ABSTRACT

This thesis highlights the human resource planning process in selected steel plants at Kalinga Nagar Industrial Complex. The Indian steel industry has become the 3rd largest steel producer of crude steel in the world. Kalinga Nagar Industrial Complex is considered as the steel hub of Eastern India due to proximity of raw materials, road and transport, lower labour cost etc. In this study two steel plants have been taken into consideration, out of which one plant i.e. Neelachal Ispat Nigam Limited (NINL), belongs to public sector (joint sector) and the other, i.e. Rohit FerroTech Limited (RFTL) is a private plant.

This study makes an attempt to depict the comparative picture of human resource planning process and practices of the two plants under study. The data have been collected through two sources, i.e. primary and secondary. A structured questionnaire having seven sub-con structs with demographic profile of the employees has been designed and used for data collection. The questionnaire has been tested with Cronbach’s Alpha for reliability. The validity was taken care of by using face validity, content validity and exploratory factor analysis (EFA).

For primary data, 278 questionnaires have been distributed among the executives and non-executives of different departments to elicit their perceptions on human resource planning process and practices in their organization, out of which 200 number of questionnaires were found correct and complete. Various statistical tools were used for quantitative analysis of primary data. Descriptive statistics like frequency, mean, standard deviation etc. are used. In inferential statistics, two-way ANOVA and Post Hoc test are used.

The study reveals that 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. Both the NINL and RFTL use a formal human resource information system in terms of attendance tracking, time office management, wage particulars, promotion details etc. The manpower in NINL is more qualified than in RFTL. The workforce in RFTL is younger in comparison to the
workforce of NINL. Absenteeism in both NINL and RFTL does not maintain a particular trend. NINL, being a joint sector with government, the turnover rate is less for both executives and non-executives in comparison to RFTL. The stability index in NINL is higher than in RFTL, as NINL is a public sector undertaking organization. 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. Training programmes in NINL include internal training, external training, apprentice training, safety related training etc.

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 human resource planning process (HRPP). In case of human resource demand forecasting (HRDF), it is marginally significant. On position variable, the views are significant on all dimensions except in human resource audit and accounting (HRAA), on human resource supply forecasting (HRSF), it is marginally significant. Analysis of opinions by qualification reveals that respondents having higher qualification like B-Tech and Professionals or Post-graduates attached more significance to human resource demand forecasting (HRDF), where as matriculates and graduate respondents considered human resource information system (HRIS) as an important function of human resource planning (HRP). However, all groups of employees by qualification agreed that human resource audit and accounting (HRAA) is not an important area in their organizations. Analysis of the responses by positions reveal that the executives agreed to human resource demand forecasting (HRDF) and non-executives agreed to HRIS as important functions in their organizations. However, both agreed that human resource audit and accounting (HRAA) is not an important function of human resource planning (HRP) in their organizations.