FINDINGS, CONCLUSION AND RECOMMENDATION

This chapter discusses the main findings and offers some suggestions for improvement. It is divided into four sections. First section describes the plan wise contents and recapitulates the methods followed, second section discusses the main findings, third section deals with the conclusion and forth section discusses the suggestions for effective HR planning practices and the implication for further research.

8.1 Summary

Chapter 1 deals with the importance, rationale and significance of the study. Second chapter reviews the related literature and brings out the theoretical interpretation. Third chapter outlines the objectives, hypotheses, plan and design of the study, methods followed in data collection and analysis. The fourth chapter discusses the growth and development of the organizations under study, i.e, Neelachal Ispat Nigam Limited (NINL) and Rohit FerroTech limited (RFTL). Fifth chapter describes the human resource planning process followed in these two organizations. Hence, it focuses mainly on human resource information system, human resource demand forecasting methods and human resource supply forecasting methods. Chapter six discusses the recruitment, career planning, performance appraisal and training practices of the two organizations under study. Chapter seven analyses the perceptions of executives and non-executives on different dimensions of HR planning collected through primary data. It also mentions the applications of various statistical tools and its interpretation and the last chapter (Chapter -8) summarises the study, highlights the main findings and makes suggestions for further improvement.

8.2 Main Findings

1. The Neelachal Ispat Nigam Limited (NINL) is a joint sector organization with Government of Odisha and Mines and Minerals Trading Corporation (MMTC), a Government of India organization, having 1602 numbers of manpower. Rohit
FerroTech Limited (RFTL) is a private sector organization, promoted by Mr. S. K. Patni and established in the year 2006. The main product of NINL is Pig Iron, whereas the main product of RFTL is Ferro-Chrome and Ferro-Manganese. The current manpower strength in RFTL is 245.

2. The HR planning practices in NINL is well supported by existing HR practices and clear cut rules and regulations, whereas RFTL does not follow an established practice based on its existing policies. In most of the cases the decisions taken by the higher level are final and binding.

3. Both the NINL and RFTL use a formal human resource information system for effective HR management – attendance tracking, time office management, wage particulars, Promotion details etc.

4. The NINL prepares the annual human resource planning exercise which starts six month in advance, these plans are synchronised with the annual budget calendar. It takes into account the anticipated opening balance of manpower at the commencement of the year, which is worked out zone wise, area wise, department wise and grade wise.
   Secondly the detailed separation list is also considered while forecasting future manpower. For new project to be under taken, a detailed project report (DPR) is to be prepared. In case of RFTL no formal process is observed during the course of study.

5. The manpower in NINL is more qualified than in RFTL. The workforce in RFTL is younger in comparison to the workforce of NINL.

6. Considering the span of control, it is found that the pattern of supervision and co-ordination is better in RFTL than in NINL. In NINL the span of control is better in non-works department than works department. In RFTL, both works and non-works departments exhibit the same span of control.

7. NINL, being a joint sector with government, the turnover rate is less for both executives and non-executives in comparison to RFTL. In both the organizations, the turnover rate is more in case of executives than non-executives.

8. Absenteeism in both NINL and RFTL does not maintain a particular trend. The review of absenteeism figures for five years, i.e, from 200-11 to 2014-15 shows that, it increased during 2012-13 and 2013-14 and declined in 2014-15. On
comparison, the absenteeism in NINL is higher than in RFTL. However, the problem is acute in both the organizations.

9. The labour productivity in NINL and RFTL does not exhibit a particular trend. The review of ten years labour productivity in NINL clearly reveals that, it declined during initial periods and then registered marginal increase in 2013 and 2014. In RFTL, the labour productivity declined from 2013-14 to 2015-16.

10. The stability index in NINL is higher than in RFTL, as NINL is a public sector undertaking organization.

11. NINL, being in a government sector, follows a comprehensive recruitment policy, which includes reservation of ST, SC and OBC candidates. It also recruited persons from land displacement category as part of rehabilitation and resettlement programme. RFTL does not follow the reservation policy in recruitment and no recruitment from displaced category was found.

12. In NINL, the promotions are effected through departmental promotion committee (DPC) formed for different grades of employees and the promotion policy clearly spells out rules for promotion. Promotion takes into account the appraisal results through performance review committees (PRC). In RFTL, no such comprehensive promotion policy was found.

13. Training programme in NINL includes internal training, external training, apprentice training and safety related training. The company makes initiatives for better industry institute interface by allowing students of MBA and BTech for doing their summer internship programme and providing vocational training to ITI/Diploma students.

14. The perceptions of employees at both plants were ascertained on seven dimensions of human resource planning- HRPP, HRIS, HRDF, HRSF, CP, PAT and HRAA.

15. The analysis of the opinions by demographic variables of both the plants reveal that age and experience do not have significant effect in their perceptions on different dimensions of HR planning. However, qualifications and positions are found to be relevant in distinguishing the perceptions of the respondents. On educational qualification front, the views are significant on all dimensions except in HRPP. In case of HRDF, it is marginally significant. On position variable, the views are
significant on all dimensions except in HRAA on HRSF, it is marginally significant.

16. Analysis of opinions by qualification reveals that respondents having higher qualification like B. Tech and Professional or Post-graduate attached more significance to HRDF where as matriculates and graduate respondents considered HRIS as an important function of HRP. However, all groups of employees by qualification agreed that HRAA is not an important area in their organizations.

17. Analysis of the responses by positions reveal that the executives agreed to HRDF and non-executives agreed to HRIS as important functions in their organizations. However, both agreed that HRAA is not an important function of HRP in their organizations.

18. Organization-wise views of the respondents reveal that in education and position variables, the differences in opinion on all the seven dimensions of HRP is significant in NINL. In case of RFTL, the views expressed by the respondents’ position wise are significant on the dimensions of HRP except in human resource planning process. In age variable, the opinions of respondents of PAT are significant as confirmed by the analysis of variance (ANOVA) results.

### 8.3 Conclusion

**Objective -1:** To study the existing human resource planning in organizations under study.

These objectives have been complied through chapter- 5. NINL somehow has an inadequate planning system in the organization. The RFTL does not have a planning process.

**Objective-2:** To study the process of human resource information system (HRIS) in the organizations.

This has been discussed in chapter- 5. Both the organizations have developed HRIS in their organizations. HRIS is being used for compensation, tracking of attendance, promotion and increment details. It needs to be applied in career development and training process for better talent management exercise.

**Objective-3:** To study the HR planning process in the organizations.
The process of human resource demand forecasting (HRDF) and human resource supply forecasting (HRSF) have been studied in both the organizations, (Chapter-5). Though NINL has a skeleton structure on both HRDF and HRSF, they don’t use specific methods for both demand and supply forecasting. The RFTL is far from forecasting the demand and supply.

**Objective-4:** To study the process of performance appraisal, training and development and career development in the organizations.

This has been discussed in chapter-6. NINL has a skeleton structure on performance appraisal but it is deficient in training and career development process in the organization. Though few training programmes have been conducted intermittently, much needs to be done in these processes. RFTL is very poor in developing those processes in its plant.

**Objective-5:** To ascertain demographically the views of the employees on different dimensions of HR processes.

These objectives have been attempted through the analysis of primary data in chapter- 7. Four demographic variable such as age, educational qualification, experience and position have been taken and seven dimensions of HR function such as HRPP, HRIS, HRDF, HRSF, CP, PAT and HRAA have been considered to ascertain the views of the respondents.

**Objective-6 :** To find out the impact of HR planning on organizational effectiveness.

These have been studied through secondary data in chapter-5. Factors like labour productivity and wastage have been taken into account to determine organizational effectiveness.

**Hypotheses Testing**

**Hypothesis -1:** Proper HR planning helps in improving the effectiveness of the organization in terms of increased productivity and reduced manpower wastage.

This hypothesis is based on objective-6. Labour productivity and manpower wastage have been discussed in Table no-5.25, 5.26, 5.27, 5.28, 5.29, 5.30 and 5.31. It reveals that labour
productivity and wastage through absenteeism and turnover did not exhibit a particular trend over the years. Therefore, this hypothesis could not be proved.

**Hypothesis-2:** The employees in the organization differ in their perception age-wise on various dimensions of HR planning process.

This hypothesis is based on objective- 5. Age wise data analysis for perceptions on different dimensions of HR planning reveals that age is not a significant factor contributing to HR planning process. People differ in their perceptions in various age categories. Hence, this hypothesis holds good.

**Hypothesis- 3:** The employees in the organization differ in their perception on the basis of qualification on different dimensions of HR planning process.

This hypothesis is based on objective-5. Educational qualification-wise data analysis for perceptions on different dimensions of HR planning process reveals that educational qualification is found to be significant, (Table no-7.78 a). The employees on the basis of educational qualification differ in their perceptions on different dimensions of HR planning process. Hypothesis-3 holds good.

**Hypothesis- 4:** The employees in the organization differ in their perception on the basis of experience on different dimensions of HR planning process.

This hypothesis is based on the objective- 5. Experience wise data analysis of perceptions on different dimensions of HR planning reveals that experience is not a significant factor contributing to HR planning process. People differ in their perceptions in various experience categories. Hence, this hypothesis holds good.

**Hypothesis- 5:** The employees in the organization differ in their perception on the basis of position, on different dimensions of HR planning process.

This hypothesis is based on objective- 5. Position wise perception of respondents on different dimensions of HR planning is found to be significant (Table no-7.80 a). The employees on the basis of position differ in their perceptions on different dimensions of HR planning process. Hypothesis no-5 holds good.
8.4 Suggestions

1. Both NINL and RFTL need to develop a formal HR planning process as is practised in Rourkela Steel Plant (RSP), National Aluminium Company Limited (NALCO) and other big manufacturing organizations. They need to form one Industrial Engineering Department (IED), which normally functions under the General Manager (Works). The IED department conducts human resource planning exercise. The annual human resource planning exercise as practised in NINL should be conducted by the industrial engineering department with co-ordination of the HR department.

2. They need to constitute human resource planning committee for works and human resource planning committee for non-works, as is found in big organizations.

3. Both NINL and RFTL need to develop plans for curbing the wastage rates i.e. absenteeism and turnover; since the absenteeism figure is high in both the organizations. They need to introduce absence counselling programmes for habitual absentees.

4. There is an urgent need to enhance labour productivity for effective HR planning exercise. Both the companies should develop methods of ensuring proper utilization of existing human resources.

5. NINL needs to design special training programmes for displaced persons as they differ from other workers in terms of involvement and efficiency.

6. RFTL does not have an objective appraisal system. Both organization need to develop it to measure performance factors and potential factors.

7. RFTL does not have a career development programme for employees, though NINL made an initiative in this regard but it is inadequate. So, both the organizations need to develop a formal career development programme for both executives and non-executives, so that, utilization would be better and turnover would be less.

8. There is an urgent need to strengthen the training programmes of NINL, which is inadequate. Training should be considered as a continuous process to enhance the skills of the employees and to change their attitudes. RFTL should start the programme from zero level as it does not have a training department.

9. RFTL needs to start training on a rigorous mode for better performance.
8.5 Recommendations for further Research

1. Research may be done on the relationship of HRP with other dimensions like competency, talent, commitment, involvement of the same organization and outside to establish a new model.

2. A standard untapped formula of HRP may be explored which will leverage the smooth functioning of the organizations.

3. More research may be done on HRP dimensions and its implications in steel manufacturing industry in Odisha which will add value to its productivity and will show a new horizon of the growth of the Organization and State as well.