

A Study on Compensation and Benefits Management at Ultratech Cement Limited, Sedam

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Abstract—This study examines the Compensation and Benefits Management practices followed at UltraTech Cement Limited, Sedam. The research focuses on employee compensation, welfare measures, and benefit schemes and their impact on employee satisfaction and organizational performance. A descriptive research design was adopted using primary and secondary data. Primary data were collected through a structured questionnaire from 30 employees, while secondary data were obtained from company reports and HR literature. The findings reveal that employees are generally satisfied with the company's compensation structure, medical facilities, retirement benefits, and welfare measures. The study concludes that an effective compensation system improves motivation, job satisfaction, productivity, and employee retention while supporting organizational success.

I. INTRODUCTION

Compensation and Benefits Management is a vital function of Human Resource Management that ensures employees receive fair financial and non-financial rewards. Effective compensation systems help organizations attract, motivate, and retain talented employees while improving productivity and organizational commitment.

UltraTech Cement Limited, Sedam, provides employees with competitive salaries, incentives, provident fund, gratuity, insurance, medical facilities, and welfare programmes. This study evaluates the effectiveness of these practices and their influence on employee satisfaction and organizational performance.

The research also identifies areas where the compensation system can be further improved.

II. REVIEW OF LITERATURE

1. Glassdoor Employee Reviews (2026) indicate that many UltraTech Cement employees positively rated the company's compensation, benefits, work culture, and career opportunities, suggesting high employee satisfaction with HR practices
2. Siyuan Liu and Mohd Dan Jantan (2025) reviewed HRM practices in manufacturing SMEs and concluded that performance-based incentives, employee welfare, career development, and compensation positively influence employee motivation and retention.
3. UltraTech Cement Limited (Integrated & Sustainability Report, 2024) highlighted employee well-being, diversity, health and safety, continuous learning, and competitive remuneration as key components of its HR strategy.
4. Naresh Ramdas Kini H. and Dr. A. Ramesh Pai (2023) conducted a case study on HR practices at UltraTech Cement Ltd. They concluded that recruitment, performance appraisal, talent management, compensation, learning and development, and employee welfare contribute significantly to employee productivity and long-term organizational growth.
5. UltraTech Cement Limited (Integrated Report, 2022) stated that performance-linked rewards, career development, and transparent appraisal systems help improve employee performance and organizational effectiveness.

III. RESEARCH GAP

Most previous studies have focused on UltraTech Cement Limited at the corporate level, while very few

studies have examined the UltraTech Cement Factory, Sedam specifically. Limited research is available on Compensation and Benefits Management practices at the Sedam plant. There is a lack of studies assessing employees' satisfaction with salary, incentives, allowances, bonuses, and welfare benefits at UltraTech Cement Factory, Sedam. Previous studies have mainly concentrated on general HR practices such as recruitment, training, and performance appraisal rather than compensation and benefits.

Few studies have evaluated the effectiveness of compensation policies in improving employee motivation, productivity, and retention at the Sedam unit.

IV. OBJECTIVES OF THE STUDY

1. To study and understand the compensation structure and benefits of management practices at UltraTech.
2. To understand the compensation structure of employees.
3. To study various employee benefits provided by the company.
4. To assess employee satisfaction regarding compensation.
5. To examine the effectiveness of welfare facilities.

V. RESEARCH METHODOLOGY

The study adopted a descriptive research design to analyse compensation and benefits management practices. Both primary and secondary data were used for the research. Primary data were collected through structured questionnaires, interviews, observation, and discussions with HR personnel involving 30 employees.

Secondary data were collected from company reports, annual reports, HR manuals, textbooks, journals, and the company website. The collected data were analysed using percentage analysis to evaluate employee satisfaction and compensation effectiveness.

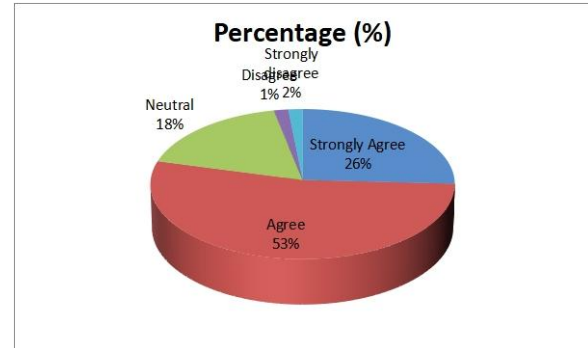
Limitations of the Study

1. Study Limited to UltraTech Cement Limited, Sedam
2. Limited Duration of Internship
3. Restricted Access to Confidential Information
4. Limited Sample Size
5. Employee Responses May Be Subjective

Survey Results

1. The salary provided is fair for my job role

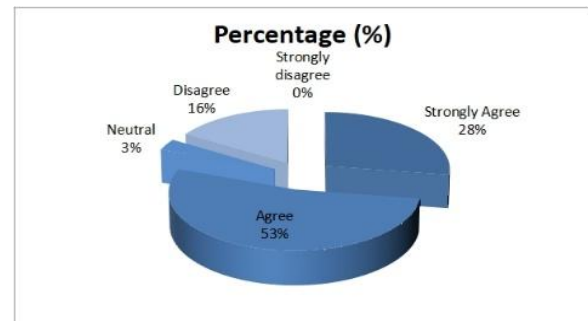
Response	Frequency	Percentage (%)
Strongly Agree	16	25.8%
Agree	33	53.2%
Neutral	11	17.7%
Disagree	1	1.6%
Strongly disagree	1	1.6%
Total	62	100.0%



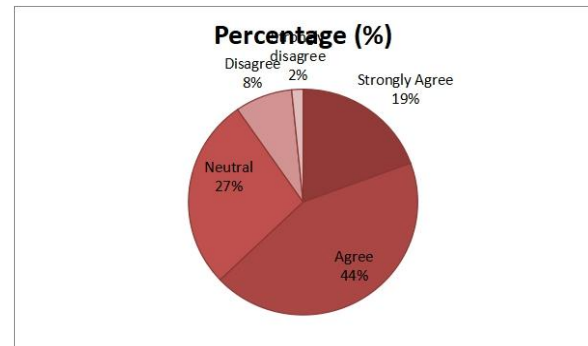
Analysis The above table shows the respondents' opinions regarding whether the salary provided is fair for their job role. Out of the total 62 respondents, 33 respondents (53.2%) agree that the salary is fair; while 16 respondents (25.8%) strongly agree. 11 respondents (17.7%) remain neutral. Only 1 respondent (1.6%) disagrees, and 1 respondent (1.6%) strongly disagrees with the statement.

2. Compensation motivates me to perform better

Response	Frequency	Percentage (%)
Strongly Agree	17	27.4%
Agree	33	53.2%
Neutral	2	3.2%
Disagree	10	16.1%
Strongly disagree	0	0%
Total	62	100.0%

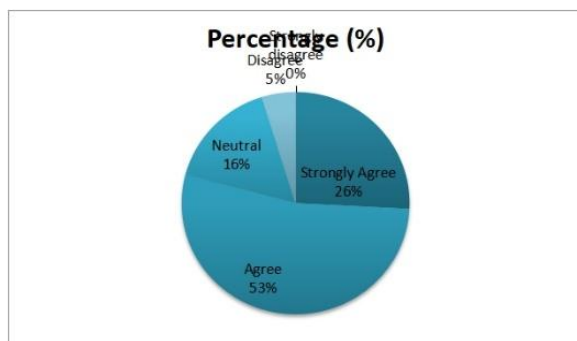


Analysis The above table presents the respondents' opinions on whether compensation motivates them to perform better. Out of the total 62 respondents, 33 respondents (53.2%) agree that compensation motivates them to improve their performance, while 17 respondents (27.4%) strongly agree. Only 2 respondents (3.2%) remain neutral, whereas 10 respondents (16.1%) disagree with the statement. None of the respondents strongly disagree



3. The company's compensation policy is transparent

Response	Frequency	Percentage (%)
Strongly Agree	16	25.8%
Agree	33	53.2%
Neutral	10	16.1%
Disagree	3	4.8%
Strongly disagree	0	0%
Total	62	100.0%



Analysis: The above table shows the respondents' opinions regarding the transparency of the company's compensation policy.

Out of the total 62 respondents, 33 respondents (53.2%) agree that the compensation policy is transparent, while 16 respondents (25.8%) strongly agree. 10 respondents (16.1%) expressed a neutral opinion, whereas 3 respondents (4.8%) disagree with the statement. None of the respondents strongly disagree.

4. The appraisal system is fair

Response	Frequency	Percentage (%)
Strongly Agree	12	19.4%
Agree	27	43.5%
Neutral	17	27.4%
Disagree	5	8.1%
Strongly disagree	1	1.6%
Total	62	100.0%

Analysis: The above table shows the respondents' opinions regarding the transparency of the company's compensation policy. Out of the total 62 respondents, 33 respondents (53.2%) agree that the compensation policy is transparent, while 16 respondents (25.8%) strongly agree. 10 respondents (16.1%) expressed a neutral opinion, whereas 3 respondents (4.8%) disagree with the statement. None of the respondents strongly disagree.

VI. FINDINGS

The study found that most employees are satisfied with the salary structure, incentives, and employee benefits provided by UltraTech Cement Limited, Sedam. Employees appreciated provident fund, gratuity, medical facilities, insurance, paid leave, and welfare measures. Performance-based incentives positively influence employee motivation and productivity. Employees also believe that fair compensation improves job satisfaction and encourages long-term retention. However, respondents suggested better communication regarding HR policies and regular salary reviews to further enhance employee satisfaction and organizational effectiveness.

VII. CONCLUSION

The study concludes that the compensation and benefits management system at UltraTech Cement Limited, Sedam, is effective in promoting employee motivation, satisfaction, and retention. The organization provides comprehensive financial and welfare benefits that contribute to employee well-being and improved organizational performance. Although employees are generally satisfied, periodic salary reviews, stronger performance-based rewards, improved communication, and enhanced recognition programmes can further strengthen the HR system.

Overall, an effective compensation strategy supports both employee welfare and organizational success.

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