



HUMAN RESOURCE PLANNING PRACTICES IN A CORPORATE SECTOR – A COMPARATIVE ANALYSIS OF SCCL AND KTPS

¹Dr.B.Sridevi , ²Dr.V.Maheshwar

¹Asst. Professor in Commerce, Govt. Degree College (W), Khammam

²Manager, LPG Centre, TSCSCL, Kothagudem, Khammam

1.INTRODUCTION

In forecasting human resource requirements, several approaches were adopted by managements of large organizations. Less than half the number of companies utilized systematic HR inventories. Special skills and age structure were not emphasized in them. About one-eighth of the organizations, however, reported using computers for HRP. Manpower audit was systematic in only one-fifth of the total number of organizations studied and these were mostly larger ones. Involvement of line management was more in planning for new incumbents than in analyzing employee turnover. Casual employment and lay-offs by its size as by its technology and input conditions.

The larger companies kept employee turnover information category-wise. The smaller ones were not doing it mainly because the number in most of the categories tended to be very small and keeping statistics like averages for small groups was not very meaningful. The participation of top management, industrial engineering department and operating division was more for HR forecasting than for HR audit or exit interviews.

A larger proportion of bigger companies recruited systematically young employees on the basis of plans. This was done at the lowest levels of hierarchy for each category like workers, technical supervisors and managers. Career planning was an nascent function of HRP in the Indian manufacturing organizations. Only 4% of them had systematic strong career planning systems. Individual job descriptions for the worker-category were maintained in almost all the organizations. Only in 20% of the companies, job descriptions for executives and technical personnel were maintained. The difference in HRP practices between the public and private sector organizations did not appear to be considerable, but the public sector organizations seemed to have developed better HRP procedures.

Most Indian organizations do not have adequate records and information on human resources. Several of those who have them, do not have proper retrieval systems. There are understandable difficulties in resolving the issues and complexities in design, definition and creation of computerized personnel information systems for effective Human Resource Planning.

2.OBJECTIVES OF STUDY

The main objectives of the present study are to examine the Human Resource Planning Practices in Corporate Sectors – A Comparative Analysis of SCCL and KTPS. The sub-objectives of the present study as follows:

- 1) To examine HR Planning required Quality and Quantity of personnel.
- 2) To study HR planning fore cost the future man power requirements.
- 3) To analyse the HR Planning concern to retention plan.
- 4) To examine the job Analysis.
- 5) To offer suggestions to improve the HR Planning.

3.METHODOLOGY

The present is based on Primary and Secondary. The Primary Data was collected through questionnaire and personal interviews conducted with selected samples. The Secondary Data was collected from books, journals and various web sites.

4.SAMPLE DESIGN

In order to evaluate the HR planning practices in SCCL & KTPS as chosen 200 samples randomly, in that 100 are SCCL and 100 are KTPS.

5.TOOLS OF ANALYSIS

While analyzing the collected data various statistical techniques applied majority used in qui square test have been completed.

Analysis of Human Resource Planning practices in Public Enterprises - A comparative study of KTPS and SCCL.

Having discussed, the theoretical aspects related the H.R. Planning in a public enterprises like KTPS and SCCL. It is now proposal to analyses the help of selected questionnaire and resulted al evaluations towards effectiveness of H.R. Planning practices aspects are discussed.

1. H.R. Planning required Quality and Quantity of personal are required.

To examine the relationship between the public enterprises like KTPS and SCCL of H.R. Planning practices, the distribution of response in rating of strongly agree to strangely disagree were presented in the Table 1

TABLE : 1 H.R. PLANNING REQUIRED QUALITY AND QUANTITY OF PERSONNEL

Public Enterprises	RATING					
	SAG	AG	NAGNDA	DAG	SDAG	TOTAL
K.T.P.S.	20 (10)	44 (22)	22 (11)	8 (4)	6 (3)	100 (5)
S.C.C.L	26 (13)	48 (24)	14 (7)	6 (3)	6 (3)	100 (50)
TOTAL	46 (23)	92 (46)	36 (18)	14 (7)	12 (6)	200 (100)

SAG: Strongly Agree; **AG:** Agree; **NAGNDA:** Neither Agree nor Disagree, **DAG:** Disagree, **SDAG:** Strongly Disagree
Source : Compiled from questionnaire data

Note: Parenthesis indicates percentage

From the Table 1 observed that majority of respondents i.e., 4 percent perceived that H.R. Planning practices improved in Quality and Quantity of recruitment of personnel. In that 24 percent of respondents are SCCL employees agreed and 22 percent of employees KTPS are agreed.

In 23 percent responses are strongly agreed about H.R. Planning practices improved in KTPS and SCCL publications in that 13 percent responses belongs SCCL and 10 percent responses are KTPS, 18 percent of responds felt neither agree nor disagree towards H.R. Planning practices in public enterprises in that 11 percent responses belongs to KTPS and 7 percentage SCCL express their weaves. The opinion about disagree has 7 percent in that 4 percent responses express KTPS and 3 percentage disagree by SCCL and 6 percent are strongly disagree by KTPS and SCCL employees towards H.R. Planning is required quality and quantity of personal.

In result of chi-square are test obtained from the data revealed that the observed value of χ^2 at 1% and 5% levels of signficature, therefore, the hypotheses is accepted, it means that both KTPS and SCCL public enterprises contributes their H.R. Planning practices is required for quality and quantity personal needed.

2. Productivity Bargaining in concern with work simplification, and standardization.

The productivity bargaining in part of H.R. Planning activity it relates to increase the process production with quality and quantity of end results of output of the public enterprises. To examine the relationship between the employees of KTPS and SCCL with work simplification and standardization of workers the distribution of respondents KTPS and SCCL public enterprises is shown in the Table. 2

TABLE: 2 PRODUCTIVITY BARGAINING CONCERN WITH WORK SIMPLIFICATIONS

Public Enterprises	RATING					
	SAG	AG	NAGNDA	DAG	SDAG	TOTAL
K.T.P.S.	22 (11)	60 (30)	10 (5)	8 (4)	--	100 (50)
S.C.C.L	18 (9)	74 (37)	8 (4)	--	--	100 (50)
TOTAL	40 (20)	134 (67)	18 (9)	8 (4)	--	200 (100)

SAG: Strongly Agree; **AG:** Agree; **NAGNDA:** Neither Agree nor Disagree, **DAG:** Disagree, **SDAG:** Strongly Disagree
Source : Compiled from questionnaire data

Note: Parenthesis indicates percentage

An observation of Table. 2 indicates that, there is maximum difference between percentage of respondents who perceived productivity bargaining in concern with work simplification of employees. Among these KTPS and SCCL employees in that SCCL employees with 37 percent of majority of respondents perceived to agree towards productivity bargaining is concern to work simplification and 30 percent of employees KTPS respondents agreed, the opinion about productivity bargaining is concern to work improvement as simplification. The opinion about productivity bargaining strongly agreed by KTPS with 11 percent and 9 percent of employees belongs to SCCL express same opinion. In these two rating KTPS is 41 percent express regard productivity bargaining in concern to work simplification and 46 percent is belongs to SCCL employees are expressed same above.

The expression of neither agree nor disagree has a percent in that 5 percent of KTPS and 4 percent has SCCL respondents. In the KTPS respondents with 4 percent expressed disagreed and no one expressed strongly disagreed toward productivity bargaining concern to work simplification. To test statistically, chi square test is applied, the calculated value of χ^2 is (6.24) is less than the table values. Hence, the hypothesis is accepted, that it can be concluded the productivity bargaining is concern to work simplification of both public enterprises.

3. H.R. Planning concern to Retention level of worker (Improving compensation levels to worker).

H.R. Planning practices, concern to retention has examine the relationship between the enterprises like KTPS and SCCL, the distribution of respondents employees is shown in the following Table. 3

TABLE: 3 H.R. PLANNING PRACTICES CONCERN TO RETENTION PLAN

Public Enterprises	RATING					
	SAG	AG	NAGNDA	DAG	SDAG	TOTAL
K.T.P.S.	43 (21.50)	28 (14.00)	19 (9.50)	6 (3.00)	4 (2.00)	100 (50)
S.C.C.L	39 (19.50)	40 (20.00)	11 (5.50)	4 (2.00)	6 (3.00)	100 (50)
TOTAL	82 (41.00)	68 (34.00)	30 (15.00)	10 (5.00)	10 (5.00)	200 (100)

SAG: Strongly Agree; **AG:** Agree; **NAGNDA:** Neither Agree nor Disagree, **DAG:** Disagree, **SDAG:** Strongly Disagree
Source : Compiled from questionnaire data

Note: Parenthesis indicates percentage

Observed Value: 5.2

It is obvious from table 3 in KTPS employees category 50 percent of them in that 21.50 percent respondents express strongly agree H.R. planning concern to Retention plan (Improvement is compensation levels), 14 percent agree the

same above, 9.50 percent of respondents are neutral, 3 percent and 2 percent are not agree to H.R. Planning concern to Retention.

In the SCCL employees also 50 percent in that 19.50 percent respondents strongly agree the H.R. Planning has improve the compensation level of employees, 20 percent respondents are agree the same above, 5.50 percent are neutral. Only 2 percent and 3 percent respondents are expressed H.R. Planning is not concern to improve compensation levels, when chi square test is applied the observed value of chi square is 5.2.

It is less that the table value at 1% and 5% at both levels of significance. Therefore, the hypothesis is accepted, the H.R. Planning practices concern to improves the retention places of employees of both KTPS and SCCL enterprises.

4. Redundancy plan in concern to H.R. Planning activity.

Now modern era the public enterprises are adopters modern technology to increase productivity activity and to reduce the labours so, the public sector wanted reduce the man power requirements so, the both KTPS and SCCL office voluntary separation strategy. To examine the relationship between the H.R. Planning meets the redendency plan of future enterprise needs, the distribution of respondents rating of KTPS and SCCL employees are presented in the Table 4

TABLE: 4 REDENDENCY PLAN IS CONCERN TO MEET H.R. PLANNING PRACTICES

Public Enterprises	RATING					
	SAG	AG	NAGNDA	DAG	SDAG	TOTAL
K.T.P.S.	52 (26.00)	44 (22.00)	4 (2.00)	--	--	100 (50)
S.C.C.L	46 (23.00)	51 (25.50)	3 (1.50)	--	--	100 (50)
TOTAL	98 (49.00)	95 (47.50)	7 (3.50)	--	--	200 (100)

SAG: Strongly Agree; **AG:** Agree; **NAGNDA:** Neither Agree nor Disagree, **DAG:** Disagree, **SDAG:** Strongly Disagree
Source : Complied from questionnaire data

Note: Parenthesis indicates percentage

Observed Value: 5.14

From the Table 4 shows in the case of KTPS employees category 26 percent respondents perceived strongly agree the redendency plan meets HR Planning 22 percent respondents also agree with same above and only 2 percent are rated neither agree nor disagree. Among that SCCL employees 23 percent of respondents express strongly agree 25.50 percent of respondent, agree the same above and only 1.5 percent employees rated neither agree nor disagree when tested with x2 the calculated value is (2.14), it is less than the expected value at 1% and 5% level the hypothesis is accepted and hence, it included the relationship between H.R. Planning concern to redendency plan are depended each other in the KTPS and SCCL also.

5. H.R. Planning practices concern to Job Analysis (Systemic exploration)

To examine the relationship between the H.R. Planning practices to concern of Job Anlalysis of KTPS and SCCL enterprises, the distribution of respondent employees presented in the following Table 5

TABLE: 5 H.R. PLANNING PRACTICES CONCERN TO JOB ANALYSIS

Public Enterprises	RATING					
	SAG	AG	NAGNDA	DAG	SDAG	TOTAL
K.T.P.S.	47 (23.50)	53 (26.50)	--	--	--	100 (50)
S.C.C.L	41 (21.50)	59 (29.50)	--	--	--	100 (50)
TOTAL	88 (44.00)	112 (56.00)	--	--	--	200 (100)

SAG: Strongly Agree; **AG:** Agree; **NAGNDA:** Neither Agree nor Disagree, **DAG:** Disagree, **SDAG:** Strongly Disagree
 Source : Complied from questionnaire data

Note: Parenthesis indicates percentage

Observed Value : 0.72

Table value χ^2 0.05 : 2.32

Table value χ^2 0.01 : 2.12

From the Table 5 shows that the majority of respondents perceived that 29.50 percent of employees are belongs to SCCL rated agree with H.R. Planning relates to Job Analysis. 26.50 percent of employees of KTPS respondents agree with the H.R. Planning is relates to Job Analysis. Among that strongly agree category rating 23.50 percent of employees perceived by KTPS and 20.50 percent of employees are SCCL express the same above. No one perceived to rated to other ratings. When the chi square test is applied the observed value is 0.72. Hence, it is less than the table value at both the level of significance. Therefore, the hypothesis is accepted. It can be said the both enterprises based as H.R. Planning is relates Job Analysis activity.

6. Job Description is concern to Duties and Responsibilities of Job Holders.

To examine the relationship between the KTPS and SCCL enterprises help their job description to their job holders, the distribution of response is represented in the following Table 6

TABLE: 6 JOB DESCRIPTION (JD) IS CONCERN TO DUTIES AND RESPONSIBILITIES OF JOB

Public Enterprises	RATING					TOTAL
	SAG	AG	NAGNDA	DAG	SDAG	
K.T.P.S.	24 (12.00)	16 (30.50)	15 (7.50)	--	--	100 (50)
S.C.C.L	39 (19.50)	37 (18.50)	24 (12.00)	--	--	100 (50)
TOTAL	63 (31.50)	98 (49.00)	39 (19.50)	--	--	200 (100)

SAG: Strongly Agree; **AG:** Agree; **NAGNDA:** Neither Agree nor Disagree, **DAG:** Disagree, **SDAG:** Strongly Disagree
 Source : Complied from questionnaire data

Note: Parenthesis indicates percentage

Chi Square Value : 11.48

Degree of Freedom : (r-1) (c-1)

(2-1) (5-1)

(1) (5) = 5

Table value at 1% level χ^2 0.01 : 15.1

Table value at 5% level χ^2 0.05 : 11.67

From Table 6 it is observed that KTPS enterprises employees perceived that job description pertain to duties and responsibilities in that majority of respondents are 30.50 percent agreed that statement 12 percent of respondents are strongly, agree the opinion and only 7.50 percent of respondents are neutral. In the SCCL enterprises the majority of respondents 19.50 percent perceived strongly agree, 18.50 percent agree that opinion and only 12 percent of respondent are neutral. In calculating the KTPS and SCCL the majority of 98 respondent agree the statement (i.e., 49 percent) 63 respondents are strongly agree the opinion and only 39 respondents are neither agree nor disagree the opinion. The result of the chi square test obtained for this data revealed that the calculated value is less than the table value of chi square at both levels 1% and 5% significance, therefore, the hypothesis is accepted. It means that there is closed relation between the KTPS and SCCL toward job description pertains to job duties and their responsibilities.

7. H.R. Planning Practices concern to Job Evaluation (Worth of Job)

To examine the relationship between H.R. Planning and Job evaluation in two public enterprises like KTPS and SCCL, the distribution of respondents is shown in the table 7

TABLE: 7 H.R. PLANNING PRACTICES CONCERN TO JOB EVALUATION

Public Enterprises	RATING					
	SAG	AG	NAGNDA	DAG	SDAG	TOTAL
K.T.P.S.	15 (7.50)	55 (27.50)	10 (5.00)	15 (7.50)	5 (2.50)	100 (50)
S.C.C.L	14 (7.00)	50 (25.00)	15 (7.50)	21 (10.50)	--	100 (50)
TOTAL	29 (14.50)	105 (52.50)	25 (12.50)	36 (18.00)	5 (2.50)	200 (100)

SAG: Strongly Agree; AG: Agree; NAGNDA: Neither Agree nor Disagree, DAG: Disagree, SDAG: Strongly Disagree
Source : Compiled from questionnaire data

Note: Parenthesis indicates percentage

Chi Square Value : 4.74

From the Table 7, it obvious, that the majority among 52.50 percent of respondents perceived rating is agreed their opinion of both enterprises in that KTPS with 27.50 percent express rating agreed and SCCL employees rated 25.00 percent agreed H.R. Planning practices concern to job evaluation is agreed.

In the strongly agreed rating aspects 7.5 percent of KTPS employees and 7.0 percent SCCL employees contributes to H.R. Planning concern to Job evaluation. In the total 18 percent of respondents are dissatisfied in that 7.50 percent are KTPS and 10.50 percent of employees of SCCL are Dissatisfied by KTPS respondent towards H.R. Planning practices concerned to Job Evaluation. The result of Chi Square test obtained for the data revealed that the calculated value is less than the table value of chi square at both level of significances (1% and 5%). Therefore, the hypothesis is accepted, it means the H.R. Planning practices pertains to Job Evaluation in both enterprises.

6.CONCLUSIONS AND SUGGESTIONS

The major findings that have emerged from the study are presented by few suggestions in the light of major findings.

- 1)With regard to that majority of respondents i.e., 4 percent perceived that H.R. Planning practices improved in Quality and Quantity of recruitment of personnel. In that 24 percent of respondents are SCCL employees agreed and 22 percent of employees KTPS are agreed. In 23 percent responses are strongly agreed about H.R. Planning practices improved in KTPS and SCCL publications in that 13 percent responses belongs SCCL and 10 percent responses are KTPS
- 2)An Examination it Reveals that majority of respondents 49 percent rating are strongly agreed by KTPS employees with 23 percent and SCCL employees 26 percent express their opinion towards positively strongly agreed and agreed rating having 46 percent in that 27 percent respondents are KTPS and 19 percent were SCCL employees, among that only 5 percent of SCCL employees rated neither agree nor disagree with H.R. Planning forecast future man power requirements.
- 3)The data reveals that it indicates that, there is maximum difference between percentage of respondents who perceived productivity bargaining in concern with work simplification of employees. Among these KTPS and SCCL employees in that SCCL employees with 37 percent of majority of respondents perceived to agree towards productivity bargaining is concern to work simplification and 30 percent of employees KTPS respondents agreed, the opinion about productivity bargaining is concern to work improvement as simplification. The opinion about productivity bargaining strongly agreed by KTPS with 11 percent and 9 percent of employees belongs to SCCL express same opinion. In these two rating KTPS is 41 percent express regard productivity bargaining in concern to work simplification and 46 percent is belongs to SCCL employees are expressed same above.
- 4)With regards to KTPS employees category 50 percent of them in that 21.50 percent respondents express strongly agree H.R. planning concern to Retention plan (Improvement is compensation levels), 14 percent agree the same above, 9.50 percent of respondents are neutral, 3 percent and 2 percent are not agree to H.R. Planning concern to Retention.
- 5)An examination in this case of KTPS employees category 26 percent respondents perceived strongly agree the redundancy plan meets HR Planning 22 percent respondents also agree with same above and only 2 percent are rated neither agree nor disagree. Among that SCCL employees 23 percent of respondents express strongly agree 25.50 percent of respondent, agree the same above and only 1.5 percent employees rated neither agree nor disagree.
- 6)With regard that the majority of respondents perceived that 29.50 percent of employees are belongs to SCCL rated agree with H.R. Planning relates to Job Analysis. 26.50 percent of employees of KTPS respondents agree with the H.R. Planning is relates to Job Analysis. Among that strongly agree category rating 23.50 percent of employees



perceived by KTPS and 20.50 percent of employees are SCCL express the same above. No one perceived to rated to other ratings.

- 7)With regard to it obvious, that the majority among 52.50 percent of respondents perceived rating is agreed their opinion of both enterprises in that KTPS with 27.50 percent express rating agreed and SCCL employees rated 25.00 percent agreed H.R. Planning practices concern to job evaluation is agreed. In the strongly agreed rating aspects 7.5 percent of KTPS employees and 7.0 percent SCCL employees contributes to H.R. Planning concern to Job evaluation. In the total 18 percent of respondents are dissatisfied in that 7.50 percent are KTPS and 10.50 percent of employees of SCCL are Dissatisfied by KTPS respondent towards H.R. Planning practices concerned to Job Evaluation.
- 8)With regard to it is observed that the majority i.e., 65 respondents of KTPS strongly agree towards H.R. Planning practices directly relations to organisation development of KTPS rated, 35 respondents of KTPS employees express rating are agree towards H.R. Planning fit the organisation development. The SCCL category 60 respondents are rated strongly agree and only 40 respondents are express their opinion agreed towards H.R. Planning practices fits organisation development.
- 9)An examination It is observed that it indicates the majority of respondents 47 percent agreed both KTPS and SCCL enterprises employee toward recruitment of talent job holders and 25 percent of respondents perceived that strongly agreed rating.

7.SUGGESTIONS

In the light of the above findings the following suggestions have been offered to make more meaningful and effective instrument for the improvement of both SCCL and KTPS.

- 1)KTPS and SCCL public enterprises contributes their H.R. Planning practices is required for quality and quantity personal needed.
- 2)In this regard the it can be concluded that there is a relationship between H.R. Planning forecast future requirement of both public enterprises.
- 3)In this regard that it can be concluded the productivity bargaining is concern to work simplification of both public enterprises.
- 4)The H.R. Planning practices concern to improves the retention places of employees of both KTPS and SCCL enterprises.
- 5)With respect it included the relationship between H.R. Planning concern to redundancy plan are depended each other in the KTPS and SCCL also.
- 6)It can be said the both enterprises based as H.R. Planning is relates Job Analysis activity.
- 7)It means the H.R. Planning practices pertains to Job Evaluation in both enterprises.
- 8)With respect, it can be said that the H.R. Planning practices directly fit for organisation development of KTPS and SCCL organisation.
- 9)An evaluation Iit is concluded that H.R. Planning practices concern to recruitment of talent employment to seeking job holders.

REFERENCES

- [1]. Megginson, Leon. C, Personnel and Human Resources Administration, 1977 P. 4
- [2]. Velter, Fric, W, Man Power Planning for High Talent Personnel, 1967, P. 15
- [3]. Stainer. G., Man Power planning, William Heinemann Ltd., London, 1971, P.3
- [4]. Narayana Rao. V.S, Man Power Planning in companies, Indian Management Vol.19, No. 12, 1971, P. 17-31
- [5]. Stainer. G., Man Power planning, William Heinemann Ltd., London, 1971, P.9
- [6]. Ibid, P. 110
- [7]. Sikula A.F.Personal Administration and Human Resource Devel 1978, P. 148
- [8]. Velter Fric OP P. 24
- [9]. Industrial Times, April, 12, 1972, P. 215
- [10]. Rashid Amjad, 1981, Human Resource Planning the Asian Experience, ILO/ARTEP, New Delhi, P. 3