



**BIJU PATNAIK INSTITUTE OF INFORMATION
TECHNOLOGY & MANAGEMENT STUDIES (BIITM),
BHUBANESWAR**

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Plot No. F/4, Chandaka Industrial Estate, Infocity, Patia,
Bhubaneswar-24

SUMMER INTERNSHIP PROJECT 2025

REPORT TITLE

CONTRACT LABOUR MANAGEMENT ISSUES AND
CHALLENGES- A COMPREHENSIVE STUDY IN TATA
STEEL LTD, KALINGANAGAR

SUBMITTED BY

RUPSA ROUT

MBA Batch: 2024-26

University Regn.No.:2406258283

Faculty Guide

Ms. Pushpanjali Mishra

Asst. Prof. HR

BIITM, Bhubaneswar

Corporate Guide

Mr. Chandan Mohapatra

Project senior Manager HR

TATA STEEL LTD



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CERTIFICATE OF FACULTY/INTERNAL GUIDE

This is to certify that **Ms. Rupsa Rout** bearing university registration no **2406258283** of **2024-26** batch, has completed her summer internship at **Tata Steel Kalinganagar** from **6th June to 8th August** under the supervision of **Mr.Chandan Mohapatra** and has submitted this project report under my guidance in partial fulfilment of the requirements for award of the degree of Master of Business Administration at Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar. To the best of my knowledge and belief, this project report has been prepared by the student and has not been submitted to any other institute or university for the award of any degree or diploma

Date:

Location: Bhubaneswar

Puspanjali Mishra

Asst. Professor (HR)



Prashikshan -2025



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CERTIFICATE

This is to certify that Rupsa Rout (Reg. No. VT20251391)
Student of BJU PATNAIK INSTITUTE OF INFORMATION TECHNOLOGY & MANAGEMENT STUDIES
has undergone Vocational Training Program at Tata Steel Ltd., Jamshedpur from
06-June ,2025 to 08-August ,2025. The details of the programme are as under:

Department Covered	HRBP - E&P
Project Title	HUMAN RESOURCE MANAGEMENT

He/She has successfully completed the Programme

Place : Jamshedpur
Date : 13-08-2025
Ref No : VT20251391

Amit Kumar Tiwary
Sr. Manager Resourcing Services
Learning and Development, Tata Steel

SHAVAK NANAVATI TECHNICAL INSTITUTE, TATA STEEL LTD, N-ROAD, BISTUPUR, JAMSHEDPUR – 831001,
Telephone: 91-657-2320243, Fax: 91-657-2320243, E-mail- snit.office@tatasteel.com

DECLARATION

I, **Ms. Rupsa Rout** bearing university **registration no. 2406258283** of (2024-26 batch), hereby declares that the project report title **Contract Labour Issues And Challenges** is based on my internship at **Tata Steel Kalinganagar** during the period from 6th of June to 8th of August and is an original work done by me under the supervision **of Mr Chandan Mohapatra(Senior Project Manager) and Ms Puspanjali Mishra (Assistant Professor HR)** . This report is being submitter to Biju Patnaik Institute of Information Technology and Management Studies, Bhubaneswar, affiliated to Biju Patnaik University of Technology, Odisha , in partial fulfilment of the requirements for the award of the degree of Master of Business Administration. This project report has not been submitted to any other Institute/university for the award of any degree or diploma.

Date:

Rupsa Rout

Location : Bhubaneswar

Signature

ABSTRACT

This project report delves into the issues and challenges associated with managing contract labour at Tata Steel Ltd., Kalinganagar. The study emphasizes employee relations, data analysis in HR, training and evaluation processes, and adherence to labour laws. Through daily interactions with contract workers, site visits to labour colonies and training centres, and data collection via Excel, key insights into worker classification, training outcomes, grievances, and satisfaction levels were gathered. The report also covers Tata Steel's company profile, financial performance for FY2024-25, industry analysis of the Indian steel sector, competitor and customer analysis. Findings highlight skill gaps, communication barriers, wage delays, and the need for digital tracking. Suggestions include implementing structured feedback systems, upskilling workshops, and enhanced data analytics for proactive HR strategies. The research underscores the vital role of effective contract labour management in boosting productivity, reducing conflicts, and ensuring compliance in the manufacturing sector.

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CHAPTER-1

1. INTRODUCTION: -

Contract Labor Management Issues and Challenges

The success of any organization largely depends on the quality of relationships it builds with its employees. Effective employee relations create a productive work environment, reduce conflict, and lead to overall business success. During my internship at Tata Steel Ltd., Kalinganagar, I interacted daily with around 25 laborers, listening to their problems and helping them find solutions. I became a bridge between the workers and management, making sure their concerns were heard. Visiting the labor colony and training centers also gave me insights into how workers are trained, supported, and managed. I learned Employee Relations is not about solving issues, but also about building trust, improving communication, and making the workplace better for everyone.

Generally, Employee Relations includes: -

- Solving issues before they grow.
- Making sure employees know their rights and duties.
- Keeping communication clear and respectful.
- Ensuring a good and safe work atmosphere.

In Taat Steel, Kalinganagar, I saw how important this is, especially in an industrial setting, where thousands of people work under one roof. Good relations help reduce conflicts, keep projects running smoothly, and improve teamwork.

Data Analysis

During the site visit, I interacted with several contract workers to understand their working conditions, challenges, and daily responsibilities. The discussion provided insights into their job roles, safety awareness, and overall satisfaction with the work environment. This interaction also helped identify areas for improvement in employee engagement and welfare.

At first, I thought data analysis was something only technical teams or financial departments did. But I soon realized HR and Project departments use it too, to understand people better. I collected data daily from laborers, including their personal details, issues, satisfaction levels, medical facilities, and residential accommodation. I recorded this in an Excel sheet and used simple tools like filters, charts, and conditional formatting to find patterns, like which problems were most common or which workers were satisfied or not. This helped me understand their needs better and support the HR team in making informed decisions.

This analysis helped me to:

- Classify workers based on skill and category,
- Track performance and certification results,
- Observe engagement levels and participation in training programs.

2. **SCOPE: -**

My project mainly focused on how Tata Steel handles its contract labour issues and challenges, especially in project sites, and how data is used to monitor and improve this system.

The study on contract labour issues and challenges will focus on:

Common problems faced by contract workers, like low pay, unsafe workplaces, and no benefits (e.g., health insurance or pensions).

Laws about contract labour, such as the Contract Labour Act, 1970 (in India) or similar rules in other countries.

How companies, contractors, and the government can help solve these problems.

Real examples of challenges in industries like construction, factories, or services.

Practical Data collection and analysis: - Collected real data from workers, entered and managed the data in Excel.

Field experience: - Got real-time exposure to how employees work together on-site, observed communication between departments, especially between HR and project managers and also asked to employee

3. **OBJECTIVES: -**

- ❖ To find out problems like low pay, no job security, and few benefits (e.g., no health insurance).
- ❖ To see how these issues affect workers' daily lives and work quality. Suggest easy ways to improve their work environment and ensure fairness.
- ❖ To learn how companies and government rules can help contract workers.

4. REVIEWS OF LITERATURE:-

- **Internship Report on Contract Labour Management at Tata Steel** This report looks at how Tata Steel handles contract workers in Kalinganagar. Key issues: Workers often get paid in cash instead of bank, which can lead to mistakes or cheating. Many don't get attendance cards to track their work, and they miss out on full details about benefits like Provident Fund (PF) and health insurance (ESI). Challenges include following laws on wages, safety, and accidents. Unskilled workers don't know rules well, so contractors might exploit them. The report suggests better training and online systems to fix these.
- **ILO Report on Labour Practices in India** This big study by the International Labour Organization talks about contract workers in Indian industries, including Tata Steel. In steel plants like Tata, contract labour has grown a lot (from 20% to over 34% in factories). Workers are often kept as "pseudo-regular" – they stay long-term but without full job security or benefits. Challenges: Lower pay than regular workers, hard to join unions, and mixing them with regular staff makes team work tough. Tata Steel tries to involve workers in decisions, but contract staff feel less committed due to insecurity. The report says this hurts productivity and worker happiness.
- **Study on Contract Labour Practices in TATA Steel** This paper is about TATA Steel, but it's like JSW Steel in the Indian steel industry. Contract workers face low status, no job security, and poor money conditions. They do hard jobs like cleaning or loading with long hours, low pay, and risks like accidents. Many live in bad huts without social help. Laws say they should get minimum wages, rest rooms, and health aid, but often it's not followed well. The study suggests not using contract workers for main jobs and paying them better to match regular staff.
- **Company and Contract Labour in a TATA Steel** This academic paper is on TATA Steel Plant (public sector), but it gives good ideas for Tata Steel as both are big Indian steel makers. Contract workers get very low pay (less than one-third of regular staff), often below poverty line. Wages come late or not at all, trapping workers. They work in dangerous heat and fumes for long shifts (up to 16 hours), with high accident rates. No sick leave, family health care, or union protection. Women face extra risks like harassment. The paper says economic changes in India make these problems worse, with big gaps between contract and regular workers.
- **Tata Steel Contractor Safety Case Study (by DSS+ Consulting, recent)** This looks at safety for contract workers at Tata. Challenges: High worker turnover (people leave fast), low reading skills, "it's okay" mindset (not taking safety seriously), and different rules from contractors. This leads to more accidents. Tata is working on better training and standards to fix it.

ELTON MAYO

Through the Hawthorne Studies, Mayo emphasized the importance of social factors at the workplace. He concluded that employee morale and relationships at work have a significant impact on productivity, thus making human relations an integral part of management.

F.W. TAYLOR

Taylor's scientific management theory laid the foundation for structured labor-management practices. Though focused on efficiency, it also recognized the need for clear communication and fair treatment of employees to avoid dissatisfaction.

5. RESEARCH METHODOLOGY:-

Data Sources:

- **Primary Data:** Conversations with HR staff and workers, and direct site visits to the labour colony and training centre.
- **Secondary Data:** Company documents, training records, and HR policies.

6. LIMITATION OF STUDY:-

- The study was done in a short period.
- Some information was confidential and not accessible.
- Workers gave informal responses, which may not be fully accurate.
- The study is limited to one location (Kalinganagar).
- Language and time barriers limited deeper analysis.

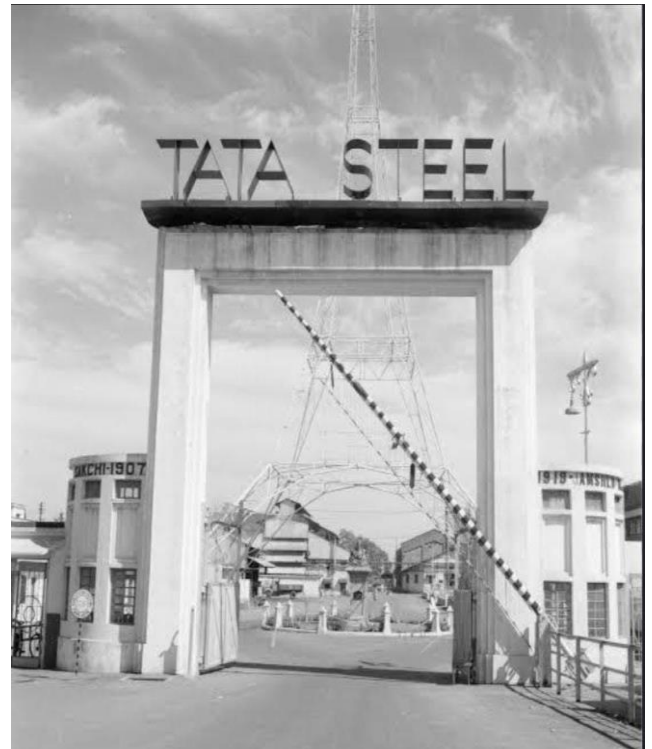
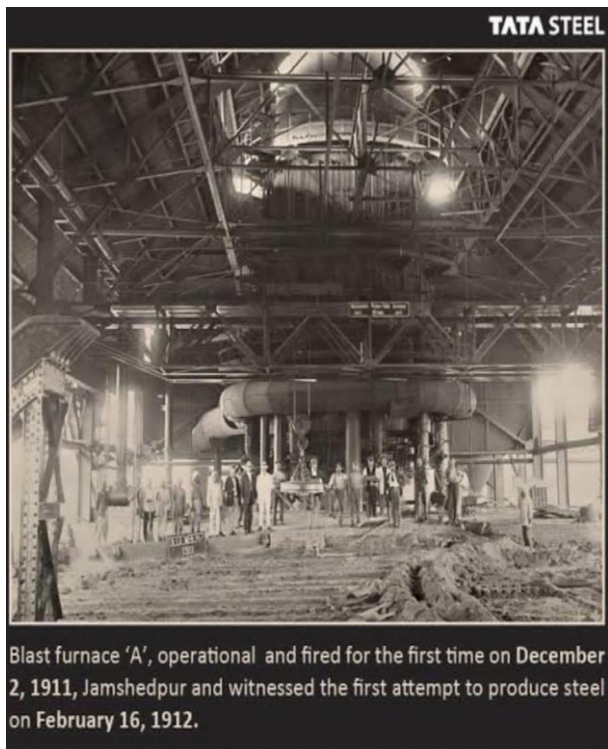
CHAPTER-2

1. ORGANIZATION PROFILE(ABOUT TATA STEEL):-

Tata Steel is one of India's oldest and most respected companies, known not only for making steel but also for helping build modern India. It was founded in the year 1907 by JAMSETJI TATA, one of the greatest industrial visionaries the country has ever seen. His dream was to make India self-reliant by building an Indian-owned steel plant that would support the country's industrial growth. Though he passed away before the plant came to life, his vision was carried forward by his successors. The company was originally named Tata Iron and Steel Company Limited (TISCO), and under this name, it began operation in Jamshedpur in 1912. This was India's first integrated steel plant, where all stages of steel production from mining to finished goods took place in one location.

Over time, TISCO has become a symbol of industrial Strength and integrity. It supported the country during the world wars and played a huge role in building post-independence India. As the company expanded globally and diversified, it officially changed its name to Tata Steel Ltd in 2005, though people still fondly remember the name TISCO. Today, Tata Steel is one of the largest steel producers in the world, with operations not just in India but also in countries like the UK and the Netherlands, especially after the major acquisition of Corus Group in 2007. The company is not just known for its production but also for its commitment to values, ethics, sustainability, and people's welfare. From providing workers housing and schools to hospitals and community development, Tata Steel has always placed people at the Centre of its growth.

The Tata Steel logo is displayed in a large, bold, blue sans-serif font. The word "TATA" is followed by a wide gap, and then the word "STEEL" is written in the same style.



TATA STEEL JAMSHEDPUR IN 1914

During my internship, I was placed at the Tata Steel, Kalinganagar (TSK) plant in Jajpur district, Odisha. This plant is one of Tata Steel's most modern and technically advanced facilities. It was built to increase the company's production capacity and to make high-strength steel for India's growing infrastructure needs. The foundation stone for this plant was established in 2004, and it began operation in 2016. From what I observed during my visit, TSK is a plant that truly reflects Tata Steel's commitment to safety, innovation, and inclusive development.

TSK has 2 main departments – Engineering and Operations

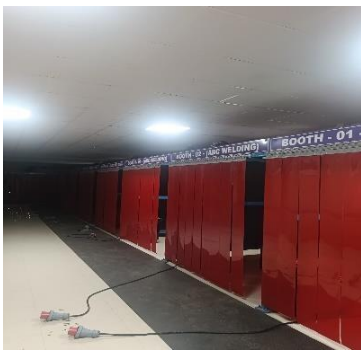
- Engineering/Projects Department – This is the department I was assigned to. It handles the planning, design, and maintenance of technical systems or infrastructures
- Operations departments – This department is responsible for the day-to-day running of the plant. It includes production, maintenance, and other core activities.

Tata Steel also has 2 main categories of employees – White-collar employees & Blue-collar workers.

- White-collar Employees – It included HR managers, finance officers, engineers, and staff who work in offices and are involved in planning, supervision, and management.
- Blue-collar Workers – These include technical workers, machine operators, electricians, and helpers. Most of these are contractual employees hired through third-party contractors.

I also learned about the classification of workers. At the Kalinganagar plant, workers are broadly grouped into:

- Non-workers: - It includes helpers, housekeeping staff, canteen workers, gate attendants.
- Civil workers: - It includes construction, structural, maintenance, and civil infrastructure tasks. These can be skilled, semi-skilled, depending on their job.
- Mechanical workers: - It involved in operating, maintaining, installing, and repairing mechanical systems, machines, tools, and equipment inside the plant. I visited the mechanical training centre and took these photos –
- Electrical workers: - It is the people who deal with all the electrical systems inside the plant, from wiring and lighting to motors and control panels. I also visited the electrical training center, and here are the photos –



Another important place I visited was the Labor colony, known as the Kalinga Awaaz complex, where many contract workers stay. This colony has basic living facilities, a canteen, and medical services. It's managed to ensure workers live in decent conditions and feel respected.

During my internship at Tata Steel, I got the chance to explore the topic of Employee Relation & Data Analysis. While my department is project management, I learned how closely people-related matters impact the success of projects. Behind every machine, tool or structure. There are people – workers, staff, contractors, and how they feel, work, and engage with the organization really matters. My work mainly involved interacting with laborers on a daily basis, understanding their issues, and supporting them in resolving problems.

In big companies like Tata Steel, managing people isn't about assigning task. It's about

making sure they feel heard, respected and supported. That's what Employee Relations is all about-building a healthy connection between the organization and the people working in it.

At the same time, I also learned how important data is in all of this instead of just guessing what employees are thinking or feeling, HR and project managers now collect real data. Through surveys, feedback and records and analyze it. This helps company make better decisions

OVERVIEW OF COMPANY

Project Overview & Expansion:

Tata Steel Kalinganagar, a greenfield integrated steel plant in Jajpur, Odisha, was commissioned in 2015 with an initial capacity of 3 MTPA on 3,000 acres. In September 2024, Tata Steel inaugurated India's largest blast furnace (5,870 m³) as part of a ₹27,000 crore Phase II expansion that boosts capacity to 8 MTPA— making Odisha Tata Steel's largest investment hub with over ₹100,000 crore invested in the region to date.

Technological & Environmental Innovation:

The plant showcases cutting-edge steelmaking technology: it's the first in India to use four top-combustion stoves, two preheating stoves, a dry gas-cleaning system, the world's largest 35 MW Top Gas Recovery Turbine, and evaporative cooling systems, enabling ~20% lower water and power consumption. A zero- process water discharge system with rainwater harvesting further underlines its eco-friendly design.

Sustainability & Recognition:

Tata Steel Kalinganagar is a sustainability pioneer: it earned Responsible Steel™ certification in February 2024 and is India's first steel plant in the World Economic Forum's Global Lighthouse Network. With closed-loop water systems, reduced freshwater use, and energy recovery capabilities, it advances Tata Steel's broader ambition of reaching Net-Zero by 2045.

Economic & Social Impact:

The facility employs over 5,000 people directly and sustains around 20,000 more in ancillary sectors.

FINANCIAL PERFORMANCE OF TATA STEEL:-

Tata Steel reported strong financial results in recent years despite global economic challenges. For the financial year 2023–24, the company recorded a consolidated revenue of ₹2,18,543 crore and an EBITDA of ₹25,802 crore, with an EBITDA margin of approximately 12%. The company's performance reflects its operational efficiency, cost control measures, and sustained domestic demand. Tata Steel Kalinganagar, being a major production hub, significantly contributes to the company's overall revenue and capacity growth.

Consolidated Revenue: ₹2,29,171 crore (down from ₹2,43,353 crore in fy23).

Consolidated EBITDA: ₹23,402 crore (versus ₹32,698 crore in fy23).

Operating Profit (EBITDA margin): approx. 10.2% (compared to ~13% in fy23).

Net Profit (PAT FY23): ₹8,075 crore.

Total Assets: Around ₹2.7 trillion (₹2,685.6 billion) for FY24.

PRODUCTS MANUFACTURED AT TATA STEEL, KALINGANAGAR:-

Tata Steel's Kalinganagar plant in Odisha, India, is a state-of-the-art integrated steel facility focused on producing high-end flat steel products and other specialized steel grades. The plant caters to industries such as automotive, infrastructure, oil and gas, power, shipbuilding, defense, engineering, and lifting and excavation. Below is a detailed list of products manufactured at the Tata Steel Kalinganagar plant, based on available information: Key Products Manufactured at Tata Steel Kalinganagar:

Flat Steel Products:

Hot Rolled Coils (HRC): These are high-quality flat steel products used in various applications, including automotive, infrastructure, and general engineering. The plant's Hot Strip Mill produces these coils, with exports of around 3,000 tonnes flagged off in 2016.

Cold Rolled Coils and Sheets: The Cold Rolling Mill complex, with a capacity of 2.2 million tonnes per annum (MTPA), produces cold-rolled galvanized and annealed products for automotive, general engineering, and high-end quality markets.

Galvanized Steel (Tata Steelium and Galvano): These coated steel products are corrosion-resistant and used in construction, appliances, and automotive industries.

High-Tensile Steel: Produced at the TSDPL (Tata Steel Downstream Processing Limited) facility within Kalinganagar, this steel caters to the pre-engineered building (PEB), lifting and excavation (L&E), and automotive segments. It includes steel with a maximum ultimate tensile strength (UTS) of 1100 MPa, processed through advanced cut-to-length and slitting lines for precise flatness.

Specialized Steel Grades:

Advanced High-Strength Steels (AHSS): In May 2025, Tata Steel expanded its Kalinganagar facility to produce advanced high-strength steels for automotive, infrastructure, and defense applications. These are designed for high durability and lightweight properties.

Specialized Disc Rim Steel: Developed for the automotive industry, particularly for wheel rims, with trials conducted with Tata Motors and discussions with other OEMs like Maruti Suzuki. Commercialization was expected within six months from June 2019.

Steel for Oil & Gas and Lifting & Excavation: The plant produces specialized grades for these sectors, enhancing its portfolio for high-end applications.

Value-Added Products:

Tata Structura (Steel Tubes): Hollow steel sections used in construction and infrastructure projects for structural applications.

Tata Astrum (Hot Rolled Steel): High-strength hot-rolled steel used in fabrication and general engineering.

Tata Astrum Super: A premium variant of hot-rolled steel tailored for fabrication purposes.

By-Products and Industrial Materials:

Blast Furnace (BF) Slag and Ground Granulated Blast Furnace Slag (GGBS): Used in cement production and construction as sustainable alternatives.

Tata Ferroschots: Granulated pig iron used as a raw material in steelmaking and foundries.

LD Slag: Utilized in roadmaking, often combined with plastic waste for sustainable applications.

Products Under Development:

In 2019, Tata Steel announced plans to develop 40 new product grades at Kalinganagar, primarily for automotive and oil & gas industries. These include specialized steel grades to meet stringent industry requirements, with some already in trial phases with major OEM

HUMAN RESOURCES POLICY OF TATA STEEL:-

- Tata Steel is an equal opportunity employer.
- Tata Steel recognizes that its people are the primary source of its competitiveness.
- It will pursue management practices designed to enrich the quality of life of its employees, develop their potential, and maximize their productivity.
- It will aim at ensuring transparency, fairness, and equity in all its dealings with its employees.
- Tata Steel strives continuously to foster a climate of openness, mutual trust, and teamwork.
- In the process, Tata Steel shall strive to be the employer of choice by attracting the best available talent and ensuring a cosmopolitan workforce.

MISSION OF TATA STEEL:-

Consistent with the vision and values of the founder Jamsetji Tata, Tata Steel strives to strengthen India's industrial base through the effective utilization of staff and materials. The means envisaged to achieve this are high technology and productivity, consistent with modern management practices. Tata Steel recognizes that while honesty and integrity are the essential ingredients of a strong and stable enterprise, profitability provides the main spark for economic activity. Overall, the company seeks to scale the heights of excellence in all that it does in an atmosphere free from fear, and thereby reaffirms its faith in democratic values.

VISION OF TATA STEEL:-

"Tata Steel aims to be a global leader in steel, driven by innovation, sustainability, and care for people."

"The vision is to grow with integrity, create value for all, and make a positive impact on the world."

"At its heart, Tata Steel envisions a future where business success walks hand-in-hand with social and environmental responsibility."

ACHIEVEMENT: -

India's First Integrated Steel Plant (1907) Tata Steel became India's first private steel company and laid the foundation of industrial growth.

World's Most Ethical Companies (2024) Recognized by Ethisphere for maintaining ethics, integrity, and responsible business.

India's Largest Blast Furnace (2024) Installed at Tata Steel Kalinganagar, showing innovation and expansion in production capacity.

Top Rank in Steel Sustainability Included in Dow Jones Sustainability Indices and other global platforms for environmental and social performance.

Zero Harm Vision in Safety Continues to achieve milestones in workplace safety, aiming for zero accidents.

Global Presence Operates in over 26 countries and supplies steel to major industries like automotive, infrastructure, and construction.

High Employee Satisfaction Regularly ranks among India's best companies to work for, showing strong employee engagement and welfare.

Community Impact Runs numerous programs in health, education, and skill development for local communities.

2. INDUSTRY ANALYSIS: -

The Indian steel industry was valued at USD 127 billion in 2023 and is projected to reach USD 170 billion by 2030, growing at a CAGR of 4.5% during the forecast period. India is the second-largest steel producer globally, and demand is expected to surge due to rapid industrialization, urban infrastructure development, and expansion in sectors such as automobile, construction, and energy.

The Indian Steel Market is fragmented, with the top five companies contributing over 60% market share:

Tata Steel Ltd

JSW Steel Ltd

Steel Authority of India Ltd (SAIL)

Jindal Steel and Power Ltd

ArcelorMittal Nippon Steel India

Segmentation: -

The Indian steel market is segmented based on the type of product and end- use industry:

Long Products: Used mainly in construction and infrastructure (TMT bars, rods, rebars).

Flat Products: Focus of Tata Steel Kalinganagar; includes sheets, coils, and plates used in manufacturing and automotive sectors.

Value-added Steel Products: Galvanized and color-coated products used in appliances, construction, and white goods.

Market Trends: -

Growing Demand: Driven by urban housing, smart city projects, and rising automobile sales.

Government Initiatives: Projects like PM Gati Shakti and National Steel Policy 2017 target a capacity of **300 MTPA** by 2030.

Sustainability Focus: Increased investment in green steel, carbon reduction, and waste recycling.

Digitalization: Use of AI, IoT, and robotics in steel manufacturing, with plants like TSK leading in digital transformation and employee safety integration.

Challenges In The Steel Industry

Raw Material Volatility: Prices of iron ore, coking coal, and other raw materials fluctuate frequently, impacting cost stability.

Global Competition: Cheap steel imports from countries like China put pressure on domestic producers.

Environmental Regulations: Meeting carbon emission targets and sustainability

standards increases operational costs.

Infrastructure Bottlenecks: Limited logistics, transport delays, and power supply issues can hamper production.

Labour and Safety Concerns: Managing a large workforce with a focus on safety, training, and skill development, especially in plants like Tata Steel Kalinganagar, remains a continuous challenge.

GROWTH DRIVERS OF THE INDIAN STEEL INDUSTRY

Infrastructure Development: Initiatives like PM Gati Shakti, smart cities, and highway projects drive steel demand.

Automobile Sector Growth: Increased demand for passenger and commercial vehicles fuels the need for high-quality flat steel.

Government Policies: Policies such as the National Steel Policy 2017 and PLI scheme support domestic manufacturing.

Urbanization and Housing: Rapid urban development and affordable housing schemes push demand for construction-grade steel.

Technology Adoption: Automation, digital manufacturing, and use of AI in plants like TSK improve productivity and safety.

CHAPTER- 3

COMPETITORS ANALYSIS:-

The Indian steel industry is highly competitive, with several major players contributing significantly to both domestic consumption and exports. Tata Steel, a leader in the sector, faces competition from both public and private entities.

Key Competitors:

JSW Steel

Steel Authority of India Limited (SAIL)

Jindal Steel & Power Ltd (JSPL)

ArcelorMittal Nippon Steel India

(AM/NS) Essar Steel (Now AM/NS
India)

Comparative Analysis Table:

Parameter	Tata Steel	JSW Steel	SAIL	AM/NS India	JSPL
Production Capacity (MTPA)	~35+ (Global)	~29.5	~20	~10	~9.6
Integrated Plant	Yes (Jamshedpur, Kalinganagar)	Yes (Vijayanagar, Dolvi)	Yes (Bhilai, Bokaro, Rourkela)	Yes (Hazira)	Yes (Angul, Raigarh)

Parameter	Tata Steel	JSW Steel	SAIL	AM/NS India	JSPL
Product Portfolio	Long, flat, HR/CR, value-added	Flat, HR, CR, coated	Long, flat, rails	Flat products	Long, flat

Market Position	Premium brand, strong R&D	Aggressive pricing, rapid expansion	Public sector dominance	JV with strong global backing	Growing in infra & rail
Strengths	Sustainability, branding, innovation	Capacity expansion	Government support	Global technology & capital	Competitive pricing

SWOT Comparison (Tata Steel vs JSW Steel):

Strengths (Tata Steel)	Strengths (JSW Steel)
High brand value Sustainable practices Diversified products	Fast production growth Economies of scale Strong distribution

Market Positioning:

Tata Steel positions itself as a premium quality, sustainability-driven, and innovation-led company, targeting automotive, infrastructure, and industrial sectors. JSW focuses on cost efficiency and market expansion, while SAIL relies on its public sector network and infrastructure.

Strategic Insights:

- Tata Steel's emphasis on green steel, digital transformation, and value-added products gives it a long-term edge.
- JSW's capacity-driven approach helps in mass production and cost efficiency.
- AM/NS leverages global technology and capital to challenge both.

CHAPTER- 4

CUSTOMER ANALYSIS:-

Customer analysis is essential to understanding market needs and aligning product offerings accordingly. Tata Steel Kalinganagar (TSK), with its modern infrastructure and advanced technologies, caters to a wide spectrum of industries.

Types of Customers:

Tata Steel serves B2B (business-to-business) customers across diverse sectors.

Major customer segments include:

- Automotive Manufacturers
e.g., Tata Motors, Maruti Suzuki, Hyundai
- Infrastructure & Construction Firms
Bridges, roads, real estate, smart cities
- Engineering & Capital Goods
Machinery, equipment manufacturers
- Oil & Gas Sector
Pipelines and offshore structures
- Consumer Durables
ACs, washing machines, refrigerators
- Export Markets
Southeast Asia, Europe, and Middle East

Products Demanded by Customers from TSK

The Kalinganagar plant focuses on high-end flat steel products. Major demands include:

Product Type	Industries Served
Hot Rolled Coils & Sheets	Automotive, Construction
Cold Rolled Steel	Consumer Durables, Automobiles

Galvanized Products	Infrastructure, Electrical
HR Plates	Shipbuilding, Construction
Slabs	Re-rollers, Export
HR Skin Pass	Precision fabrication

Customer Preferences and Trends: -

- **Quality & Strength:** Customers seek consistent tensile strength and durability.
- **Surface Finish:** Critical in automotive and appliance sectors.
- **On-time Delivery:** Timely logistics and supply chain efficiency is a major factor.
- **Sustainability:** Growing demand for green steel and low-carbon solutions.

Customer Satisfaction Initiatives: -

Tata Steel has taken several steps to improve customer satisfaction:

- Customer Relationship Management (CRM) Systems
- Digital Service Platforms (e.g., Aashiyana for homebuilders)
- Technical Support & Customization
- GreenPro-certified products
- 24/7 supply chain visibility tools

Challenges in Customer Management: -

- Delays due to logistics or weather (especially monsoon disruptions)
- Global price volatility affecting client orders
- High customization demands for small-volume customers.

CHAPTER- 5

ACTUAL WORK DONE: -

During my internship at Tata Steel Limited, Kalinganagar, under the Human Resource Department – Project Management, I was assigned to work on the topic “Contract Labour Management Issues And Challenges”. The actual work done throughout the internship was both field-based and data-driven, providing me with holistic exposure to real-time HR practices, especially concerning contract workers. The detailed work I undertook is as follows:

Site Visits and Ground-Level Observations:

One of the most insightful parts of my internship was the field visit to the **Kalinga Awaaz Complex** — a labour colony that houses thousands of contract workers. These visits helped me understand the living conditions, hygiene facilities, and welfare provisions offered to the workers. I closely observed their lifestyle, sanitation, food supply, and housing arrangements. Additionally, I visited the **Skill Development and Training Centre**, where workers undergo mandatory training before being deployed to work. These trainings are essential for safety, skill standardization, and quality assurance. I observed various training modules, especially for **civil, mechanical, and electrical workers**, and recorded how workers were assessed, graded, and categorized as either pass or fail.

Data Collection and Worker Categorization:

I collected and organized data related to the following categories of workers:

- **Non-skilled workers**
- **Civil workers**
- **Mechanical workers**
- **Electrical workers**

I prepared detailed **Excel spreadsheets** to maintain information such as: Worker name and ID and Skill type. This helped in identifying the skill gap among different types of workers and assessing the overall success rate of the training program.

Interaction with Contract Workers:

To gain first-hand insights, I conducted **informal interviews and discussions** with several contract workers during my site visits. These conversations focused on their work experience, satisfaction levels, challenges faced, and expectations from the company.

Key issues raised by workers included:

- **Delayed wage payments** by sub-contractors
- Lack of drinking water and rest facilities
- **Communication gaps** between workers and site managers
- Interest in **upskilling programs** to secure better roles

These interactions helped me understand the **emotional and psychological** aspect of employee relations beyond just data.

DATA ANALYSIS AND INTERPRETATION:

Back at the office, I analyzed the training and worker data I had collected. I performed a **quantitative analysis** using Excel tools such as pivot tables, filters, charts, and conditional formatting. I categorized the workers based on their skill performance and looked for patterns related to training outcomes.

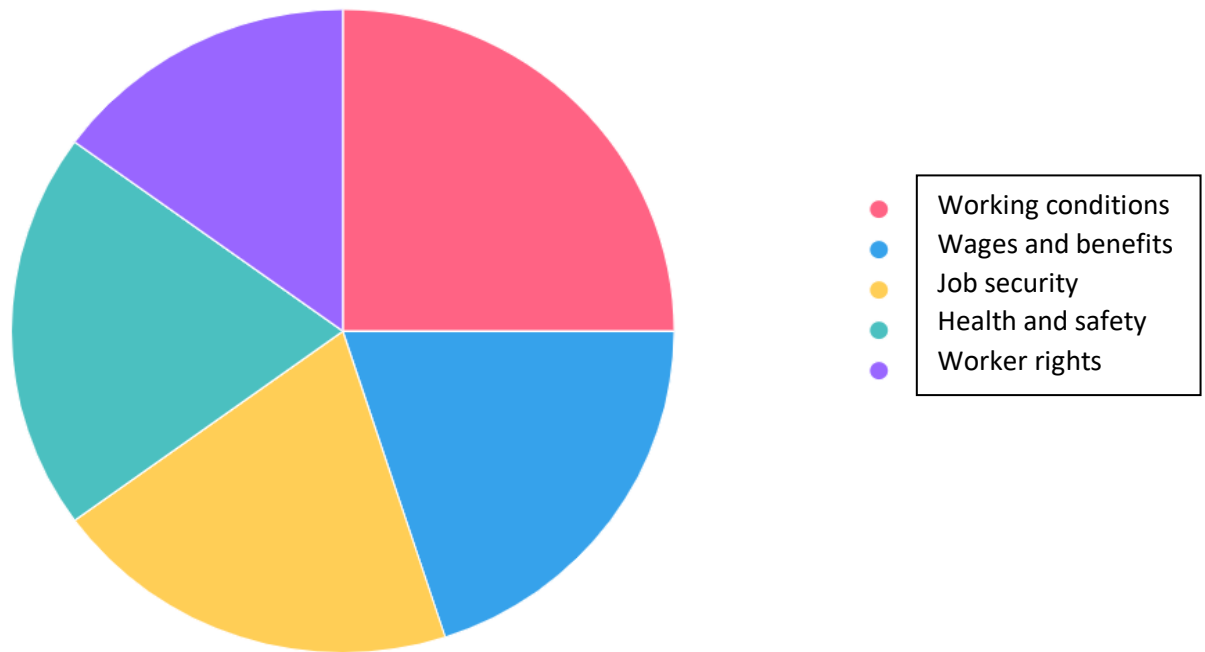
Administrative and Documentation Work:

I also assisted the HR team in:

Updating worker training and attendance records

- Preparing **compliance reports** for contractor performance
- Organizing documents related to **labour law adherence**
- Supporting HR executives during worker briefings and awareness sessions

This administrative exposure gave me a good understanding of how HR policies are **implemented practically** and how documentation plays a crucial role in legal and compliance processes.



1. Working Conditions (25%)

For Workers/Laborers:

- How many hours do you work daily, and do you get adequate breaks during your shift?
- Are the facilities (e.g., restrooms, drinking water, rest areas) sufficient and well-maintained?
- Do you face challenges with transportation to and from the work site?
- How do supervisors treat you? Do you feel respected in your workplace?

For Employers:

- What steps does Tata Steel take to ensure comfortable working conditions for contract laborers?
- How do you address complaints about inadequate facilities or excessive work hours?
- Are there regular inspections to ensure the workplace environment meets labor standards?

For Employees (Permanent Staff):

- How do the working conditions of contract laborers compare to those of permanent employees?
- Have you observed any specific challenges contract workers face in their daily tasks?
- Are there initiatives to integrate contract laborers into the workplace culture?

2. Wages and Benefits (20%)

For Workers/Laborers:

- Are you satisfied with your wages, and are they paid on time every month?
- Do you receive benefits like overtime pay, bonuses, or insurance? If not, what benefits do you wish to have?
- Are there deductions from your wages that you find unfair or unclear?

For Employers:

- How is the wage structure for contract laborers determined, and is it aligned with industry standards?
- What benefits (e.g., health insurance, provident fund) are provided to contract workers?
- How do you ensure compliance with minimum wage laws for contract labor?

For Employees (Permanent Staff):

- Are you aware of any wage disparities between permanent employees and contract laborers for similar work?
- Do contract laborers ever raise concerns about delayed or insufficient payments?
- How does the company communicate wage policies to contract workers?

3. Job Security (20%)

For Workers/Laborers:

- Do you feel secure in your job, or are you worried about contract termination?
- How often are contracts renewed, and is the process transparent?
- Have you faced situations where your contract was not renewed unexpectedly?

For Employers:

- What is the typical duration of contracts for laborers, and how is renewal decided?
- How does Tata Steel balance the use of contract labor versus permanent employees?
- Are there plans to convert long-term contract workers into permanent employees?

For Employees (Permanent Staff):

- Do you notice differences in job security between permanent staff and contract laborers?

- Have you heard contract workers express concerns about job instability?
- Are there company policies to support contract workers during project slowdowns?

4. Health and Safety (20%)

For Workers/Laborers:

- Are you provided with proper safety equipment (e.g., helmets, gloves, boots) for your tasks?
- Have you ever experienced or witnessed workplace accidents? If so, how were they handled?
- Do you receive regular safety training, and is it conducted in a language you understand?

For Employers:

- What safety protocols are in place specifically for contract laborers at Kalinganagar?
- How does Tata Steel ensure compliance with occupational health and safety regulations?
- Are there regular audits or training programs to improve workplace safety for contract workers?

For Employees (Permanent Staff):

- Do contract laborers receive the same safety training and equipment as permanent staff?
- Have you observed any safety violations affecting contract workers?
- How does the company respond to health and safety concerns raised by contract laborers?

5. Worker Rights (15%)

For Workers/Laborers:

- Are you aware of your labour rights, such as the right to form unions or file grievances?
- Have you ever faced unfair treatment or discrimination? If so, did you report it, and what happened?
- Do you have access to a mechanism to voice complaints without fear of retaliation?

For Employers:

- How does Tata Steel educate contract labourers about their rights under Indian labour laws?
- What grievance redressal mechanisms are available for contract workers?
- Are contract labourers allowed to participate in unions or collective bargaining?

For Employees (Permanent Staff):

- Are contract labourers treated equally in terms of workplace rights compared to permanent staff?
- Have you witnessed or heard about contract workers facing rights violations?
- Does the company have clear policies to protect contract labourers from exploitation?

KEY FINDINGS:-

Based on the activities undertaken, data collected, site visits, and interactions with contract workers, the following key findings emerged during my internship at Tata Steel Kalinganagar:.

1. Strong Training Infrastructure but Skill Gaps Persist:

- The training centre is well-equipped and systematic in evaluating contract workers.
- However, a notable percentage (around 22%) of workers failed the training due to **low educational background, lack of basic technical skills, or poor**

attendance.

- **Non-skilled workers** required more guidance and practical demonstrations.

2. Mechanical Workers Show Higher Pass Rates:

- Among all worker categories, **mechanical workers** had the **highest training success rate**, possibly due to prior experience or better technical aptitude.
- **Non-skilled and civil workers** had relatively lower scores, highlighting the need for **targeted training support**.

3. Worker Grievances Are Consistent Across Sites:

- Common issues raised by workers included:
 - **Delayed wage payments** from sub-contractors
 - **Inadequate sanitation and drinking water** in colonies
 - Lack of clarity on **overtime pay** and **rest breaks**
- Workers expressed a need for a **stronger grievance redressal system** that is fast and confidential.

4. Positive Attitude Toward Upskilling:

- Many contract workers, especially younger ones, showed **interest in upskilling**, certification, and permanent employment.
- This shows a **growth mindset** and offers Tata Steel an opportunity to invest in **skill development** for long-term workforce retention.

5. Need for Digitalization of Worker Data:

- Although Excel and physical records are maintained properly, a **centralized digital dashboard** for training, attendance, and grievance status can:
 - Improve tracking,
 - Reduce manual errors,
 - Enhance decision-making.

6. Strong HR Practices but Scope for Improvement:

- Tata Steel's focus on safety, training, and worker welfare is clearly

visible.

- However, there is room to **improve communication** between contractor staff and HR for better execution of HR policies at the grassroots level.

CHAPTER- 6

CONCLUSION: -

The internship at Tata Steel Kalinganagar has been an enriching and insightful experience. Working in the Project Management and HR department, particularly on contract labour issues and challenges, gave me practical exposure to industrial operations, labor management, and workforce behavior.

Key takeaways from this internship include:

- Understanding the training and evaluation process of workers (civil, mechanical, electrical, and non-workers).
- Observing how labour colonies are maintained and how workers' well-being is prioritized through housing and training facilities.
- Gaining insights into the importance of data analysis in employee performance tracking and contract labor management.
- Realizing the challenges faced in managing a large, diverse workforce in a highly industrialized environment.

This internship has bridged the gap between academic learning and real-world corporate practices, helping me grow both professionally and personally.

SUGGESTIONS:-

Based on my observations and learnings during the internship, here are a few suggestions for improvement:

- **Enhance Safety Standards:** Mandate role-specific safety training in local languages (Odia, Hindi) with simulations, enforce contractor-provided PPE, and reward safe practices with incentives like bonuses.
- **Ensure Fair Wages:** Implement digital payment systems with transparent payslips, set up a grievance cell for wage issues, and audit contractor payrolls for compliance with minimum wage laws.
- **Promote Skill Development:** Launch a “Tata Steel Skill Academy” for contract workers with certifications in welding or machine operation, prioritizing high-performers for permanent roles

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