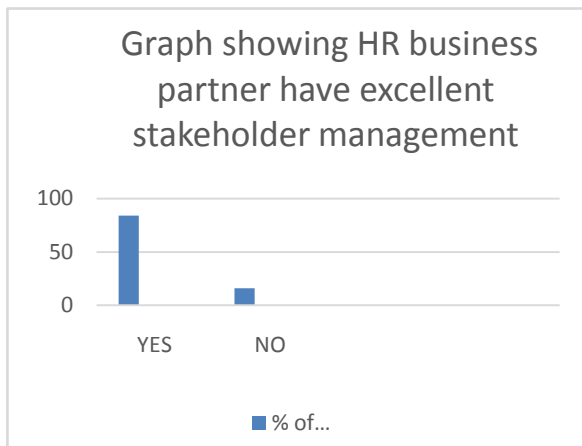
Table No. 1

1. Does HR business partner have excellent stakeholder management?

Particular	No. of respondents	% of respondents
YES	42	84
NO	08	16
TOTAL	50	100

Analysis:

From the above table, it is clear that HR business partner have had excellent stakeholder management where respondents with agree at 84 % & disagree at 16% in the organization.



INTERPRETATION:

Maximum numbers of business partner have excellent stakeholder management

Table No.2

2. A JSW LTD company can be a business partner?

Particular	No of respondents	% of respondents
Agree	20	40%
Strongly agree	15	30%
Disagree	10	20%
Strongly disagree	5	10%
TOTAL	50	100%

Analysis:

From the above table, it is clear that A JSW LTD Company can be a business partner where Respondents at Agree 40% strongly agree at 30 %, Disagree at 20 % &strongly disagree at 10 % in the organisation.

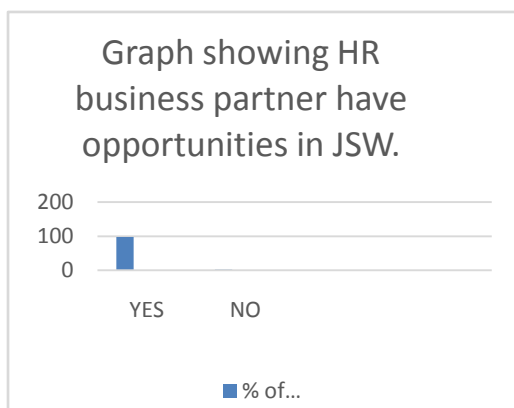
Table No.3

4. Does HR business partner have opportunities in JSW?

Particular	No. of respondents	% of respondents
YES	49	98
NO	01	02
TOTAL	50	100

Analysis:

From the above table, it is clear that HR BUSINESS PARTNER have opportunities in JSW where respondents agree at 98 % & disagree at 02 % in the organisation.



INTERPRETATION:

Maximum numbers of HR business partner have opportunities in JSW where they have endeavour to focus on providing holistic wellness, long term rewarding and diverse career opportunities while continually focusing on the diversity within the Group.

Table No.4

10. What according to your organization HR business partner being a coach or consultant?

Particular	No. of respondents	% of respondents
Either coach	02	04
Either consultant	48	96
TOTAL	50	100

Analysis:

From the above table, the respondents cleared that HR business partner are coach at 04 % & consultant at 96 % in the organization.

III. FINDINGS, CONCLUSION AND SUGGESTIONS

FINDINGS:

- 1) The majority of people respondents HR business partner have 84% of excellent stakeholders of management.
- 2) The majority of people respondents 40% of JSW LTD company can be a business partner
- 3) The majority of respondents HR business partner have 90% of challenges in JSW.
- 4) The majority people have respondent HR business partner have opportunities in JSW.
- 5) HR business partner doesn't have negative impact in JSW
- 6) The majority of people respondents 92% of HR business partner have improve leaders in JSW.
- 7) The majority of people respondents HR business partner have 86% of a data to influence in decision making.
- 8) The majority of people respondents' 96% organization identifies partner needs.
- 9) The majority of people respondents the duration of the partnership in JSW are one year.
- 10) 92% the organization effectively work when creating a culture and change strategy.
- 11) 86% of HR business partner have developing talent for future needs.
- 12) The majority of people respondents' organization having the right personnel in JSW.
- 13) 98% of HR business partner managing employees' performance as well.
- 14) The majority of people respondents measure the success of HR business partner on turnover rate.
- 15) The majority of people respondents HR business partner add value in organization use their talent.

SUGGESTION

- Accelerating change in order to meet business imperatives.
- Understanding how organizations work and best practices for success.
- Driving the culture and ensuring everything the company does align with its culture.
- Leveraging employees as brand ambassadors and a powerful source for recruiting.
- It should plan to limit the hole between anticipated dimension of execution and the real dimension of execution.
- It ought to give newcomers or learners a logical pace for soaking up the information and aptitudes required to release their obligations and duties definitively and intentionally.
- The organization should lead preparing programs at customary interims, which causes the representatives to improve their insight for their present occupations.
- The organization should structure the preparation program dependent on the present necessity, which incorporates improvement of specialized abilities, identity advancement; time the board, PC learning and so on.
- The instructional meeting ought to be made increasingly intuitive and participative with the goal that learners and coach are in steady connection.

IV. CONCLUSION

Since indicated by the evaluation directed we can believe that the general happiness dimension of workers inside connection to the preparing programs is moderate.

Typically, the representatives concur that typically the preparation programs expands earnings and accomplish the hierarchical objective.

The workers mentioned that the preparation plans in the association are incredibly much arranged yet they are not happy with the phrase of the preparation system and there likewise not really happy with the evaluation procedure of preparing system, they are not assessed occasionally.

The particular preparation programs in the particular association unequivocally centre close to the specialized and administrative abilities yet these tasks are not given acceptable significance at times within view of the task bodyweight.

The workers don't pay attention to the preparation programs, as presently there are no exacting concepts and guidelines to proceed to the preparation applications.

The workers are not involved with deciding the planning need investigation. The planning programs are fixed simply by the top administration.

The particular nature of the planning programs is superb nevertheless the representatives are certainly not making use of it.

In this way we can infer that will the preparation programs within the association are astounding however they have been not really used appropriately by the particular representatives as the planning programs are not frenzied obligatory to every 1 of the offices. There exists a more extensive degree to produce and improve its planning programs in future therefore as to satisfy the prerequisites of the worldwide marketplace

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