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## **A STUDY ON HUMAN RESOURCE PLANNING AND ITS IMPACT ON ORGANISATIONAL PERFORMANCE AT SESHASAYEE PAPER AND BOARDS LIMITED ERODE**

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### **Abstract**

*This study focuses on understanding the influence of human resource planning (HRP) on the performance of SPB Ltd, a company situated within. Through the application of simple percentage, Chi-square, and correlation analysis, the research seeks to uncover the intricate dynamics between HRP strategies and organizational effectiveness within SPB Ltd. By examining key metrics such as employee productivity and retention rates, the study aims to provide actionable insights for SPB Ltd to enhance their HR practices and ultimately achieve their organizational objectives in a competitive marketplace.*

**Keywords:** Human Resource, Gender Diversity, Recruitment Strategies, Employee Engagement.

### **INTRODUCTION**

In today's business landscape, effective human resource planning (HRP) is integral to organizational success and growth, particularly in manufacturing sectors where workforce dynamics shape operational efficiency and competitiveness. This study, centered on Seshasayee Paper and Boards Limited (SPB Ltd) in Pallipalayam, explores the intricate relationship between HRP and organizational performance. Drawing from empirical research, it reveals HRP's multifaceted role in optimizing workforce utilization, fostering employee engagement, and driving economic development (Kothari, 2002). By analyzing HRP methodologies and their strategic implications, this research offers valuable guidance for HR professionals and business leaders striving for sustainable competitive advantage in dynamic environment.

### **COMPANY PROFILE**

Seshasayee Paper and Boards Limited (SPB), a flagship company of the ESVIN GROUP, operates an integrated pulp, paper, and paperboard mill in Tamil Nadu, India, since its inception in 1960. With exports constituting nearly 20% of its production, SPB has earned accolades for its export performance, including the prestigious "folder export house" status. Accredited with ISO 9001 and ISO 14001 certifications, SPB is committed to manufacturing quality products while upholding ethical values such as customer focus, environmental responsibility, and innovation. Guided by its vision to excel as a trusted and socially responsible organization, SPB aims to provide maximum value to its stakeholders through technology-driven solutions and transparent management practices.

### **OBJECTIVES OF THE STUDY**

1. To evaluate the current human resource planning practices within Seshasayee Paper and Boards Limited to identify strengths and areas for improvement.
2. To analyze the effectiveness of talent acquisition and retention initiatives as part of the human resource planning in SPB Ltd.

3. To examine the alignment between workforce skills and organizational needs to identify potential gaps in human resource planning.
4. To explore the relationship between Employee Attitude, organizational commitment, and HR planning on Organizational Performance.
5. To propose recommendations for enhancing the effectiveness of human resource planning to optimize organizational performance at SPB Ltd.

#### NEED OF THE STUDY

Aligning human resource planning (HRP) with organizational strategies is essential for Seshasayee Paper and Boards Limited to enhance performance and strategic alignment. Investigating HRP's influence on organizational metrics provides insights for optimizing productivity and efficiency, driving sustainable growth. By analyzing data related to employee performance, turnover rates, and workforce demographics, HR can identify areas for improvement and implement targeted strategies to enhance organizational effectiveness.

#### SCOPE OF THE STUDY

The study, "A Study on Human Resource Planning and Its Impact on Organizational Performance in Seshasayee Paper and Boards Limited," delves into current HRP practices, assessing their direct influence on productivity, employee satisfaction, and organizational indicators (Darren George, 2010). By addressing challenges like changing demographics and technological advancements, it offers practical recommendations to enhance HRP alignment with strategic objectives, aiming to optimize processes and inform strategic HR decision-making effectively.

#### LIMITATIONS OF THE STUDY

The study on human resource planning and organizational performance in Seshasayee Paper and Boards Limited acknowledges limitations, including potential biases in employee data and a narrow focus on a specific industry (Afzal, 2013). Additionally, it may overlook long-term effects and external factors, limiting generalizability and comprehensive understanding.

#### REVIEW OF LITERATURE

**Sharma, et al. (2023):** Human Resource Planning in the Indian Paper Industry: Challenges and Opportunities. This paper explores the specific challenges faced by the Indian paper industry in human resource planning, such as skill shortages, demographic shifts, and technological advancements.

**Anya Chioma Joanna Pamela, et.al. (2021),** did an empirical study is done on human resource planning and strategic action on organizational performance of selected oil and gas firms in Port Harcourt Through spearman rank order correlation coefficient, the study revealed.

**Patel and Sharma (2019):** Talent Acquisition Strategies in the Indian Paper Manufacturing Sector: A Comparative Analysis. This study compares talent acquisition strategies adopted by different paper manufacturing companies in India.

#### RESEARCH METHODOLOGY

**Sample size:** 210 valid responses collected from employees of SPB Limited in Pallipalayam

**Population size:** Total population size is 1550.

**Sampling method:** Stratified random sampling method, also known as Proportional Random Sampling, dividing the entire population into homogeneous groups called strata.

**Tools used for data analysis:** Simple Percentage Analysis, Chi-Square Analysis Test, Correlation method.

#### DATA ANALYSIS AND INTERPRETATION

##### SIMPLE PERCENTAGE ANALYSIS

The analysis of respondent demographics reveals a significant gender disparity, with males comprising 91% of the sample. Additionally, the majority of respondents fall within the 18-25 age group (51%) and are married (88%). Regarding education, most respondents hold undergraduate or postgraduate degrees (38%), while the largest proportion of respondents hold apprentice/employee positions (54%). Concerning work shift, the majority (94%) work from 9.30 am to 10.00 pm. In terms of salary, around 60% earn between Rs.15,001-30,000, and a considerable portion of respondents (35%) have 5-15 years of work experience.

**CHISQUARE ANALYSIS**

Test	Value	DF	p-value
Pearson	12.441	9	.190
Likelihood	13.044	9	.161
Linear-by-Linear	0.027	1	.870

**RESULT:**

The Chi-square test results indicate that there is no significant association between age groups and satisfaction with the current performance appraisal system at SPB Ltd, with p-values exceeding the significance level of 0.05. Therefore, the null hypothesis is accepted.

**CORRELATION ANALYSIS**

Correlation Test	Value	Approx. T	Approx. Sig.
Pearson's R	0.061	.069	.883
Spearman's $\rho$	.053	.069	.764

**RESULT**

The correlation analysis shows no significant relationship (Pearson's R = 0.061, p = 0.883) between employee salary levels and their perception of SPB Ltd.'s investment in training and development, suggesting no meaningful correlation.

**FINDINGS**

The findings from the survey conducted at SPB Ltd. highlight a predominantly male workforce (91%), with a significant portion falling within the 18-25 age group (51%) and being married (88%). The majority hold undergraduate degrees (38%) and are employed as employees/apprentices (54%), with a notable number working the shift between 6.00 am - 2.00 pm (29%). While the majority earn between Rs.15,001 – Rs.30,000 (37%) and possess 5-15 years of experience (35%), satisfaction levels are high across various aspects of HR practices, including recruitment plans (45%) and transparency in communication (51%). However, no significant variable relationship was found between salary and the company's investment in training and development, nor between age and satisfaction with the current performance appraisal system.

**SUGGESTIONS**

Implement target to attract candidates from diverse age groups, promoting gender diversity and fostering a broader range of experiences and perspectives within the organization to enhance diversity and inclusivity at all levels Enhance transparency and employee engagement by improving communication channels, encouraging open dialogue, and actively soliciting feedback. Invest in comprehensive training and development programs to upskill employees and promote continuous learning. Review and adjust the performance appraisal system to ensure fairness and effectiveness, incorporating objective metrics and regular feedback loops. Promote career growth, morale, and well-being through recognition programs, flexible arrangements, and fostering a culture of collaboration and feedback, enabling prompt issue resolution and sustained employee satisfaction.

**CONCLUSION**

The analysis of Seshasayee Paper and Boards Limited reveals a gender imbalance and a youthful, educated workforce with positive perceptions of HR policies but areas for enhancement in performance appraisals and communication (bhattacharya, 2018). Recommendations include addressing gender imbalances, refining recruitment, enhancing communication, investing in training, improving appraisals, and implementing flexible work arrangements and cross-functional training. Implementation of these recommendations can create an equitable, fostering long-term growth and success.

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