



A Comparative Study of Recruitment and Training Practices in Indian Companies

(With Special Reference to HINDALCO and NALCO)

Meghana Tripathi

Research Scholar

Department of Commerce

Deen Dayal Upadhyay Gorakhpur University Gorakhpur, UP, India

Abstract: The proposed study will try to explore the effects of Recruitment and Training policies on organizational performances. It will explain the differences in HR policies, related with recruitment and training process of Public and Private industries. It has been decided to limit the study to one private enterprise namely, Hindalco Industries Limited and one public enterprise namely, National Aluminium Company Limited. Hindalco and NALCO are the major players engaged in organized production and export of aluminium in India. Hindalco Industries Ltd., is a subsidiary of the Aditya Birla Group. On the other hand, National Aluminium Company Ltd. is incorporated as a public sector enterprise of the Ministry of Mines, Government of India.

Keywords: Recruiting & Attracting, Training & Development.

I. INTRODUCTION

Human Resource Management (HRM) is the most happening function as of now. This is so because people offer competitive advantage to a firm and managing people is the domain of HRM. An organization enjoys competitive advantage when it is the only one which can offer a product at a price and at quality while its competitors cannot do so^[1]. An organization consists of people with formally assigned roles who work together to achieve the organization's goals, and who does so by managing the efforts of the organization's people. Most experts agree that managing involves five functions: planning, organizing, staffing, leading, and controlling. In total, these functions represent the management process^[2].

Post Independence India has seen an upset in the field of Human Resource (HR). It has advanced from being only a help work in 1960s, to being a vital accomplice in the development of organizations now in the 21st century. It has changed itself being only a space of mechanical relations in 1960s to Personnel Management 1980s (for example to keep up records and guarantee legal compliances, while doing the absolute minimum to keep worker. Presently in 2000s, the Human Resource work has developed as the operational hub of all the corporate functions and policies. The HR of 21st century India has made a progress from being 'behind the scenes' support appendage to turning into the basic differentiator in business. Fast globalization has caused organizations to acknowledge people are the way to development, the main vital resource that any endeavor genuinely needs. This has prompted organizations routinely utilizing their imaginative HR strategies and practices as their USP (Unique Selling Proposition) to stay aware of the occasions in the wake of a quickly changing manpower landscape. Organizations currently perceive that a 'Highly engaged employee' is the way to corporate benefits, across business divisions.

II. OBJECTIVES

The main objective of the study is to examine the policies and practices relating to acquisition, development and motivation of human resources in public and private enterprises of the country. However in view of the extensive coverage of the study it would not be possible to include a number of enterprises in the sample. As such it has been decided to limit the study to one private enterprise namely, Hindalco Industries Limited and one public enterprise namely, National Aluminium Company Limited. The Hindalco Industries Limited and National Aluminium Company Limited have been the leading enterprises in India and rank as the largest integrated aluminium producers of India and lowest cost producers globally. The Hindalco and NALCO have been selected for the purpose of in depth study because they are expected to highlight the salient features of human resource management in leading enterprise of both Private as well as Government sectors respectively.

III. RESEARCH METHODOLOGY

The research methodology part outline the plan and method that how the study is conducted. This includes Population and sample of the study, Data and Sources of Data, Variables and analytical framework. The details are as follows;

3.1 Population and Sample

The sampling arrangement for the study has been prepared depending on the background of the study. The standards on which sampling was conducted are as follows:

Target Population or Universe: Employees of Hindalco Industries Ltd. & National Aluminium Company Ltd.

Sampling Method : Convenience Sampling

Sampling Size : 84

The sample of this study comprised company employees who have put in more than 1 year of service with either public or private sector companies.

- Public Sector Company : 36
- Private Sector Company : 48

3.2 Data and Source of DATA

The primary data for the present study has been collected from the company employees through a structured undisguised questionnaire. The questionnaire includes Nominal as well as Interval (Likert) Scale. For studying the demographic profiles of the respondent's questions were framed in the study. In this research, the secondary data were utilized from the company's case study, official websites, published information and other different websites which relate with this study. For this research work, researcher collected secondary data from the most reliable computerized database of ProQuest, Academia, Emerald, Google Scholar, text books, Company's websites & brochures, print articles, newspaper, offline libraries, journals and other sources.

3.3 Theoretical Framework

Business and its development have seen a dynamic evolvement in the previous three decades, along with this the number of challenges to be faced by growing business also have increased rapidly. The rapid change in important areas of market, technology, composition of work force and attitude or expectation of people has compelled the organization to take a fresh look at their different functional areas, which in turn, helps to modify and improve the kind and style of management, to ease the process of reaching to the goals. The market functions require an effective and continuous modification in the management policies.

Man, money, material, machineries are the pillars of any organization. In other words, they are the resources, whose effective combination and usage determines the success or failure of an organization. However, the "people work" or "man power" or "human resource" is the principal component with the most prominent role in the success of the organization. And hence, proper steps should be taken for the development and improvement of these resources.

Human: refers to the skilled workforce in an organization.

Resource: refers to limited availability or scarce.

Management: refers how to optimize and make best use of such limited or scarce resource so as to meet the organization goals and objectives.

Therefore, human resource management is supposed for correct utilisation of accessible skilled workforce and also to form efficient use of existing human resource within the organisation. The simplest example in present situation is housing industry has been facing serious shortage of skilled workforce. It's expected to triple within the next decade from the current 30 per cent, will negatively impact the general productivity of the world, warn industry experts.

It is a challenging time for HR functions in Indian organizations. While the population has crossed the billion marks and the country is economically progressing, organizations in the formal sectors face grave challenges in people management. The high economic growth and the consequent demand for employable people have made HR professionals sit up and take notice. While the importance of HRM is undisputedly recognized, the ability of HR function to cope with the demands of a high-performing organization has been questioned. The "High Performance Workforce Study 2007" conducted by Accenture notes that Indian organizations have traditionally ignored considering people as distinct competitive advantage and are finding people management as the second important challenge faced by Indian CEOs.

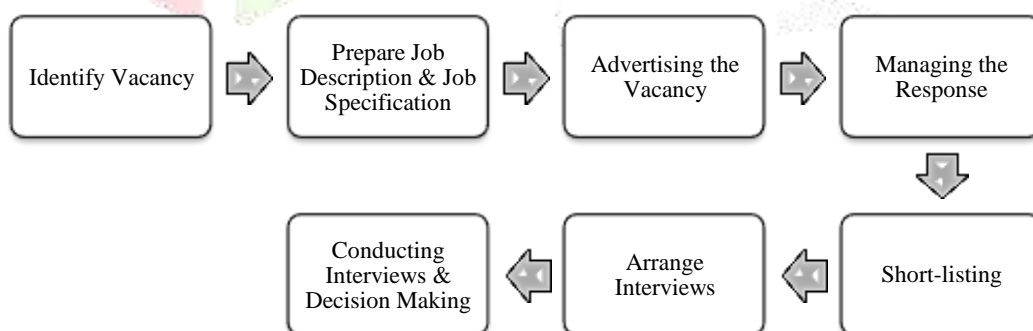
Organizations currently perceive that a 'Highly engaged employee' is the way to corporate benefits, across business divisions. This could be understood in terms of four major aspects of HR policy and practice i.e. Recruitment & Selection, Training & Development, Compensation Administration and Performance Appraisal.

a. Recruitment & Selection

Recruitment alludes to the way toward discovering potential contender for a vocation or capacity, attempted by spotters. It might be embraced by a work office or an individual from staff at the business or association searching for initiates. Advertising is ordinarily part of the enrolling procedure, and can happen through a few methods: through newspapers, using newspaper dedicated to job advertisement, through professional publication, using advertisements placed in windows, through a job centre, through campus interviews, etc.

Employee selection is that the process of putting right men on right job. It's a procedure of matching organisational requirements with the talents and qualifications of individuals. Employee selection is that the process of selecting individuals who have relevant qualifications to fill jobs in a company. Without qualified employees, a company is during a poorer position to succeed.

Figure: 3.3.1 Recruitment Process



(source: developed by researcher)

When we speak of the recruitment process, we immediately consider activities like the analysis of the necessities of a particular job, attracting candidates to use for that job, screening the applicants and selecting among them, hiring the chosen candidates to become new employees of the organization, and integrating them into the structure.

Table: 3.3.1 Recruitment Sources

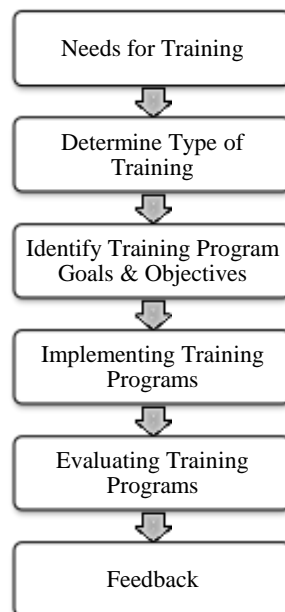
Recruitment Sources	
<ul style="list-style-type: none"> • Internal Recruitment <ul style="list-style-type: none"> • Promotions • Transfers • Employee Referrals • Former Employees • Retrenched Employees • Compassionate Appointments 	<ul style="list-style-type: none"> • External Recruitment <ul style="list-style-type: none"> • College Recruitment • Competitors & other firms • Employment Agencies • Labour Unions • Executive Search Firms • Professional Associations • Internet Recruitment • Media Sources

(source: developed by researcher)

b. Training & Development

Training is the process for providing required skills to the worker for doing the task effectively, skilfully and qualitatively. Training of employees isn't continuous, but it's periodical and given in specified time. Generally trainings are going to be given by an expert or professional in related field or job. Training is required at every stage of work and for each person at work. To stay oneself updated with the fast changing technologies, concepts, values and environment, training plays an important role. Training programmes are necessary in any organisation for improving the standard of labour at all levels. It's also required when an individual is moved from one assignment to another of a different nature. Taking under consideration this context, this unit aims at providing insight into the concept, need and methods of training, also areas of evaluation of training, retraining and dimensions of organisational learning. Training may be a process of learning a sequence of programmed behaviour. It's the appliance of information & gives people an awareness of rules & procedures to guide their behaviour. Thus, training may be a process that tries to enhance skills or augment the prevailing level of knowledge so the worker is best equipped to try and do his present job or to mould him to be suitable the next job involving higher responsibilities. It bridges the gap between what the worker has and what the job demands.

Management development could be defined as a process in which managers working at different levels learn and improve their ability, capability, knowledge and skills for improving the performance of individual as well as organisation. The effectiveness of managers at work contributes plenty to the success of each organisation. The new approach of HRM is that money used in development of employees and managers is taken into account as an investment and not as a cost. Along with their jobs the managerial staff is provided opportunities to learn and improve their competencies. This complete process is known as management development.

Figure: 3.3.2 Training Process

(source: developed by researcher)

Table: 3.3.2 Training Methods

Training Methods	
On the Job Training <ul style="list-style-type: none"> • Job Rotation • Coaching • Job Instruction • Committee Assignments • Apprenticeship 	Off the Job Training <ul style="list-style-type: none"> • Classroom Lectures • Audio-Visual • Simulation • Vestibule Training • Case Studies • Role Playing • Programmed Instructions

(source: developed by researcher)

The two variables of the study:

A. Hindalco Industries Limited (HINDALCO)

The independence of various parts of India and their evolution to become a democracy, made the country gear to make a giant leap in terms of innovation and industrialization. This is also the period where one can discover the rising shoots of Hindalco Industries Limited. With the start of its journey on 1958, the first real contribution of Hindalco to the vision of the industrial India came up with the visionary Sir G D Birla, setting up India's first integrated aluminium facility at Renukoot, in the Eastern Fringe of Uttar Pradesh, India, which was backed by a captive thermal power plant at Renusagar in 1967. The dynamic shift of Hindalco to attain its leadership position in aluminium industry came under the leadership of Late Aditya Vikram Birla – a formidable force in the Indian industry.

Hindalco became the power house for non-ferrous metals through the vision and guidance of Mr. Kumar Mangalam Birla, the Group Chairman, which became possible with the business segment of aluminium and copper consolidating Hindalco to new heights.

The mergers & acquisitions with companies such as Indal and Birla Copper provided the company a window for expansion and rising up. Hindalco is now become a major vertically integrated aluminium company and also ranks among the primary producers of aluminium in Asia. The copper smelters in the company are one of the largest custom smelter at a single location today.

Hindalco also secured a rank amongst the Top 5 Global Aluminium Majors which was achieved with two acquisition of Novelis Incorporation, the world's largest aluminium rolling company. In 2008, the company was able to expand alumina at Muri and raised a total of Rs.4426 crore for re-financing the bridge, loan taken for the acquisition of Novelis. The largest Qualified Institutional Placement (QIP) in India was raised by Hindalco, which accounted for over US \$ 600 million for projects in 2009. In 2011, the company re-finance the Novelis debt of US \$ 4 million which enabled strategic flexibility for growth. This landmark innovation in financing not only made Hindalco to get back 50% of invested equity within 4 years. It also opened a Novel funding avenue between Hindalco & Novelis. Utkal Alumina Project for Rs.4906 crore and Mahan Aluminium Project for Rs.7875 crore made the company achieve financial closure through debt financing. In 2013, Utkal Alumina Refinery goes on stream followed by Mahan and Aditya Aluminium Smelter and Utkal Refinery coming to stream in 2015. The latter year also noted the acquisition of Gare Palma Coal Mines in Chhattisgarh and Kathantia and Dumri Coal Mines in Jharkhand through auction. The following year 2016 recorded the highest ever production of aluminium and alumina both produced at 1.1 million and 2.7 million tons respectively. Also, the coal blocks previously acquired become operational. The year 2017, marked itself as a brilliant one with the company able to raise US \$ 500 million through QIP. The long term debt at Novelis of US \$ 4.3 billion was also refinanced with annual cash interest expense reduced by USD 79 million. The highest aluminium production at 1266 kt. was also achieved. Also, the coal security improved to two thirds of annual requirement of the Aluminium Business with the new coal linkage in FY 2017.

In every list for the industrial leaders of aluminium and copper, the top positions are usually secured by Hindalco Industries Limited, metal flagship company of the Aditya Birla Group. Hindalco is the world's largest aluminium rolling company and one of the Asia's biggest producers of primary aluminium with a consolidated turnover of US \$ 15 billion. The copper facility holds a world class copper smelter and a fertilizer plant along with a captive jetty. World's largest custom smelters at a single location tend to have a primer spot for the state of art copper smelter in Hindalco.

The operations such as bauxite mining, alumina refining, aluminium smelting and downstream rolling are carried on by various aluminium units set across the country by the company. In the international market, Hindalco has a footprint in 10 countries outside India and ranks among the Global Aluminium Majors. The Birla Copper unit is not merely the largest private producer of gold in the country but also lead in their major product of copper, cathodes and continuous cast copper rods, the other by- products includes silver and DAP fertilizers.

Hindalco has been titled Star Trading House status in India. The London Metal Exchange (LME) accepts the high grade aluminium produced in the company, while its copper quality is also registered on the LME with Grade-A accreditation^[14].

Operations of Hindalco-

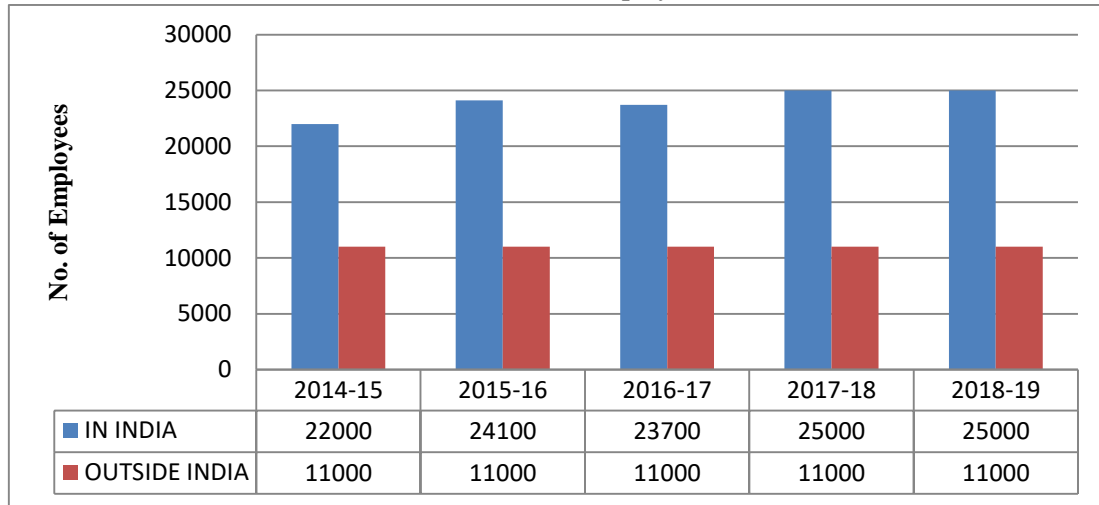
1. Coal Mining
2. Bauxite Mining
3. Alumina Refining
4. Aluminium Smelting

5. Aluminium Downstream
6. Copper Smelting

People At Hindalco

“At Hindalco, our people are the driving force behind our success. We are committed to providing them an environment of all-round development, which puts emphasis on upskilling and equipping them with the ability to maximise the opportunities available within the Hindalco ecosystem.”

Chart 3.3.1.1: Total No. of Employees in Hindalco



(source: www.hindalco.com, developed by researcher)

Hindalco invests heavily in the decent variety of its ability pool regarding nationality, gender orientation and experience. Together they engage the association to gain consistent ground towards its objectives. Toward the finish of FY 2018-19, its workforce in India remained at around 25,000 and outside India at 11,000+.

B. National Aluminium Company Limited (NALCO)

National Aluminum Company Limited (NALCO) is a Navratna CPSE under Ministry of Mines. It was built up on 7th January, 1981, with its enlisted office at Bhubaneswar. The Company is a group 'A' CPSE, having coordinated and differentiated activities in mining, metal and force. The Company enrolled a record net-profit of Rs 1732 crore in 2018-19, which is the most noteworthy in 10 years and deals turnover of Rs 11386 crore in financial year 2018-19, which is the most elevated since commencement. The export earnings have been recorded at 4,793 crore, likewise enrolling a great development of 18 percent more than 2017-18. In issues of profitability, NALCO is in front of its private sector peers by enlisting EBIDTA margin of 28 percent. Presently, Government of India holds 51.5% equity of NALCO.

NALCO is one of the biggest integrated Bauxite-Alumina-Aluminum-Power Complex in the Country. The Company has a 68.25 lakh TPA Bauxite Mine and 21.00 lakh TPA (regularizing limit) Alumina Refinery situated at Damanjodi in Koraput area of Odisha, and 4.60 lakh TPA Aluminum Smelter and 1200MW Captive Power Plant situated at Angul, Odisha. NALCO has mass shipment offices at Vizag port for fare of Alumina/Aluminum and import of scathing pop and furthermore uses the offices at Kolkata and Paradeep Ports. The Company has enlisted sales offices in Delhi, Kolkata, Mumbai, Chennai and Bangalore and 9 working stockyards at different areas in the Country to encourage domestic marketing.

All inclusive, NALCO has accomplished the qualification of being the 'lowest cost producer of bauxite' in the world for the year 2018 according to the most recent report of Wood Mackenzie. This accomplishment adds to the way that the organization has kept up its status as the most reduced cost maker of alumina all inclusive since the most recent three years. With supported quality items, the Company's export earning represented about 43% of the business turnover in the year 2017-18 and the Company was evaluated third most noteworthy net export earning CPSE in 2017-18 according to Public Enterprise Survey report.

NALCO is a bright example of India's industrial capability, with its consistent track record in capacity utilization, technology absorption, quality assurance, export performance and posting profits.

The Company is listed at Bombay Stock Exchange (BSE) since 1992 and National Stock Exchange (NSE) since 1999. Besides, ISO 9001, ISO 14001, OHSAS 18000 & SA 8000 certifications, the Company has also adopted ISO 50001 standards for Energy Management System. NALCO is the first Public Sector Company in the country to venture into international market in a big way with London Metal Exchange (LME) registration since May, 1989.

To confront the difficulties of ever-advancing business sector and position the Company in a manageable development way, another corporate arrangement has been created with well-defined 3 year action plan, 7 year strategy & 15 years vision of being a Premier and Integrated Company in the Aluminium value chain with strategic presence in Mining both domestic & global, Metals and Energy sectors. The Corporate Plan has marked out a roadmap for multifold growth in revenue and Profit by 2032.

As a responsive Corporate, the Company is tackling renewable energy adjusting to the aggressive projects of Govt. of India. The Company has already commissioned 198 MW wind power plants and further 25 MW wind power plants are in pipeline, making NALCO the highest producer of renewable energy among PSUs.

To be stronger to the impulses of market, the Company has prepared a New All-Weather Business Model. It has large-scale plans for brownfield and greenfield expansion projects, which include the ongoing 5th Stream Refinery project of 1 MTPA capacity in existing Alumina Refinery at Damanjodi (Brownfield), development of Pottangi bauxite mines, Utkal D&E coal mines in Odisha, establishment 5 lakh TPA brownfield Smelters in Odisha.

The Company is establishing a caustic soda plant in JV with Gujarat Alkalies & Chemicals Limited (GACL) in Gujarat and a CT Pitch plant in JV with NINL in Odisha, as part of backward integration.

NALCO is a supreme name in the industrial map of Eastern India. Consistent with the spirit, the Company is starting to lead the pack to acquire a critical change in the Industrial map of Odisha. The Company has shaped JV Company named 'Angul Aluminum Park Private Ltd' (AAPPL) with Odisha Industrial Infrastructure Development Corporation (IDCO) to give a lift to ancillary, upstream and downstream products related with aluminum industry.

NALCO tracks its R&D activities eagerly and has already filed 36 patents out of which 17 patents have been granted and 6 have been commercialized till May 2019. As a piece of its push to change over waste to wealth, the Company is trying to rescue iron concentrate from red mud, Gallium from spent alcohol. The Company has additionally effectively charged a first of its sort de-fluoridation process based on nano-technology to de- contaminate the effluent water of Smelter solving a long standing fluoride contamination problem of the area.

The Company, while moving forward has strived hard to play a noteworthy role in the socio-economic development in its operational areas through empathetic CSR activities. Rehabilitation of displaced families, employment, income generation, health care and sanitation of local people, education & skill development, providing safe drinking water, development of infrastructure, pollution control, environmental measures, rural development, promotion of arts, crafts & culture and various humanitarian good will missions have earned NALCO a place of pride in the corporate world and was awarded the SCOPE Meritorious Award for CSR from Hon'ble President of India in Apr'17.

With enveloping activities to give a superior living to the fringe territories and add to country constructing the Company has taken numerous eager undertakings. Its prominent endeavors incorporate Indradhanush scheme, where the Company has supported 920 tribal children of Maoist plagued Damanjodi area and provided education to them in 3 reputed residential schools. 416 praiseworthy girl students of BPL families at Angul and Damanjodi segment have been embraced with money related help by the Company under 'Nalco ki Ladli' plot in accordance with Govt's 'Beti Bachao, Beti Padhao' Mission.

The Company has taken the liability of Shri Jagannath Temple, Puri and its encompassing under PM's Iconic Shrine Development Program to overhaul the framework and keep up tidiness with unique accentuation on Renovation and beautification of Gandhi Park as a place of interest, sanctuary enlightenment, beautification of Puri town with topical work of art dependent on Jagannatha culture and battery-operated vehicle in railway station for differently-abled passengers and sick people.

The Company's propensity to prop up the prestigious legacy, workmanship and culture of the State has drawn wide acclaim explicitly with patronization of living social and sports legends by the Company.

With interest for talented labor set to develop multi overlay in the Country, the Company is doing its part by setting up a focal point of greatness for Mining segment at a speculation of Rs 20 crore and furthermore providing skill training to unemployed youths in relationship with preparing accomplices in different interest territories like retail, health care, beautician, sewing machine administrator and so forth.

The organization since origin has walked ahead with economical development, never-ending benefits while displaying profound compassionate worry for the general public. Carved in the hearts of a huge number of individuals of Odisha as present day mechanical "Konark", the organization has had the option to make a unique spot for itself for the individuals it works with. Enhancing the stakeholders' wealth has remained the prime mover to steam Company's growth but nonetheless the driving spirit remains to bring smiles in the face of multitude of its stakeholders^[16].

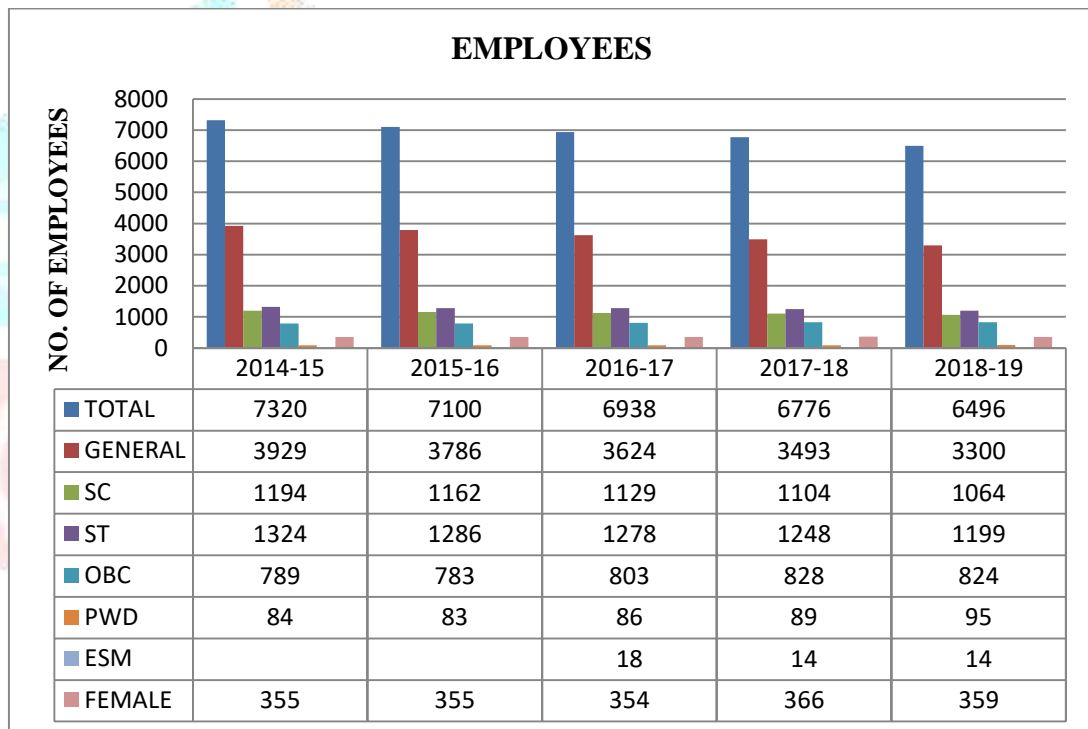
Operations of NALCO:

1. Bauxite Mines
2. Alumina Refinery
3. Aluminium Smelter
4. Captive Power Plant
5. Rolled Products Unit
6. Port Facilities
7. Wind Power Plants
8. Solar Power

People At NALCO

Presidential Directives on SC/ST reservation: This Company fully complies with all applicable Presidential Directives and other guidelines in matters of reservation for SC/ST/OBC/EWS and other categories like the PWD and Ex-servicemen. NALCO has published an Equal Opportunity Policy for the PWD category in compliance with the RPWD Act, 2016. Out of total manpower strength of 6,496 as on 31.03.2019, there were 1,064 SCs (16.38%), 1,199 STs (18.46%), 824 OBCs (12.68%), 95 PWDs (1.46%) and 14 ESMs (0.22%) on roll. There were a total of 359 lady employees in this Company as on 31.03.2019.

Chart 3.3.2.1: Total No. of Employees in NALCO



(source: nalcoindia.com, developed by researcher)

3.4 Hypotheses

H₀₁: There is no significant difference between public and private sector companies with manpower recruitment planning.

H_{a1}: There is significant difference between public and private sector companies with manpower recruitment planning.

H₀₂: There is no significant difference between public and private sector companies with training and development system.

H_{a2}: There is significant difference between public and private sector companies with training and development system.

H₀₃: There is no significant correlation between the satisfaction of employees with the HRM practices of their company and the overall organisational performance.

H_{a3}: There is a significant correlation between the satisfaction of employees with the HRM practices of their company and the overall organisational performance.

3.5 Statistical tools and Econometric Models

- 1. Likert Scale:** Data was collected from employees for measuring Human Resource Management Practices in their companies and for ascertaining its impact on organisational performance. A structured questionnaire having two parts **I** and **II** was used for collecting respondent data. Part **I** dealt with the demographic profile of the respondent while Part **II** had questions for recording responses on HRM.
- 2. Microsoft Excel**
- 3. R version 4.0.0**
- 4. One Way ANOVA:** The one-way analysis of variance (ANOVA) is used to determine whether there are any significant differences between the means of three or more independent (unrelated) groups. The essence of ANOVA is that the total amount of variation in a set of data is broken down into two types, that amount which can be attributed to chance and that amount which can be attributed to specified causes. Hence, it is a method of analysing the variance to which a response is subject into its various components corresponding to various sources of variation.
- 5. Correlation:** To find out the relationships among different human resource management practices and to investigate which aspect of human resource management practices is contributing in organisational performance the coefficient of correlation had been done.

IV. RESULTS AND DISCUSSIONS

4.1 Descriptive Statistics

Table 4.1 Descriptive Statistics

	vars	n	mean	sd	median	trimmed	mad	min	max	range	skew	kurtosis	se
HR	1	9	4.19	0.38	4.25	4.19	0.18	3.43	4.71	1.27	-0.58	-0.66	0.13
NR	2	9	4.57	0.36	4.58	4.57	0.41	3.86	5.00	1.14	-0.57	-0.87	0.12
HT	3	14	4.12	0.31	4.12	4.11	0.34	3.70	4.67	0.97	0.34	-1.25	0.08
NT	4	14	4.42	0.26	4.40	4.41	0.29	4.06	4.89	0.83	0.38	-1.10	0.07

(source: used R 4.0.0 version, package 'psych-describe' version 1.9.12.31 based on survey questionnaire)

Here:

HR: Recruitment Policy of HINDALCO

NR: Recruitment Policy of NALCO

HT: Training & Development Policy of HINDALCO

NT: Training & Development Policy of NALCO

4.2 One Way ANOVA

Here are the results of one way ANOVA for testing the hypothesis generated by researcher for the comparative study of Human Resource Management practices of HINDALCO & NALCO. The researcher used software R 4.0.0 version, Package 'stats' version 4.0.0 for this analysis.

Table 4.2 One Way ANOVA of HRM Practices in HINDALCO & NALCO

HRM Practices	Sum of Square	df	Mean Square	F Value	α	P Value	H ₀
Recruiting and Attracting	0.648	1	0.648	4.685	.05	0.046	Reject H ₀₁
	2.212	7	0.138				
Training and Developing	0.63	1	0.63	7.703	.05	0.010	Reject H ₀₂
	2.126	12	0.082				

(source: used R 4.0.0 version, package 'stats-aov' version 4.0.0 based on survey questionnaire)

Inference:

Table 3.5.1 reported the summary and descriptives of the sample respondent, which includes minimum, maximum, mean, median, S.D., Trimmed value, skewness, kurtosis, range and SE of Human Resource Management Practices in HINDALCO & NALCO. A one way ANOVA has been computed to find out the significant differences in HRM practices in both the above companies. There were significant differences emerged on the following dimensions of Human Resource Management Practices such as, Recruiting and Attracting, Training and Developing, Compensation Administration and Performance Appraisal (Table 3.5.2).

- 1) One Way ANOVA for Recruiting and Attracting ($F = 4.685$, $P = 0.046$). As the p-value is less than the significance level 0.05, we can conclude that there are significant differences between the mean values of sample collected from HINDALCO & NALCO. One Way ANOVA for Recruiting and Attracting has been reached to level of significance the mean values suggested that employees of NALCO [Mean = 4.57, S.D. = 0.36] have more strong Recruitment Policy in comparison to their HINDALCO [Mean = 4.19, S.D. = 0.38] counterpart.
- 2) One Way ANOVA for Training and Developing ($F = 7.703$, $P = 0.010$). As the p-value is less than the significance level 0.05, we can conclude that there are significant differences between the mean values of sample collected from HINDALCO & NALCO. One Way ANOVA for Training and Developing has been reached to level of significance the mean values suggested that employees of NALCO [Mean = 4.42, S.D. = 0.26] have more strong Training & Development Policy in comparison to their HINDALCO [Mean = 4.12, S.D. = 0.31] counterpart.

4.3 Correlation

There were two correlations which had been computed separately for the employee of HINDALCO and NALCO. For this purpose the researcher has used software R 4.0.0 version, Package 'stats' 4.0.0 version, function 'cor.test'. 'cor.test' - test for association between paired samples, using one of Pearson's product moment correlation coefficient, Kendall's tau or Spearman's rho.

HINDALCO:**Table 4.3.1 Coefficient of Correlation between different HRM Practices and Organisational Performance in HINDALCO**

HRM Practices	Correlation
Correlation between satisfaction of employees with the recruitment policy of their company and its impact on organisational performance.	0.69682
Correlation between satisfaction of employees with the training & development policy of their company and its impact on organisational performance.	0.70824

(source: used R 4.0.0 version, package 'stats' version 4.0.0 based on survey questionnaire)

Inference:

From the above table it can be seen that there is positive and significant relationship between satisfaction of employees with different Human Resource Management Practices of their company and its impact on organisational performance.

- 1) Table 5.3.3.1 revealed that the Recruitment Policy were positively and significantly correlated with organisational performance ($r = 0.69682$).
- 2) Table 5.3.3.1 revealed that the Training & Development Policy were positively and significantly correlated with organisational performance ($r = 0.70824$).

NALCO:

Table 4.3.2 Coefficient of Correlation between different HRM Practices and Organisational Performance in NALCO

HRM Practices	Correlation
Correlation between satisfaction of employees with the recruitment policy of their company and its impact on organisational performance.	0.73254
Correlation between satisfaction of employees with the training & development policy of their company and its impact on organisational performance.	0.53614

(source: used R 4.0.0 version, package 'stats' version 4.0.0 based on survey questionnaire)

Inference:

From the above table it can be seen that there is positive and significant relationship between satisfaction of employees with different Human Resource Management Practices of their company and its impact on organisational performance.

- 1) Table 5.3.3.1 revealed that the Recruitment Policy were positively and significantly correlated with organisational performance ($r = 0.73254$).
- 2) Table 5.3.3.1 revealed that the Training & Development Policy were positively and significantly correlated with organisational performance ($r = 0.53614$).

Here, it can be figure out that the H_{03} , *there is no significant correlation between the satisfaction of employees with the HRM practices of their company and the overall organisational performance has to be rejected. Correlation is significant at 0.05 level.*

Companies have strong HRM for their employees, whether it is a private sector company or public sector company. Employees of NALCO are more satisfied than employees of HINDALCO as far as HRM practices are concerned. Results showed that in NALCO, the employee satisfaction level is much with regard to recruitment aspects, training aspects and compensation aspects. For HINDALCO, employee satisfaction is much for recruitment aspects, training aspects and performance appraisal aspects.

The result demonstrated that in general employees of both the sectors have approximately same level of satisfaction but it can be seen that employees of public firms have higher satisfaction toward HRM than employees of private firms. However, both the firms should improve performance with regard to HRM issues that employees rate with low or moderate satisfaction, such as training. The discussion with employees of different places of working in the corporation we have found that post evaluation of training should be focused and management should develop a transparent and fair system of communication, the performances with different checks so that any individual may not recognise the employees on the basis of castism and favouritism.

REFERENCES

- [1] Aswathappa, K. (2016). "Human Resource Management", 7th ed., Tata McGraw-Hill, New Delhi.
- [2] Rao, V S P, (2010). "Human Resource Management Text and Cases", 3rd ed., Excel Books, New Delhi.
- [3] Dessler, G. and Varkkey, B., (2017). "Human Resource Management", 14th ed., Pearson.
- [4] H. J. Bernardin, (2008). "Human Resource Management", Tata McGraw-Hill, New Delhi.
- [5] Punekar, S. D., (1973). "The Personnel Manager in India", Industrial Relations.
- [6] R. Lynton, U. Pareek, "Training for Development", Sage Publication, New Delhi, 2002.
- [7] Rudrabasavaraj, M. N., (1979). "Dynamic Personnel Administration", Himalaya, New Delhi.
- [8] Battanayak, B., (2005). "Human Resource Management", Prentice Hall, New Delhi.
- [9] Monappa, A. and Engineer, M., (1999). "Liberalization and Human Resource Management", Response Book, New Delhi.
- [10] Gupta, C. (2010). "Human Resource Management", 12th ed., Sultan Chand & Sons, New Delhi.
- [11] Armstrong. (1988). "Human Resource and Personnel Management", 3rd ed., Tata McGraw Hill, New Delhi.
- [12] Lynton, R., Pareek U. (2002). "Training and Development", Sage Publication, New Delhi.
- [13] Pareek, U., Rao, T. V. (1992). "Managing Transition", Tata McGraw Hill, New Delhi.
- [14] www.hindalco.com
- [15] https://en.wikipedia.org/wiki/Hindalco_Industries
- [16] nalcoindia.com

[17] https://en.wikipedia.org/wiki/National_Aluminium_Company

[18] Kothari C. R., (2013). Research Methodology, Methods and Techniques, 2nd ed., New Age International Publishers.

[19] Bryman A. and Bell, E. (2007). Business Research Methods, 2nd ed., Oxford: Oxford University Press.

