

HUMAN RESOURCE MANAGEMENT IN WHITE CEMENT INDUSTRY OF RAJASTHAN: AN OVERVIEW

Dr. Ashok Kumar*
Ms. Nisha Sankhla**

ABSTRACT

Effectively and efficiently managing Human Resources is a very challenging task for each and every organization. It plays a key role for grabbing success in this cut throat competition. The sound Human Resource Management System requires energetic and hard working manpower as well as the effective management of human resources at work place. It is needed for the development of a sound HRM system in an organization; the organization should always have efficient Human Resource Management practices culture. HRM practices refers to directing, managing, ensuring and unite the manpower which is employed towards fulfillment of pre decided organizational goals. This paper deals with the role of Human Resource Management in White Cement Industry of Rajasthan. At present every units faces high level challenges of fast changes in technology, marketing factors and other business environment. The objective of this article is to understand the current HRM practice and HRM system in white cement industry of Rajasthan with the help of secondary data. This article emphasizes on the role of Human Resource Management practices, increasing organizational effectiveness as well as to find out the employee realization towards existing Human Resource Management practices for betterment and development.

KEYWORDS: HRM Practices, White Cement, Market, Competition, Demand.

Introduction

The Human Resource of every establishment is unique and unparalleled. HRM practices may differ from one organization to another as well as country to country. This is the only source that converts all the other resources like money, machines, methods and materials into output in the form of products/ services due to its rational quality capacity, it helps in competitive. HRM can help the firms to improve organizational behavior in areas such as staff commitment, competency and flexibility, which in turn leads to improved staff and human performance.

On the other hand Human Relations Movement of the early 20th century, when researches began, due to the adoption of globalization as also the adoption of new technology considerable downsizing took place in the last decade. Therefore, the need of measurement of HR performance begins. The HR professionals are proactive in facing business realities and focusing on future business needs and demands with the help of Strategic planning, Compensation strategies, measuring the performance of HR and analysis of results. Now a day in today's highly competitive business environment all new organizations are operating in dynamic changing scenario. Due to increasing complexities, change in fashion, unpredicted consumer behavior, demand and cut throat competition, running organizations effectively became dare for employers. To get rival advantage organizations want to implement unique and fair strategies. Managing human resources is very challenging task as compared with all the other tasks like managing technology or capital. At present every units faces high level challenges of fast changes in technology, marketing factors and other business environment.

* Assistant Professor, Department of Business Administration, J.N.V. University, Jodhpur, Rajasthan, India.
** Research Scholar, Department of Business Administration, J.N.V. University, Jodhpur, Rajasthan, India.

All these are pressurized for vital salutation and among all the concepts of Management only HRM is liable for this tough function. HRM is new arising concept of the modern management in present scenario. Due to globalization, privatization / deregulation, competition and technological advancements the HRM practices have been changed drastically during the last two decades. These environmental changes forced the organizations to adopt new workplace practices that enhance sustained level of high performance.

HRM practices underline the importance of job satisfaction of employees. There is a direct relation between appropriate HRM practice and positive employee attitudes including employee satisfaction, loyalty and productivity has been widely analyzed.

HRM practices involve the following:

- **Recruitment**
It is a process of attracting a pool of high qualifies applicants and selection is considered with choose and finalize the best candidate among them.
- **Training and Development**
It deals with updating the skills and competencies of employees for best performance through the series of training and development programs.
- **Performance Appraisal**
It is an activity that ensures mutual understanding between subordinate and supervisor. This is directly and positively related to organizational performance.
- **Effective Compensation and Reward**
This process enhances productivity, employee retention and overall organizational performance.
- **Welfare & Safety Measures**
Employee welfare and Safety measures are basic need for long run of every establishment. Healthy relation between Employees and Employer is totally depend upon effective welfare polices and satisfactory safety measures for employees at work place.

Research Hypothesis

- H₀:** Existing HRM practices are beneficial for overall development of the organization.
H₁: Existing HRM practices are non beneficial for overall development of the organization.
H₂: Manpower perception towards existing Human Resource Management practices is satisfactory.
H₃: Manpower perception towards existing Human Resource Management practices is not satisfactory.

Research Objectives

The objectives are as follows:

- To find out the role of HRM in white cement industry.
- To find out the level of job satisfaction among the employees in white cement industry.
- To find out manpower perception towards existing HRM practices in white cement industry.
- To suggest ways and means for improvement of HRM practices in white cement industry.

Scope of the Study

The scope of the study is confined to the employees of Birla White and J.K. White Cement, Rajasthan. The present study has identified various HRM practices adopted by both the organizations like Recruitment & Selection, Performance appraisal, Training & Development, Compensation, Welfare and Safety measures.

Research Methodology

A research design is the arrangement of conditions for collection and analysis of secondary data.

Secondary Data: It consists of information that already exists or that has been collected for the purpose of this study. The second hand information has been collected through the company websites, journals, magazines & internet etc.

White Cement in India

At present in India there are two large white cement plants, viz., Birla White and J.K. White which are based in Rajasthan. The third white cement industry 'Travancore Cement' is based in Kerala. The larger players supply white cement all over India and abroad. This leads to very high freight cost which is also responsible for the higher prices in India. India has very few high quality lime stone deposits from which white cement can be made.

The identified lime stone deposits in India for white cement are in Gotan (Rajasthan), Kymore and Gujarat. In southern part of India the white cement is also made from sea-shells (The Travancore cement uses sea-shells to make white cement). The Companies consider putting up plants at the identified white cement compatible lime stone locations to reduce the freight cost and increase the volumes. Coastal areas at Tamil Nadu and Kerala consider putting up plants where sea-shells are available to make white cement. Earlier, in India white cement was used for making only floors. With passing of time and expansion in purchasing power, this market has yielded itself to white cement-based, marble, ceramic and synthetic tiles. Now a day, white cement based tiles and floorings are popular, these have to share market space with tiles made from the other alternate materials. White cement is also popular in normal repair work, design work and in the restoration of archeological memorabilia in which colors are often used to create the attractive desired colorful effects. The expansions can be seen in the usage of white cement in waterproofing material in recent times.

Birla White Cement

Birla White is a unit of Ultra Tech Cement Ltd., Aditya Birla Group. In India, the Birla White is known to be the largest white cement brand and the 7th largest over the world. The establishment of cement business took place since 1985, Grasim's subsidiary Ultra Tech Cement Limited is a leading global brand for cement manufacturer.

In India, Birla White started its production of white cement in the year 1988. Wall care putty manufacturing started in 2001. The launch of white cement-based putty was called as a watershed moment in India. In 2002, it launched Birla Textura, designer texture paint. Tireless research, development and innovation by Birla White led to the development of Level Past putty and the latest addition of Glass Fiber Reinforced Cement (GRC).

Birla white has given the entire market a new momentum. It played a lead role in the constructional and infrastructural growth of the country. It has manufacturing Units, at Kharia Khangar (Jodhpur district), Katni in Madhya Pradesh and Vadodara District (Gujarat). Birla White has cemented its place as a market leader in this competitive environment with its dedicated human resources, commendable efforts and innovative endeavors.

It has constantly reinvented itself and became the catchword for creating wonders in construction work like interiors and artistic architectural exteriors in this competitive business environment. The company initially started its production from single product unit and later emerged as a producer of multi-specialty products for the decorative and construction applications. The brand has constantly reinvented itself and is creating products that fulfill the needs of changing consumer attitudes and behavior. Birla White became the first white cement company in India to receive the "Communaute Europeenne" certification recognition. This certificate shows that the products meet the safety, health and environmental standards set by the European Union.

J. K. White Cement

J.K. Cement was founded by Shri Lala Kamlapat Singhania in the year 1974. It is an affiliate of the J.K. Organization. It started its operations on May 1975 by setting up its first plant at Nimbahera in Rajasthan. J. K. Cement is one of the leading manufacturers in cement manufacturing in North India. J.K. White Cement work is engaged in production of White Cement at Gotan, Rajasthan since 1984. The major products of J. K. Cement are grey and white cement.

The company has three production plants located in the states of Rajasthan and Gujarat. The first plant was set up in Nimbahera, Rajasthan in the year 1975. Located just 10 kms away from the Nimbahera unit, the Mangrol plant gets major benefits like technical and commercial assistance from that plant. The Gujarat manufactures white cement started its production commercially in 1984. J. K. White Cement works, the first White Cement facility in India, which was limestone based, and manufactured Cement through the dry process. The grey cement produced by the company Ordinary Portland Cement or OPC and Portland Pozzolana Cement or PCC.

The OPC range of products has three grades which are differentiated by their compressive strength, they consist of 43-grade, 53-grade and 33-grade. The cement products are marketed and sold under the brand names of J.K. Cement and Sarvashaktiman for OPC products, J.K. Super for PPC products and J.K. White and Camel for white cement products.

Some other products manufactured by the company includes:

- J. K. Wall Putty
- Grey Cement
- J. K. White Cement
- J. K. Water Proof

The site & location of plant is most suitable considering availability of White Cement grade Limestone in this region locally. There has been enhancement seen in production with incorporation of modern equipments, latest technologies and the production capacity. The J. K. White Cement plant uses technical expertise from F.L. Smidth & Co. from Denmark and state of the art technology with continuous on-line quality control by microprocessors and X-rays ensure that only the purest white cement is produced. In recent years, the production of plants has increased rapidly with continuous modifications and improvements. J.K. Cement Company owns the huge experience of exceeding 25 years in the Indian Cement Industry which helps the company a lot to attain the best skills for quick expansion of production capacity, maximizes production efficiently with minimum cost.

Existing Capacity of J. K. White Cement
618000 TPA (Cement)
600000 TPA (Clinker)
Proposed Expansion Capacity: 262000 TPA
Cement After Expansion: 880000 TPA (Cement)
600000 TPA (Clinker)
Existing Land Area- 34.54 Ha.
Proposal additional project cost: Rs 15.0 Lac

Source: Website of J. K. Cement Ltd.

The Company is the second largest manufacturer of White Cement in India, with an annual capacity of 6,18,000 TPA and value-added building products such as Wall Putty with an annual capacity of 6,30,000 TPA with fully automated plants. J.K. White Cement's plants are accredited with ISO-9001, ISO 14001 and ISO 50001 Certified Company by LRQA. Further, the plant is also OHSAS 18001 and SA 8000. J. K. Cement Ltd. has four plants operating in Rajasthan, namely Nimbaheda, Mangrol (Dist. Chittorgarh), J.K. White Cement Works - Gotan and J.K. Grey Cement Works -Gotan (Dist.Nagaur). White cement has considerable demands in international market.

HRM in White Cement Industry

The basic responsibilities of HRM may be divided into three major areas such as Staffing, Employee compensation & Benefits and Designing work. It takes action towards all round development of its personnel with a view to help the enterprise to achieve its pre-determined goals on the basis of efficient working of its trained and motivated human assets. HRM is an art of dealing with the human assets of an organization with a correct human approach. This approach basically depends upon the growth, development and self satisfaction of the concerned manpower with organizational benefits and pre-determined goal achievement.

Human resource approach to human assets enables the manager to view the people as a very important resource of the organization. Thus, HRM is a system that focuses on human resource development with effective management of manpower. With proper implementations of human approaches and best HRM practices at work place the working manpower will enjoy human dignity in their employment. Proper implementation of HRM practices provides human dignity to the employees for overall development in the form of their capacity, talents, achievements, motivation, commitment, great abilities, soft skills & hard skills, and so on. The personalities of developed employees are recognized as valuable human assets as well as better human beings.

Employee relation's refers to a company's efforts to manage relationships between employers and employees or management and employees. Employee relations programs also focus on issues which affects employee's behavior, such as pay and benefits, supporting work-life balance, and safe

working conditions. Employee relations programs are typical part of a human resource strategy designed to ensure the most effective use of human resources to accomplish the organization's mission. Good employee relation programs provide fair and consistent treatment to all the employees. This kind of positive employee relation will definitely build employees' loyalty and commitment towards jobs as well as for the company. Such programs also aim to prevent and resolve various problems arising from situations at work and behavioral discrimination.

Both white cement companies have their own training infrastructure and also their training functions are very well organized as per the nature of demand. They have various types of training program like on the Job, off the Job, vestibule training programs, seminar etc. As compared to other establishment they are free from some common problems like training functions are generally suffering from the absence of top management support. On the other hand training programs are also suffering from shortage of technically qualified manpower, because these experts are capable of playing the role of change agents in the corporations.

The greatest need for training profession in these companies are to influence top management, convince them about the rationale of training, evolving suitable methodology and strategy of training and co-coordinating the needs and objectives of various departments with the overall needs and objectives of the corporation. This is what the involvement of HRM in every business managerial activity or introduction. The basic purpose of HRM is to enhance the productivity of employees. Human Resource Management is dominating concern in present time when there is growing trend towards globalization. Market change and competition will be other thrust area of an environment change affecting future training goals.

Suggestions and Conclusion

The white cement industry in Rajasthan has the opportunity to increase its market size throughout the country and also in abroad because the middle-class, upper middle class and the rich class have higher purchasing power than earlier and easy availability of government and private financial loans facilities to these classes. Both the companies need to take initiative by creating external linkages with certain associations whereby it can co-operate with them and assist in and prepare itself for the demand expansion in the future. Recent various new innovations in the field of HRM practices may also be adopted by these organizations for better management and employee's relation. The employee's participation may be increased to take advantage of traditional HRM system with modern strategies.

Organizations are required to execute post performance appraisal for the betterment of employees' performance in the job. It is beneficial for the organizations to implement integrated approach to talent management, offers adequate opportunities for professional growth and development, good motivating pay package, exciting rewards and Social security measures. In today's environment human resources are said to be as significant as the financial assets and technologies. So, organizations have to consider the genuine needs of human resources because these are very crucial assets for the success and betterment of the organization.

References

- ✧ "Human Resources, Training, and Labor Relations Managers and Specialists". U.S. Bureau of Labor Statistics. 2011. Retrieved 23 December 2011.
- ✧ 23. Wright, P. M., & Snell, S. A.(1991), " Toward an integrative view of strategic human resource management", Human Resource Management Review, Vol.1,pp. 203-225.
- ✧ Arthur, J. (1994), „Effects of human resource systems on manufacturing performance and turnover.“ In Academy of Management Journal, v37, pp. 670-8.
- ✧ Beer, M. Spector, B., Lawrence, P.R., Quinn Mills, D and Walton, R. (1984) Managing Human Assets, New York: Free Press.
- ✧ Boselie, P., Dietz, G., and Boon, C. (2005), "Commonalities and Contradictions in Research on Human Resource Management and Performance" Human Resource Management Journal, 13:3 pp 67-94.
- ✧ Conaty, Bill, and Ram Charan (2011). The Talent Masters: Why Smart Leaders Put People before Numbers. Crown Publishing Group. ISBN 978-0-307-46026-4.
- ✧ Dessler, G., Human resource management. New Delhi: Prentice Hall of India Private Limited, 2007.

- ✘ Griffin, Ricky. Principles of Management.
- ✘ Guest, D.E (1997), „Human Resource Management and Performance: A Review and Research Agenda". International Journal of Human Resource Management. 8(3): 263- 276.
- ✘ Jonathan E. DeGraff (21 February 2010). "The Changing Environment of Professional HR Associations". Cornell HR Review. Archived from the original on 11 February 2012. Retrieved 21 December 2011.
- ✘ Jyothi, P., & Venkatesh, D.N. (2006). Human Resource Management. New Delhi:Oxford University Press.
- ✘ Klerck, G. (2009). "Industrial relations and human resource management". In D. G. Collings & G. Wood (Eds.), Human resource management: A critical approach (pp. 238-259). London: Routledge.
- ✘ Koch, M.J. and McGrath, R.G. (1996) "Improving Labor Productivity: Human Resource Management Policies Do Matter", Strategic Management Journal, Vol.17, 335–54.
- ✘ Lee, F., & Lee, F. (2007). The relationships between HRM practices, leadership style, competitive strategy and business performance in Taiwanese steel industry. Proceedings of the 13th Asia Pacific Management Conference, Melbourne, Australia, 953-971.
- ✘ Lepak, David P., and Scott A. Snell. "Virtual HR: Strategic Human Resource Management in the 21st Century." Human Resources Management Review 8.3 (1998): 214-34. Web. 22 Feb. 2016. The current and increased significance of information technology in Human Resources processes.
- ✘ Mayo, Elton (1945). "Hawthorne and the Western Electric Company" (PDF). Harvard Business School. Retrieved 28 December 2011.
- ✘ Noe, R.A., Hollenbeck, J. R., Gerhart, B., Wright, P. M., Human resource Management: Gaining a competitive advantage. USA: McGraw-Hill, 2007.
- ✘ Paauwe, J., & Boon, C. (2009). Strategic HRM: A critical review. In D. G. Collings, G. Wood (Eds.) & M.A. Reid , Human resource management: A critical approach (pp. 38-54). London: Routledge.
- ✘ Rahman, S. A. (2006). Attitudes of Malaysian teaches towards a performance appraisal system. Journal of Applied Social Psychology, 36(12), 3031-3042.
- ✘ Schuler Randall S .and MacMillan Ian C. (1984), "Gaining Competitive Advantage through Human Resource Management Practices", Human Resource Management, Fall 1984, Vol. 23,No. 3, pp. 241-25.
- ✘ Schuler, R.S. and Jackson, S.E. (1987) "Linking competitive strategies with human resource management practices", Academy of Management Executive, Vol.1,No.3,pp. 207-19.
- ✘ Storey, J. (1995), Human Resource Management: A Critical Text, Routledge, London
- ✘ Strategic Role of Human Resource Management Dr. Ajay N. Soni Associate Professor & HOD M. M. Gandhi Arts and Commerce College, Kalol 2016.

