

A PROJECT REPORT ON  
“HUMAN RESOURCES MANAGEMENT AT TATA MOTORS COMPANY”

A Project Submitted to  
University of Mumbai for Partial Completion of the Degree of Bachelor in Commerce  
(Accounting and finance) Under the Faculty of Commerce

By

**‘KAILASHPURI SHIVPURI GOSWAMI’**

T.Y.B.A.F (SEMESTER – VI)

PRN NO.:2021016401608615

Under the Guidance of

**‘ASST. PROF. DR. KISHOR CHAUHAN’**

**JNAN VIKAS MANDAL’S**  
**Mohanlal Raichand Mehta College of Commerce**

**Diwali Maa College of Science**

**Amritlal Raichand Mehta College of Arts**

**Dr. R.T. Doshi College of Computer Science**

**NAAC Re-Accredited Grade 'A+' (CGPA : 3.31) (3rd Cycle)**

**Sector-19, Airoli, Navi Mumbai, Maharashtra 400708**



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**Sector-19, Airoli, Navi Mumbai, Maharashtra 400708**

## **CERTIFICATE**

This is to certify that **MR. 'KAILASHPURI SHIVPURI GOSWAMI'** has worked and duly completed his Project work for the degree of Bachelor in Commerce(Accounting and Finance) under the Faculty of Commerce in the subject of **ACCOUNTING AND FINANCE** and his project is entitled, "**HUMAN RESOURCES MANAGEMENT AT TATA MOTORS COMPANY**".Under my supervision.

I further certify that the entire work has been done by the learner under my guidance and that no part of it has been submitted previously for any Degree or Diploma of any University.

It is his own work and fact reported by her personal finding and investigations.

Guiding Teacher,  
**ASST. PROF. DR. KISHOR CHAUHAN.**

**Date of submission:**

## **DECLARATION**

I the undersigned **MR. KAILASHPURI SHIVPURI GOSWAMI** here by, declare that the work embodied in this project work titled “**HUMAN RESOURCES MANAGEMENT AT TATA MOTORS COMPANY**”, forms my own contribution to the research work carried out by me under the guidance of **ASST. PROF. DR. KISHOR CHAUHAN** is a result of my own research work and has been previously submitted to any other University for any other Degree/ Diploma to this or any other University.

Wherever reference has been made to previous works of others, it has been clearly indicated as such and included in the bibliography.

I, here by further declare that all information of this document has been obtained and presented in accordance with academic rules and ethical conduct.

(name)

Certified by:

**ASST. PROF. DR. KISHOR CHAUHAN.**

## **ACKNOWLEDGEMENT**

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# Chapter 1: Introduction to Human Resources Management



## 1.1. Meaning:

Human Resource Management is the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and healthy measures in compliance with labour laws of the land and finally following the Orders / Judgements of the concern High Court and Supreme Court, if any.

## 1.2. Definition:

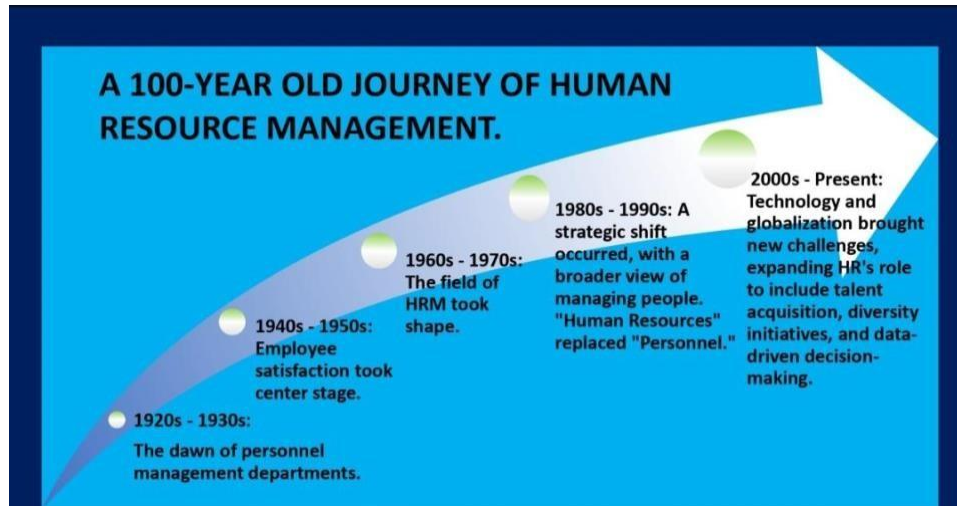
According to Edwin B. Flippo, "Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished."

The Indian Institute of Personnel Management defines HRM as, "Human resource management is a responsibility of all those who manage people as well as being a description of the work of those who are employed as specialists. It is that part of management which is concerned with people at work and with their relationships within an enterprise. It applies not only to industry and commerce but to all fields of employment."

According to Tead and Metcaff, "Human resource management is the planning, supervision, direction and co-ordination of those activities of an organization which contribute to realising the definite purpose of that organization, with an animating spirit of co-operation and with a proper regard for the well-being of all the members of the organization."

Milkovich and Boudreau view HRM as, “A series of integrated decisions that form the employment relationship; their quality contributes to the ability of the organizations and the employees to achieve their objective.”

### **1.3. Evolution of HRM:**



#### 100-YEAR-OLD JOURNEY OF HUMAN RESOURCE MANAGEMENT.

In today's fast-paced corporate landscape, the Human Resource department stands as a cornerstone of organizational success. Have you ever wondered about the roots of this pivotal function? Let's embark on a journey through time to explore the evolution of HR practices, from its nascent stages to its current strategic prowess.

The concept of a dedicated department to manage human resources within organizations emerged in the early 20<sup>th</sup> century, but the roots of HR practices can be traced back even further. Here is a brief overview of the evolution of the human resource department:

#### Early Beginnings: The Birth of Personnel Management

In the early 20<sup>th</sup> century, the industrial revolution brought about unprecedented changes in the workforce landscape. With burgeoning industries, there arose a need for structured systems to manage the influx of workers. This gave rise to the concept of the personnel management department.

During the early 20<sup>th</sup> century with the advent of technology and globalization, personnel departments faced new challenges and opportunities. Personnel department professionals had to adapt to a rapidly changing landscape, incorporating data analytics, international employment laws, and cross-cultural management into their skill sets. The early 20<sup>th</sup> century saw the rise of large-scale industrialization, which led to the need for more structured approaches to managing the workforce. This period also saw the emergence of labor unions and increased attention to labor laws and regulations.

The Rise of Employee Well-being: As the 1920s and 1930s unfolded, organizations began recognizing the significance of employee satisfaction and well-being.

During this time, personnel management departments began to appear in some organizations. These departments were primarily focused on administrative tasks related to hiring, payroll, and compliance with labor laws.

1940s – 1950s: The emphasis on personnel management continued, but with a growing awareness of the importance of employee satisfaction and well-being. This period saw the introduction of concepts like employee morale, motivation, and job satisfaction.

The Transition to Human Resource Management: The 1960s and 1970s marked a crucial turning point in HR history. Influenced by academic theories and management practices, the field of Human Resource Management (HRM) emerged. This shift in terminology from “Personnel” to “Human Resources” reflected a broader, more strategic approach to managing the workforce.

1964, Legal and Social Implications: The enactment of the Civil Rights Act of 1964 in the United States was a watershed moment for HR. This landmark legislation prohibited discrimination based on race, color, religion, sex, or national origin, necessitating increased vigilance and compliance efforts within HR departments.

The Strategic Era: Aligning HR with Organizational Goals: The 1980s and 1990s witnessed a paradigm shift in HRM. HR departments began taking on a more strategic role, aligning human capital with organizational objectives. This era saw the introduction of initiatives like talent acquisition, employee development, succession planning, diversity, and inclusion.

The term “Human Resources” began to replace “Personnel” to reflect a broader, more holistic view of managing people in organizations.

Technology and Globalization: Challenges and Opportunities.

2000s – Present: With the advent of technology and globalization, HR departments have had to adapt to new challenges. The role of HR has expanded to include talent acquisition, employee development, succession planning, diversity and inclusion initiatives, and more. Additionally, the rise of data analytics has allowed HR professionals to make more informed decisions based on workforce metrics.

In retrospect, the journey of the HR department reflects a deep-seated recognition of the pivotal role that effective people management plays in the success of any organization. From its humble beginnings as a personnel management function to its current status as a strategic partner, the HR department remains a cornerstone of organizational excellence.

Overall, the establishment and evolution of the human resource department reflect a growing recognition of the importance of effectively managing an organization's most valuable asset—its people.

#### **1.4. Features of HRM:**



Here are some of the most important characteristics of HRM that you must know:

##### **People Oriented:**

This is one of the most obvious features of HRM. As the term implies, humans are what HRM comprises and hence people must be the center of any HR management policy. In brief, HRM is the process of aligning people and organizational efforts so that the goals of both the parties are accomplished.

##### **Individual Oriented:**

For smooth human resource management, it is important to take out time to meet individual employees and get feedback. The ability to develop genuine relationships with people is crucial for any HR.

##### **Future Oriented:**

Whether it is meeting new trends or changes in the work environment, the HR department plays a pivotal role in developing future goals and objectives of the company.

##### **Decision Oriented:**

HR relies on market facts and data as well as internal feedback to provide accurate and helpful information. These facts greatly influence the decision-making process, and in many cases, help them analyze potential outcomes.

#### Development Oriented:

The role of HRM team is to ensure the development of employees in an organization. The other part of their job also involves supporting company goals. For this, they must keep up with the pace of business growth and prepare strategies accordingly.

#### Employee Oriented:

One of the vital characteristics of HRM is to make the lives of employees at work simpler. HR professionals should be able to create a happy workplace environment where employees actually feel like coming in and putting in their best effort.

#### Action Oriented:

The role of HRM team is not all about written regulations. They must constantly check on how employees are doing and take immediate action to solve their problems, if any, that may arise at the workplace.

## 1.5. Functions Of HRM:



### 1. Talent Recruitment:

One of the most significant responsibilities of HRM is talent hiring, which entails discovering and choosing eligible applicants for employment roles. Creating job descriptions, advertising job opportunities, sourcing people, assessing resumes, conducting interviews, and selecting candidates are all part of the process. HR managers must guarantee that the recruitment process is efficient and successful, and that the best candidates for the job are attracted and hired.

### 2. Onboarding:

The process of welcoming and integrating new employees into the organization is known as onboarding. Completing new hire paperwork, delivering orientation, introducing the new employee to the company, and defining expectations are all part of the process. HR managers must ensure that new workers feel welcomed and supported during the onboarding process.

### 3. Training Management:

The HRM training management function is critical for increasing employees' skills and knowledge, which can lead to improved performance. HR managers are responsible for identifying training needs, designing and developing training programs, and delivering training sessions. Human resource managers must ensure that training programs are successful and suit the needs of employees and the organization.

### 4. Performance Appraisal:

Performance appraisal is the process of reviewing and delivering feedback to employees. Setting performance goals, holding performance reviews, and generating performance improvement strategies are all part of the process. Human resource managers must ensure that the performance appraisal process is fair, effective, and connected with the goals of the firm.

#### 5. Workforce Engagement:

The HRM task of managing relationships between workers and companies is known as “workforce engagement.” Employee participation must be encouraged, employee concerns must be addressed, and management and employee communication must be facilitated. Managers of human resources must make sure that there is a supportive and appreciated company culture.

#### 6. Payroll Management:

Payroll management is the part of HRM responsible for overseeing the salaries and benefits of employees. Payroll laws and regulations must be followed, and HR managers must make sure the payroll process is accurate, effective, and compliant. Managers of human resources must also make sure that workers are paid fairly and provided enough benefits.

#### 7. Compliance Management:

The role of HRM that ensures that the organization complies with labor laws, rules, and policies is known as compliance management. HR managers are responsible for ensuring that the organization has accurate records, monitors compliance, and addresses compliance issues.

#### 8. Succession Planning:

The function of human resource management that involves identifying and developing possible candidates for leadership roles within the organization is known as succession planning. HR managers must build career development plans, provide training and coaching, and assess employees’ suitability for leadership positions. Succession planning contributes to the organization’s robust leadership pipeline.

#### 9. Diversity and Inclusion:

Diversity and inclusion is a function of human resource management that entails promoting a varied and inclusive workplace culture. Employee resource groups and diversity training programs are examples of policies and programs that HR managers must develop and implement to encourage diversity and inclusion. Human resource managers must ensure that the workplace culture is friendly and that employees feel appreciated and included.

#### 10. Employee Wellbeing:

Employee wellness is an HRM function that promotes employee health and well-being. HR managers must develop wellness programs, provide mental and physical health services, and handle workplace safety problems. Employee wellness programs can aid in the improvement of employee health, the reduction of absenteeism, and the growth of productivity.

## 11. Exit Management:

Exit management is the function of human resource management that deals with the departure of personnel from a company. HR managers are responsible for conducting exit interviews, managing the offboarding process, and ensuring legal and ethical compliance. Exit management is beneficial

## 1.6. Importance of HRM:



### IMPORTANCE OF HUMAN RESOURCE MANAGEMENT

#### 1. Quality of work-life:

Quality of work refers to the overall quality or productivity of employees at their workplace. It tells about the employee's impression of the physical and psychological productivity of employees at the workplace.

The HR manager makes conscious efforts to maintain the quality of work at the workplace as it is directly related to employee productivity. This can be done by reducing the work-life stress and workload, providing rewards and recognition as well as any other financial benefits if possible.

#### 2. Meeting demand and supply gap for human resources:

Besides maintaining the physical resources in an organization, an HR manager ensures that appropriate human resources in an organization. They are responsible for finding the right fit for the organization to ensure high performance and productivity. This can be done through campus placements and other recruitment drives whenever needed. Also, unproductive employees can be laid off from the organization.



### 3. Training and overall development:

Training and development are the continued efforts of any organization to boost employee productivity and performance. Spending money on training and development is an investment for an organization that will generate good future returns. This investment not only benefits employees but is also a major benefit for organizations in improving productivity scale.

Training can be provided to new employees in the organization as well as to old employees to boost their productivity. These training sessions teach decision-making skills, leadership skills, building thought processes etc.

### 4. Employee motivation and retention:

The major task of Human resource management is to build a sense of belongingness in employees. It is essential to motivate each employee so that they can work to their full potential. This can be done with the help of employee recognition programs.

An employee getting recognition gets a purpose for their job, therefore motivating them to do better next time. Another method is to provide them with regular monetary benefits such as meal coupons and gift cards.

### 5. Building a healthy work culture:

Healthy work culture plays an important part in any organization. The workplace should be safe, comfortable and valued for employees. It is needed to bring the best out of employees.

HR makes sure that the work culture is democratic and transparent. Employees should be provided with the power to present their ideas and point in the organization. This culture is found to be best for employees as well as organizations. The more happy the employees are, the more will be their productivity.

### 6. Employee wages and salaries:

Appropriate compensation is necessary for employees so that they can feel the job's worth. Compensation may be in the form of wages, additional benefits and perks or travel packages etc.

### 7. Maximizing profit and productivity:

Human resource management helps to ensure how much personnel are required in which department. It also ensures that enough opportunities should be provided to existing employees of the organization for their growth and career opportunities.

Such employees who work to achieve their personal growth are directly related to the growth of the organization. Thereby minimizing the cost and maximizing productivity.

#### 8. Strategy Management:

Human resource is an important aspect of any organization. HR managers work on and manage all the strategies laid out by top management and industry experts. It also takes part in the corporate decision and strategy making for all the employees in achieving their goals or targets.

#### 9. Establishing corporate image:

Every organization must have a good brand image in the industry. HRM plays an important role in building the brand image of an organization in front of external and internal stakeholders. Moreover, employees would be more willing to work for an organization which possesses a good image in the market.

### 1.7. Role and Responsibility of HRM:



#### 1. Recruiting and hiring:

It is a process of discovering sources of manpower and employing effective measures for attracting that manpower in adequate numbers to facilitate the selection of an efficient working force in an organization.

2. Training and development :

These processes help in enhancing and enabling the capacities of people to build their strengths and confidence in order for them to deliver more effectively.

3. Competency development:

Competency is a cluster of related knowledge, skills, and attitude that affect a major part of one's job. It can be improved by means of training and development.

4. Organization development :

It is an organization-wide effort to increase its effectiveness and viability and move towards growth.

5. Communication:

It is an activity that involves conveying meaningful information. At all times, the HR must convey all relevant information to the employees.

6. Performance management :

It focuses on improving the performance of the organization, employees, and various other services

7. Employee relations:

This is a concept that works towards bettering the relations among the employees, as well as between the employee and the management.

8. Coaching, mentoring, and counselling :

It is a practice of supporting an individual and helping him overcome all his issues in order to perform better.

9. Policy recommendation:

Policy recommendations help to streamline management practices and reduce employee grievances. For example, a manager who is more than 35 years and, who possesses a minimum experience of 7 years, is entitled to receive the benefits stated in the company's administrative manual.

#### 10. Wages, salary, and compensation benefits :

These benefits are provided to the employees to keep them motivated towards their work and the organization.

#### 11. Talent management and employee engagement :

It is a management concept that works towards retaining the talent by engaging the person in a way which would further the organization's interest.

#### 12. Leadership development :

This activity refers to enhancing the quality and efficiency of a leader in an organization.

#### 13. Team building :

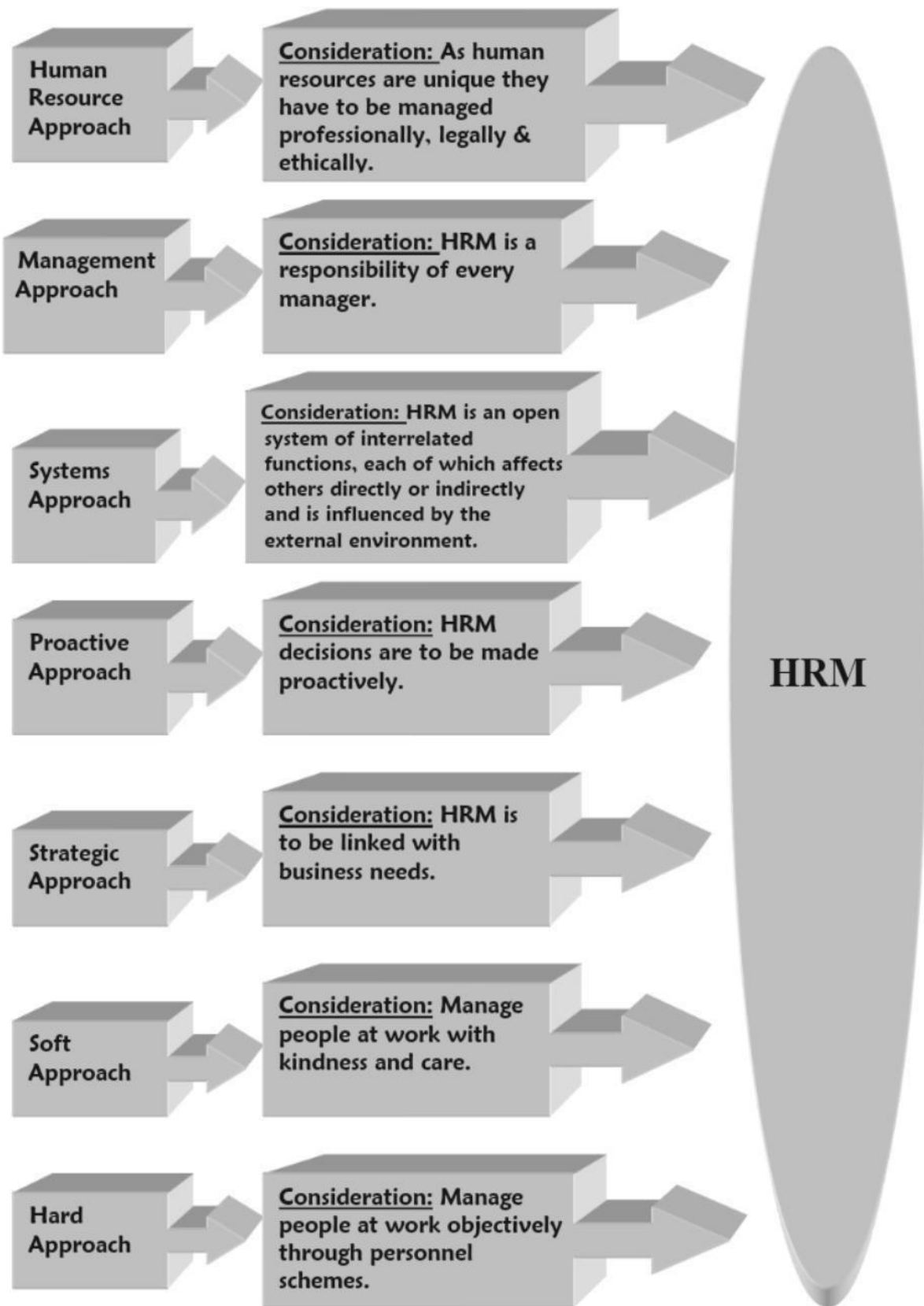
It focuses on bringing out the best in a team to ensure development of an organization, and the ability to work together closely to achieve goals.

#### 14. Networking and partnering :

It is also important to build relations with the external stakeholders, including the customers and suppliers for better business.

## 1.8. Viewpoint of HRM:

Figure 1-5 Seven Viewpoints of HRM



## 1.9. Types of HRM:



### 1. Recruitment & selection:

Recruitment and selection are arguably the most visible elements of HR. We all remember our first interview, right? Recruiting candidates and selecting the best ones to come and work for the company is a key HR responsibility. People are the lifeblood of the organization and finding the best fits is a key task. The request for new hires usually starts when a new job is created or an existing job opens up. The direct manager then sends the job description to HR and HR starts recruiting candidates.

In this process, HR can use different selection instruments to find the best person to do the work. These include interviews, different assessments, reference checks, and other recruitment methods. Sometimes, when there are a lot of candidates, HR may deploy preselection tools. These tools help to separate the wheat from the chaff when it comes to suitable candidates. The successful candidates then continue to the next round, where they are interviewed and receive a more in-depth assessment.

### 2. Performance management:

Once employees are on board, performance management becomes important. Performance management is the second HR basic. It involves helping people to become their best selves at work, boosting the company's bottom line. Usually, employees have a defined set of responsibilities that they need to take care of.

Performance management is a structure that enables employees to get feedback on their performance – to reach their best performance.

Examples are formal one-on-one performance reviews, 360-degree feedback instruments that also take into account the evaluation of peers, clients, and other relations, and more informal feedback. Usually, companies work with an annual performance management cycle, which involves planning, monitoring, reviewing, and rewarding employee performance. The outcome of this process enables the categorization of employees in high vs. low performers and high vs. low potentials. Successful performance management is very much a shared responsibility between HR and management, where usually the direct manager is in the lead and HR supports. Good performance management is crucial.

Employees who are empowered to their full potential, improve the efficiency, sustainability, and profit margin of a business. Employees which consistently underperform may not be a good fit for their role, or the

company culture. These employees may need to be let go. This is also one of the basic responsibilities of HR.

### 3. Learning & development:

People are the product of life experiences, the country and era they grow up in, and a range of cultural influences. Within HR, learning and development ensure that employees adapt to changes in processes, technology, and societal or legal shifts.

Learning and development helps employees to reskill and upskill. Learning & Development (L&D) is led by HR and good policies can be very helpful in advancing the organization toward its long-term goals. One of the HR trends for 2023 is bringing learning into day-to-day work and helping employees develop soft and hard skills that are aligned with organizational goals.

Many organizations have pre-defined budgets for L&D efforts. This budget is then distributed amongst employees, with trainees, future leaders, and other high potentials often receiving more training opportunities than others. Individuals may arrive at a company with vastly different knowledge and experience. L&D provides employees with a way in which to bridge skill gaps and develop into leaders. A well-known framework that connects performance management with L&D activities is the 9-Box grid. Based on people's performance and potential ratings, HR department, together with managers, can advise different development plans.

### 4. Succession planning:

Succession planning is the process of planning contingencies in case of key employees leaving the company. If, for example, a crucial senior manager quits his/her job, having a replacement ready will guarantee continuity and can save the company significant money.

Succession planning is often based on performance ratings and L&D efforts. This results in the creation of a talent pipeline. This is a pool of candidates who are qualified and ready to fill (senior) positions in case of someone leaving. Building and nurturing this pipeline is key to good people management.

### 5. Compensation and benefits:

Another one of the HR basics is compensation and benefits. Fair compensation is key in motivating and retaining employees. One of the fundamentals of human resource management concerning pay is ensuring equity and fairness. Making the right offer of pay is a key part of attracting the best talent. This must be balanced with the budget and profit margins of the company. HR should monitor pay increases, and set standards of merit. HR may also carry out a pay audit on occasion.

Compensation comprises primary compensation and secondary compensation. Primary compensation involves directly paid money for work, which often is a monthly salary and sometimes performance-based pay. Secondary benefits are all non-monetary rewards. This can include extra holidays, flexible working times, day-care, pensions, a company car and laptop, and much more.

The goal here is to reward people in ways that motivate them.

#### 6. Human Resource Information System:

The last two HR basics are not HR practices but tools to do HR better. The first is the Human Resource Information System, or HRIS. An HRIS supports all the cornerstones we discussed above. For example, for recruitment and selection, HR professionals often use an Applicant Tracking System, or ATS, to keep track of applicants and hires. For performance management, a performance management system is used to keep track of individual goals and put in performance ratings. In L&D, a Learning Management System (LMS) is used for the distribution of content internally, and other HR systems are used to keep track of budgets and training approvals.

Compensation specialists often use a payroll system, and there are also digital tools that enable effective succession planning. All these functionalities can often be done in one single system – the HRIS. Sometimes, however, the management of these functionalities is split up into different HR systems. The bottom line here is that there is a significant digital element to working in HR, that's why we need to mention HRIS when talking about the HR basics.

#### 7. HR data and analytics:

The last of the HR fundamentals revolves around data and analytics. In the last half-decade, HR has made a major leap towards becoming more data-driven. The Human Resource Information Systems we just discussed is essentially a data-entry system. The data in these systems can be used to make better and more informed decisions. An easy way to keep track of critical data is through HR metrics or HR KPIs. These are specific measurements that answer how a company is doing on a given measurement. This is referred to as HR reporting.

This reporting focuses on the current and past state of the organization. Using HR analytics, HR can also make predictions. Examples include workforce needs, employee turnover intention, the impact of the (recruitment) candidate experience on customer satisfaction, and many others. By actively measuring and looking at this data, HR can make more data-driven decisions. These decisions are often more objective, which makes it easier to find management support for these decisions.



## 10. Benefits of HRM:

# Benefits of Human Resource Management



We know what features are the most important in a human resource management system, but how can they be beneficial for you and your company? Here are some of the most important advantages of HRM systems.

### 1. Better employee self-service:

Modern HRM systems allow employees to update their basic information without having to engage the HR department. Thus, the HR team has more free time to focus on more important and complex tasks. This is one of the most in-demand features of modern HR software because employees often have detailed questions of general terms and conditions at the workplace. HRM system will provide a database with all the information necessary so that employees can access it whenever they need and you won't have to answer these same questions hundreds of times anymore.

Implementing this solution in your organization will make your employees feel confident and more comfortable, and with raised satisfaction, the results raise adequately.

### 2. Improved employee management:

HRMS helps to reduce day-to-day administrative tasks. It automates some of the processes which enable collecting data in a central database, improve business workflow, and add visibility to that information by introducing charts and graphs.

A wide range of features provided in modern HR software makes up a very efficient tool that gives you control over every aspect of your employees and their lifecycle in the company. For example, you can track employees' work hours and ensure they are properly compensated in case they work overtime. Also, it is possible to keep track of and provide training programs and courses, manage payroll and avoid errors in it.

Another great advantage in employee management with HR software is performance management. You can easily keep track of every worker's scores and check their performance history. Later on, based on collected information, you don't have to worry about feedback because the system will prepare it for you in real-time. Having such deep insight into employees' achievement, you won't need to discuss it so often with them face-to-face and planning professional goals will be more transparent than ever.

With a robust HRM system, you can start managing people even before they become your employees, as it gives you an option to handle hiring and onboarding too. If your organization struggles to achieve simple, quick and efficient onboarding processes, then HR software will make it happen.

### 3. Better employee performance:

It's easier to get good results with clear objectives and feedback. If you and your employees have clear goals set and the necessary training and tools are provided, you will both feel confident in what you are doing. As a result, your team will work more efficiently and achieve further successes, seeing its profits.

Next to that, the HRM system can be a great opportunity to create a shared platform for every employee to access and upload various training, articles, and other materials that they might find helpful in their job. Having it all gathered together; your team will learn new things, share their findings with others and improve their performance quicker than ever.

### 4. Routine tasks automation:

Another great advantage of implementing HR software in your organization is that you could automate several day-to-day tasks just like that. With an appropriate HRM system, you won't have to worry about paperwork, managing employees' benefits, salary, taxes, and other information of this kind. It will all be in the system analyzed and collected automatically.

Moreover, with various features of HR software, you will be able to track your employees working hours, sick, maternity and other kinds of leaves. You can even make it publicly available, so all coworkers can see who is and who isn't available on a particular day.

Feedback can be automated too. The system collects data about each employee's scores, accomplishments, working hours, and more. Then it gets analyzed, and an automatic evaluation appears on your screen for every person hired in the company. Additionally, you could adjust the HR software to send feedback directly to your employees, so you wouldn't have to worry about dozens of extra meetings for evaluation.

### 5. Enhanced data security:

Investing in HRMS will profit you on many levels; one of them is enhanced privacy and data protection. Every employer is responsible for preventing breaches on employees' personal data. An HR management system can help you achieve that and successfully protect sensitive information from being stolen or misused. Hackers won't get so easily to the encrypted system protected with suitable software, and you can be sure that your employees will be thankful for securing their data.

Additionally, HRMS comes with a payroll feature that ensures a more secure way to process the payroll. Password authorization and storing information on internal hardware secure this kind of data.

## 6. Better KPIs monitoring :

A Key Performance Indicator (KPI) is a measurable value that shows how effectively workers or a whole company are achieving their business objectives. Businesses should measure only things that really matter, and an HRMS can automate this process. The most important KPIs to monitor with an HRMS are:

KPIs (Key Performance Indicators) are measurable values that reflect how efficiently employees or the whole organization realise their business goals. Companies should focus only on important things, and HR software can help automate this process. The most relevant KPIs you should concentrate on with an HRMS are duration in the position, employee retention, absenteeism, and time needed to achieve goals.

## 7. Cost-effectiveness:

The Human Resource Management System will allow you to automate time-consuming data entry tasks. This way, you will save the company a lot of money because the automation, in addition to the initial savings, will free your organization from using paper. With the right HR software, all processes will become digital.

Suppose your business is an average company with up to 300 employees. You will need at least one employee to manage your monthly payroll and will do a lot of work at the same time. Instead, you can use a human resource management system. Such a system costs from \$ 1 to \$ 3 per employee per month, which is less than the salary of an HR manager.

Additionally, your company would also need someone to monitor and track attendance and vacation processes for payroll management. HRMS will take this burden off you. Not only will you not have to hire a new employee, but you will also complete all tasks faster thanks to digital technology.

## 8. Effective data tracking and management:

Another valuable benefit of the HRM system is that it ensures that important information always comes first to you. No more out-of-date and inadequate data that hinders decision-making. An HR software collects data and enables you to access it anytime and from any place you want. This base is available at a glance so you can drill into the analytics of the data, which are essential in finding trends and spotting issues in your organization. For example, a state of the art that meets continuous rotation should be adequately cared for to minimize this rotation and improve results.

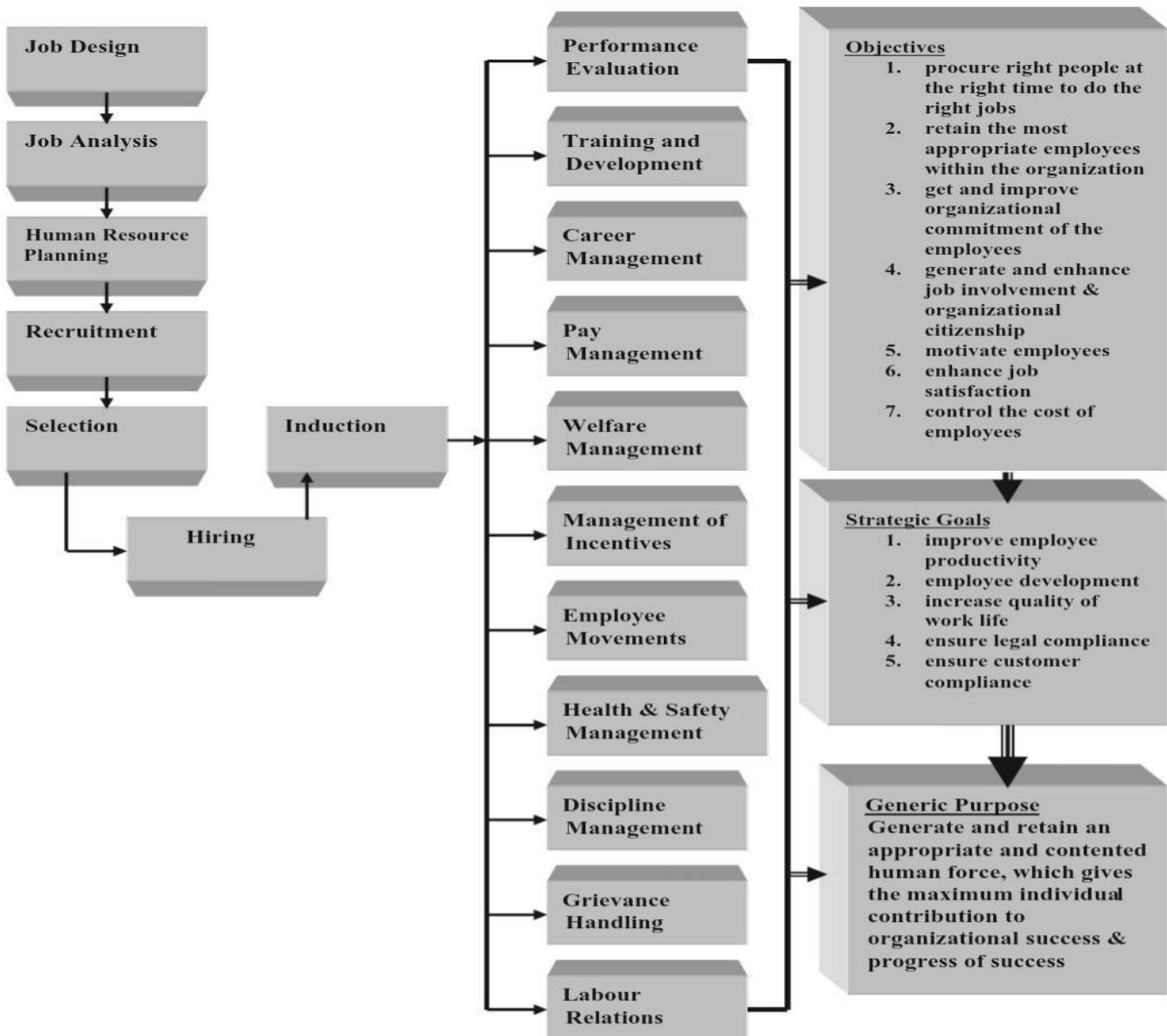
Thanks to the fact that everything is in digital form, you do not have to worry about losing important documents or making a mistake. It's all in your HRMS. Some of the most valuable functions are training records, HR reporting, and audit trails.

## 9. Human error minimization:

Many unnecessary business costs are due to human error. With HR software, you can reduce the possibility of typical mistakes like double entries and gives employees the ability to double-check their work for any possible typos.

### 1.11. Model of HRM:

Figure 1-1 A Model of HRM



## Chapter 2:Company Profile

### 2.1.A View of the Company:



TATA MOTORS LIMITED (TML) a \$42 billion organization, in India largest automobile company and is a leading global manufacturers of cars, utility vehicles, buses, trucks, and defence vehicles. Incorporated in India in the year 1945.

TATA Motors is a part of the over \$ 100 billion Tata Group founded by Jamsetji Tata in 1868. Recognised for its world- class quality, originality, engineering and design excellence, the company is on the path of shaping future of mobility in India. Sustainability and the spirit of ' giving back to society' is our guiding philosophy and good corporate citizenship is strongly embedded in our DNA. With a large global footprint, the Company has consolidated its position as the TATA MOTORS GROUP through mergers and acquisitions. It has a network of 76 subsidiaries in India and internationally, which provide a host of engineering and automotive solutions.

## 2.2. Background of Company:



Tata Motors was founded in 1945, as a locomotive manufacturer. Tata Group entered the commercial vehicle sector in 1954 after forming a joint venture with Daimler-Benz of Germany. After years of dominating the commercial vehicle market in India, Tata Motors entered the passenger vehicle market in 1991 by launching the Tata Sierra, a sport utility vehicle based on the Tata Mobile platform.

Tata subsequently launched the Tata Estate (1992; a station wagon design based on the earlier Tata Mobile), the Tata Sumo (1994, a 5-door SUV) and the Tata Safari (1998). Tata Indica (first generation) Tata launched the Indica in 1998, a fully indigenous Indian passenger car tailor-made to suit Indian consumer needs though styled by I.D.E.A, Italy. Although initially criticised by auto analysts, its excellent fuel economy, powerful engine, and an aggressive marketing strategy made it one of the best-selling cars in the history of the Indian automobile industry. A newer version of the car, named Indica V2, was a major improvement over the previous version and quickly became a mass favourite.

Tata Motors also successfully exported large numbers of the car to South Africa. The success of the Indica played a key role in the growth of Tata Motors. In 2004, Tata Motors acquired Daewoo's South Korea-based truck manufacturing unit, Daewoo Commercial Vehicles Company, later renamed Tata Daewoo. On 27 September 2004, Ratan Tata, the Chairman of Tata Motors, rang the opening bell at the New York Stock Exchange to mark the listing of Tata Motors.

In 2005, Tata Motors acquired a 21% controlling stake in the Spanish bus and coach manufacturer. Tata Motors continued its market area expansion through the introduction of new products such as buses (STAR BUS and Globus, jointly developed with subsidiary Hispano CARROCERA) and trucks (Novus, jointly developed with subsidiary Tata Daewoo).

In 2006, Tata formed a joint venture with the Brazil-based MARCOPOLO, Tata MARCOPOLO Bus, to manufacture fully built buses and coaches. In 2013, Tata Motors announced it will

sell in India, the first Tata Bolt In 2008, Tata Motors acquired the English car maker Jaguar Land Rover, manufacturer of the Jaguar and Land Rover from Ford Motor Company.

In May 2009, Tata unveiled the Tata World Truck range jointly developed with Tata Daewoo; the range went on sale In South Korea, South Africa, the SAARC countries, and the Middle East at the end of 2009. Tata acquired full ownership of Hispano CARROCERA in 2009. In 2009, its Lucknow plant was awarded the “Best of All” Rajiv Gandhi National Quality Award.

In 2010, Tata Motors acquired an 80% stake in the Italian design and engineering company Trilix for €1.85 million. The acquisition formed part of the company’s plan to enhance its styling and design capabilities.

In 2012, Tata Motors announced it would invest around ₹6 billion in the development of Futuristic Infantry Combat Vehicles in collaboration with DRDO. Vehicle in the world to run on compressed air (engines designed by the French company MDI) and dubbed “Mini CAT”.

In 2014, Tata Motors introduced first Truck Racing championship in India “T1 Prima Truck Racing Championship”. On 26 January 2014, the Managing Director Karl SLYM, was found dead. He fell from the 22<sup>nd</sup> floor to the fourth floor of the Shangri-La Hotel in Bangkok, where he was to attend a meeting of Tata Motors Thailand.

On 2 November 2015, Tata Motors announced Lionel Messi as global brand ambassador at New Delhi, to promote and endorse passenger vehicles globally.

On 27 December 2016, Tata Motors announced the Bollywood actor AKSHAY KUMAR as brand ambassador for its commercial vehicles range.

On 8 March 2017, Tata Motors announced that it has signed a memorandum of understanding with Volkswagen to develop vehicles for India’s domestic market.

On 3 May 2018, Tata Motors announced that it sold its aerospace and defence business to another Tata Group Entity, Tata Advanced Systems, to unlock their full potential.

On 29 April 2019, Tata Motors announced a partnership with NIRMA UNIVERSITY in Ahmedabad to provide a B.Tech. degree programme for employees of its Sanand plant.

On 24 March 2020, Tata Motors Ltd announced that it would spin off its passenger vehicles arm as a separate unit within the company.

On 5 March 2021, Tata Motors’ shareholders approved hiving off its passenger vehicles business into a separate entity. In August 2021, as a complimentary reward for INDIAN OLYMPHICS who finished closed fourth in Tokyo Olympics.



### 2.3. Nature of Company:



Tata Motors is one of the major players of the automobile manufacturing companies in India. It has three different manufacturing units in India they are, Jamshedpur in the East, Pune in the West and Lucknow in the North and all three manufacturing units specialize in the manufacturing of different automobiles like Jamshedpur unit produces trucks, engines and axles, the Pune unit caters to the production of Medium Heavy Commercial vehicles and Heavy Commercial Vehicles, utility vehicles and passenger cars and the Lucknow unit produces MCVs, Tata Sumos along with a number of spare parts. Some of the well-known cars manufactured by Tata Motors are: Tata Indica, Tata Indigo, Tata Indigo Marina, Tata Sumo and Tata Safari. Tata Motors is a very significant contributor to the automobile industry in India.

With a domestic sales record of 122,120 vehicles in 2009 and exports of 5220 vehicles across the globe it has managed to bag a current market share of 67.4% in the commercial vehicles segment and 12.5% in the passenger cars segment. The company has reported revenues of Rs 6404.63 crores with operating profits of Rs 728.0 crores. The company continues to upgrade its resources to leverage emerging opportunities be it in the commercial vehicles segment or passenger cars segment. In May 2009 the company unveiled its new range of world standard trucks comprising multi-axle trucks, tractor-trailers, tippers, mixers and special purpose vehicles. In the passenger cars segment the company launched the much awaited Tata Manza, opened the first Jaguar and Land Rover showroom in Mumbai and long with the Fiat Linea, Fiat 500 and the Palio, the company commenced the distribution of the Fiat Grande Punto in June 2009.

Diesel cars are becoming a more popular and feasible option these days due to the continuous rise in the price of petrol. People are also becoming more aware of the myths that surrounded diesel vehicles and are realizing that most myths are false. Tata manufactures all its cars in both the petrol and diesel versions but the Tata Indica V2 stands out as one of the most preferred diesel cars in the country. In fact it is among the country's top ten hottest selling diesel cars due to its exceptional performance of 14 kmpl and a price tag of just Rs 2.6 lakh.



Tata Trucks are amongst the most sought-after heavy commercial vehicles (HCV) in India. Products of Tata Motors Limited ± the largest automobile companies in India with a consolidated revenues of Rs. 70,938,85 crores (in 2008-09) , Tata Trucks not only outplayed its competitors by its qualities, but also by its services. It's also the leading player in the list of TNSTruckTrak 2006 Customer Satisfaction Study in Trucks. Tata Motors is the fourth largest truck manufacturers in the world. Established in 1945, it first rolled out its vehicle in 1954. Since then, more than 4 million Tata vehicles run on the Indian roads.

It has its manufacturing units located in various locations across the country including Jamshedpur, Pantnagar, Pune, Dharwad, and Lucknow. Another plant is coming up at Sanand in Gujarat. With 2% of annual turnover being spent on research and development activities, Tata Motors Limited aims at delivering improved and environmentally sound technology for a better tomorrow. The group has recently established two domestic Engineering Research Centers in India that constitute licensed Crash Test service. Tata Motors is the biggest automobile firm of India with combined profits of Rs. 70,938.85 crores registered in FY 2008-09. The group has spread its operations in international markets such as Thailand, UK, Spain and South Korea with the support of its associate firms.

Among many of its sub-ordinates, Tata Motors Limited has industrial tie-up with Jaguar Land Rover, a joint venture between two renowned British trademarks. In February 2010, Tata Motors Group's international sales witnessed a growth of 59% against the figures of February 2009. The products which registered sales of 89,768 units are Tata Daewoo, Tata passenger vehicles, Land Rover, Hispano Carrocera and Jaguar. For the FY 2009 – 2010, the aggregate sales were higher by 17% and stood at 771,238 against the growth registered in 2008-09.

Commercial vehicles and passenger vehicles sales in February 2010 were 42,660 units and 47,108 units respectively. It can also be translated as 70% growth in the commercial vehicles sales and 50% in passenger vehicles sales. Collective Commercial vehicles and passenger vehicles sales for FY 2009-10 are 365,120 units and 406,118 units respectively. Jaguar Land Rover international sales witnessed 55% growth in 2010 at 17,197 units, while Land Rover sales went 62% higher at 13,905 units. However, the collective Jaguar Land Rover sales for 2009-10 declined by 16% and stood at 170,444 units. Standing tall at the first position in terms of commercial vehicles and third in passenger vehicles, Tata Motors delivers more than 4 million vehicles for its domestic customers. In terms of truck and bus manufacturing, it is the fourth and second biggest, respectively, in the world.

## 2.4. Vision, Mission & Quality:



### A) Vision:

The vision statement of Tata Motors is “Best in the manner in which we operate best in the product we deliver and best in our value system and ethics.”

The vision statement of Tata Motors Limited, India’s largest automobile company, is to be “Best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics.” To evolve into a world class Indian car brand

### B) Mission:

To provide passenger vehicles that offer customers exceptional value, and through this build a company that provide its shareholders with superior return, and is seen by society and other stakeholders as a valuable contributor to their development’

#### Shareholders:

To consistently create shareholder value by generating returns in excess of weighted average cost of capital(WACC) during the upturn and at least equal to weighted average cost of capital (WACC) during the downturn of the business cycle.

#### Customer:

To strengthen the Tata brand and create lasting relationships with the customers by working closely with business partners to provide superior value for money over the life cycle.

#### EMPOYEEES:

To create a seamless organization that incubates and promotes innovation, excellence and the Tata core values.

#### VENDER AND CHANNEL PARTNERS:

To foster a long term relationship so as to introduce a broad range of innovative products and services that would benefit our customer and other stakeholders.

#### COMMUNITY:

To proactively participate in reshaping the country's economic growth, To take a holistic approach toward environment protection

#### C)Quality policy:-

“We shall strive to deliver products to meet and exceed Customer expectations of Quality, Delivery and cost”

We are committed to create value for all our stakeholders by continually improving our systems and processthrough innovation, involving all our employees.

This policy shall form the basis of establishing and reviewing the Quality Objectives and shall be communicated across the organization. This policy will be reviewed to align with business direction and tocomply with all the requirements of the Quality Management Standard.

## 2.5. Enterprise Highlights:



Launched Click to Drive, a platform for contactless sales that enables clients to purchase cars from the comfort of their homes.

Presented Fleet Edge, a cutting-edge digital fleet management technology. Fleet Edge is well-positioned to help our customers increase their operational efficiency and profitability. It sets a new benchmark for the connected vehicle ecosystem and is relevant and helpful across various fleet sizes.

- The International Dismantling Information System published the Tata Nexon as the first automobile manufactured in India (IDIS). This strengthens Tata Motors' overall dedication to ensuring the sustainability of its products over their respective life cycles.

The Andhra Pradesh State Civil Supplies Corporation ordered 6,413 trucks (APSCSC). These vehicles, representing APSCSC's most significant order to date, will transport supplies to Andhra Pradesh residents' doorsteps.

- Celebrated the presence of 4 million passenger automobiles.

The #WeLoveYou4Million campaign was launched in celebration of this.

A rise in each of the nine elements of dealer satisfaction. Despite a challenging year, the Commercial Vehicles company maintained its top spot and saw gains in all nine Dealer Satisfaction Index categories.

It has introduced numerous value-added services for buyers of commercial vehicles. These include an uptime guarantee, a market-first service for clients that care about productivity, and an extended warranty.

## MILESTONES:

- Commercial Vehicle Manufacturer, along with five other divisional honors, was presented at the esteemed Apollo CV Awards in 2021.

Nexon EV won the EV of the Year and Green Car of the Year categories at the 2021 Car and Bike Awards. Tata Altroz won the Premium Hatchback category and Best Safety Tech at the Indian Car of the Year Awards. Tata Altroz won the Best Design and Styling and Green Car of the Year awards at the Nexon EV Auto Car India Awards.

Received numerous Golden Peacock Awards Sanand, PVBU, Eco-innovation; ERC Innovative Product/Service Award; DigiVOR and 9x9 electric bus; Customer Care CVBU; Environment Management

- Tata Nexon and Intra received the CII Design Excellence Award, which TML won for its energy efficiency initiatives (BEE).

National Energy Leader Award 2020 – Pantnagar and Pune (CV) plants; CII Energy Efficiency Summit.

As one of the top 10 BSE 100 businesses (those evaluated by IIAS on the Indian Corporate Governance Scorecard), it was promoted to the Leadership category in 2019-20.

## **2.6. Training practices of TATA MOTORS:**



Through the Tata Motors Academy, the board of directors will decide on the training and development system that will meet the needs of diverse. Workforce sectors (TMA). As a part of TMA, these Centers have well-defined Centers of Excellence for Manufacturing, Innovation, Commercial, Corporate, Management Development, and Global Leadership (CoEs).

These CoEs serve the demands of various employee categories and job functions through classroom interventions, external programs, and an internal online platform built on a learning management system (LMS).

The Tata Motors Academy provides learning opportunities for employees at every stage of their employment with the company, starting with their initial hire. Additionally, individuals are chosen for the Fulbright partnerships for administration in administration at the senior-level high potential level (Tatamotors.com, 2017).

Training is often provided on four fundamental bases:

- Training is offered to new hires to acquaint them with the organization's vision, mission, rules, regulations, and working circumstances.
- Current staff receives training to update and improve their knowledge.

- When promotion and growth become crucial, training is provided to cope with changes whenever a technological update occurs.
- Employees receive training to help them be ready to share the duties of higher-level jobs.

#### Professional Development Programs:

- Fast Track Selection Scheme (FTSS):

FTSS acknowledges and recognizes exceptional potential. It will place career ambitions on the direct path. Young leaders who lead the team on challenging

Missions should develop more quickly. Tata Motors focuses more on selecting employees with remarkable talent for new hiring and promotions.

- Management Career Acceleration Track (MCAT):

By identifying high-potential individuals, developing them in a disciplined manner, and giving them demanding chances at the mid-management level, the Management Career Acceleration Track (MCAT) aims to create a leadership pipeline.

- Industry-Academia Partnerships:

Tata Motors has worked with numerous institutions through various projects to meet the future engineering demands of the industry and academia.

They believe in establishing deeper relationships with academics to facilitate opportunities for mutual skill development, teamwork in research, content creation, and knowledge sharing between industry and academia.

Additionally, Kaushalya, a program for skill development, is run by TATA Motors Limited (TATA MOTORS ACADEMY). With an emphasis on quality, productivity, dexterity, discipline, and safety, the curriculum will comprise modules that consider aptitudes for configuration, design, engineering, manufacturing, vehicle production, sales, and service, as well as in numerous support tasks (TATAmotors.com, 2017).

The TATA Management Training Center (TMTC) is another facility for management education. It focuses on various subjects, including organizational psychology, leadership development, human resources, strategy, innovation, Marketing, finance, and corporate governance.

The TMTC launched its online courses (all top managers and leaders can join the e-learning at any time).

TMTC objectives include:

- ✓ Improving organizational performance through disseminating the latest knowledge and skills among practicing managers.
- ✓ Facilitation of attitudinal and behavioral changes.
- ✓ Facilitation of solutions for organizational issues.
- ✓ Development of learning organizations.

Leadership development programs include:

- TATA Group Strategic Leadership seminar
- TATA Group Executive Leadership seminar
- TATA Group e-Merging Leaders seminar

E-learning programs include:

- ❖ Live e-classroom
- ❖ Live video broadcast and
- ❖ Self-paced e-learning programs

1. VConnect:

Included in TATA Motors Limited All of TATA Motors Limited's employee engagement initiatives fall under the VConnect brand. The VConnect logo. Represents their organizational effort to unite all employees and to offer a free- flowing forum for ideas, information, and goals. The different VConnect projects are carried out to enhance employees' feelings by fostering a sense of belonging.

These training and development facilities' main goals are to increase organizational performance by sharing the most recent information and techniques with working managers, encouraging attitude and behavior changes, providing answers to organizational problems, and creating learning organizations.

2. LEARNING CENTRES:

- Senior Executives, Field Staff, Trainees, and Apprentices are also given training to help them improve and advance their technical skills.



- The Service Training Center is dedicated to offering priceless automotive maintenance and repair training to Channel Partners (domestic and international) staff, Fleet Owners, Private Customers, and Institutional

Customers like Defense establishments, Paramilitary forces, Police Depts.,

State Transport Units, and other Government Agencies. The Training Centers also offer courses for several other departments, including Sales, Quality, Legal, and Production, following their particular needs and specifications.

- Private garages are also trained to ensure that our products are effectively supported in off-the-grid locations.

### 2.7. Future Growths and Prospectus:

In India which are pretended to be arrival for sale to the general public in the near future the company the company, plan, make its position stronger also in premium vehicle segment. To attract, recruit, induct and groom young managerial talent for future leadership position in the group.

## SWOT ANALYSIS OF TATA MOTORS



THE BUSINESS MODEL ANALYST

businessmodelanalyst.com

### SWOT ANALYSIS:

A SWOT analysis is a strategic planning tool used to evaluate the strengths, Weaknesses, Opportunities & Threats involved in a project or in a business venture or in any other situation requiring a decision.

#### A) STRENGTHS:

► Tata Motors is market leader In automobile industry with high market share.

- ▶ Tata Motors Company have huge employee base.
  - ▶ Tata Motors employee productivity percentage is higher.
  - ▶ Tata Motors produce low price car with low fuel consumption.
  - ▶ Tata Motors is the reputable brand in Indian industry Tata Motors limited is India's largest automobile company with revenues of Rs. 35651.48 crores (8.8 billion) in 2007-07
  - ▶ The company's dealership. Sales. Service and spare parts network Comprises over 3500 touch points.
  - ▶ Tata Motors has been aggressively acquiring foreign brands to increase its global presence.
  - ▶ The research and development department of Tata Motors is very strong.
  - ▶ Tata Motors possess high corporate responsibility.
- B) WEAKNESS:**
- ▶ Shareholders of Tata Motors are not getting much from their investments due to low ROI on shares.
  - ▶ The thing which customers do not like about Tata Motors vehicles is weak safety standards.
  - ▶ Domestic sales are not impressive.
  - ▶ TATA always followed the low cost advantage strategy although the other segment such as luxury car are still untapped.

**C) OPPORTUNITIES:**

As it is low cost vehicle product so it can take the advantage of this. Strength to exploit the opportunity by entering into the third world countries.

- ▶ Incorporate safety features in the vehicles to gain more customer satisfaction and allow the safety cautious people to become the customer of TATA motors.
  
- ▶ Manufacturing luxury vehicles to attract corporate segment
  
- ▶ Joint venture and acquisition in other countries.

#### D) THREATS:

- ▶ The prices of material such as steel, plastic, rubber is rising which also raise the total production cost of vehicle.
  
- ▶ Tata Motors has cost advantage over its competitors. If the competitors will follow the same strategy then it may reduce the sales of TATA motors.
  
- ▶ Low safety standards.
  
- ▶ Fluctuation in the economic condition.
  
- ▶ Rising prices of petrol, diesel and CNG.

#### **2.8. Product Profile:**

Products include:

- Passenger Vehicles :TATA ALTROZ.

TATA SAFARI

TATA NEXON.

➤ Commercial Vehicles :

TATA SIGNA 5525.S

TATA 1512 LPT

TATA Intra V10 Brochure

➤ Military vehicles :

Defence combat light armored multi-role vehicle (Lamv)

Defence combat wheeled armored amphibious platform (WHAP)

Defence light support vehicle (LSuV)

Passenger Vehicles :

TATA ALTROZ: The Tata Altroz has 1 diesel engine and 1 petrol engine

On offer. The diesel engine is 1497 cc while the petrol engine is 1199 cc. It is

Available with the manual transmission. The altroz is a 5 seater and has a length

Of 3990 mm width of 1755 mm and a wheelbase of 2501 mm.

TATA SAFARI : The Tata Safari is a mid-size SUV produced by the Indian

Automobile manufacturer Tata Motors since 1998. The first generation Safari

Has been designed as a 7 seater SUV with a foldable third row, roomy interior;

On the market it has positioned itself as an alternative from the competitive

Prices to other brands off-road vehicles. The Safari nameplate was re-

Introduced in 2021. Unlike the previous Safari the second generation Safari is

A front wheel drive monocoque crossover SUV sharing its underpinnings with

The Tata harrier the Safari.

TATA NEXON : The Tata Nexon has 1 Diesel Engine and 1 Petrol Engine on offer. The Diesel engine is 1497 cc while the petrol engine is 1199 cc. It is available with the Manual and Automatic transmission.

The Nexon is a five-

seater and has length of 3993 mm, width of 1811 mm and a wheelbase of 2498 mm.

Commercial Vehicles :

TATA SIGNA 5525.S: Tata Motors one of the leading commercial vehicle

Manufacturer in the country, has launched its flagship signa 5525.S prime

Mover for heavy duty haulage application. At 55 tonnes, the truck has the

Highest gross combination weight rating for a 4x2 prime mover in India the

Heavy-duty commercial vehicle is available in multiple configurations. TATA 1512 LPT: TATA Motors commercial vehicles has introduced this new

Tata 1512 LPT based on four cylinders engine platform to cater to rated load

Applications this new Tata truck gets powered by new 3.3 LNG and BS engine

That produces 125 HP of power and 390 nm of torque and comes with a standard

Clutch booster for comfortable drives.

## 2.9:Competitors Analysis:



Tata motors faces heavy competition from both domestic and foreign car manufacturers. Some of the competitors that Tata Motors has in the passenger vehicle segment are Maruti Suzuki, Hyundai, Mahindra & Mahindra, Honda, Toyota Kirloskar, Ford Motors etc. We will be taking a closer look into the four major competitors which are:

Maruti Suzuki	Hyundai Motor India	Mahindra & Mahindra
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Honda Cars India Maruti Suzuki Maruti Suzuki Limited formerly known as Maruti Udyog Limited is a subsidiary of Suzuki Motor Corporation based in New Delhi. The group is primarily into manufacturing, purchasing and sale of motor vehicles and spare parts. They have a dealership network for Pre Owned Car Sales, Fleet Management, and Car financing.

The Group also provides services like framing of customized car policies, economical leasing of cars, maintenance management, registration and insurance management, emergency assistance and accident management. The group has operations in over 1220 cities with more than 2628 outlets and also exports to other countries in Asia, Africa, South and Latin America. Maruti's car sales in India are unrivalled. Six of its models are in the top ten bestselling passenger cars list. The Alto topped the list with over 21000 units sold which was a sharp decline from the same period in the previous year. The next three spots are occupied by the Swift Dzire, the Swift and Wagon R respectively with sales of 17410, 15475 and 14209 units respectively.

The new hatchback Baleno was 8 th on the list with 6888 unit sold and the Ciaz rounded off the top ten with 5162 units sold. The Maruti Suzuki group recently launched the Vitara Brezza in the sub 4 metre SUV segment, its first foray into the segment. Its other new launch the Baleno crossed 1 lakh booking since its launch and their new sedan the Ciaz is also doing well. Overall the future outlook of the company looks good with its models very high on the popularity list.

Hyundai Motor India Hyundai Motor Company is a South Korean car manufacturer based out of Seoul. It manufactures and distributes motor vehicles and parts worldwide. The product portfolio of the company includes passenger cars, recreational and commercial vehicles, including light commercial vehicles; medium and heavy duty trucks etc. Hyundai has three cars in the top ten best-selling passenger cars list; the Grand i10 in 5<sup>th</sup> place with sales of 8898 units, the Elite i20 in 6<sup>th</sup> place with 8419 units sold and the Hyundai Eon with sales of 5539 units in 9<sup>th</sup> place. Despite having three cars in the top ten best-selling cars list the company's sales were down 1.23% from 44783 units to 44230 units.

The company's domestic sales were up 9.3% to 38016 units but it suffered in the exports department where its sales plummeted by 37.87% to 6214 units. Hyundai Motor Company recently launched the new Tucson at the Auto Expo 2016 to rival the Honda CR-V and the upcoming Nissan X-Trail. The company has a strong presence in all the segments and is expected to continue its strong growth in the upcoming years. Mahindra & Mahindra is an Indian multinational automobile manufacturing corporation headquartered in Mumbai. It manufactures a variety of multi utility vehicles, light commercial vehicles, three wheelers, and tractors as well as spare parts.

It also provides assistance in financing, leasing, and purchasing of automobiles and tractors. They have recently ventured into design and manufacturing of defence vehicles as well. The company reported a 15.7% increase in sales with more than 44000 units sold in February 2016. Domestic sales were up 18.41% with sales of 41348 units but the company suffered in the exports department where its sales went down 14.71% with only 2654 units sold. Sales of passenger cars like the XUV, Scorpio, Bolero, and Verito were up 26.99% at 22612 units sold

Mahindra and Mahindra launched the KUV100 in the sub 4 metre hatchback segment and it is expected to pose quite a threat to other cars in the segment with over 21000 bookings in just one month.

Honda Cars India is one of the premium car manufacturers of the world. It is headquartered in Tokyo, Japan. Its primary business is the manufacture of motorcycles, automobiles and power products. The company provides passenger cars, multi wagons, minivans, sports utility vehicles and mini cars all across the globe. In addition to this they also offer financial services to its customers and dealers. They have a network of dealerships, outlets, wholesalers and independent retail dealers through which they sell their products. Domestic sales of the company declined 6.52% in January 2016 with just over 17000 units sold.

The cars that helped the company do well the entire year were City and Amaze. The new generation Honda City proved to be exceptionally successful by selling over 1 lakh units in just a few months of its launch. In addition to the domestic sales the company also exported a total of 400 units. The company plans to enter a new segment and revive some old marqueses by launching the BR-V compact SUV and Accord Hybrid in 2016. Honda's first ever diesel car, Amaze, would turn three by April, 2016.

**Challenges:** The automotive industry is a growth industry. It has broken record after record in recent years, with no end in sight. Sales and production in China are booming. On the other side of the globe, a strong recovery in the US continues to surpass expectations. But along with record growth, the industry is also facing unprecedented challenges: Demographic changes and profound shifts in global economic power are causing massive upheavals in demand. Consumer expectations are changing radically. New technologies are dramatically changing vehicles, from the advent of the 'connected car' and enhanced driver support to better fuel efficiency and new or improved powertrains.

Automotive manufacturers and suppliers are confronted with increasing complexity as a result of increasing numbers of products and options, shorter technology cycles, increasing pressure to innovate and global supply networks. And at the same time they need to balance the needs and demands of customers, investors, regulators, non-governmental organizations (NGOs) and the public. Mumbai-based Tata Motors, which depends almost entirely on profit-making Jaguar Land Rover, reported an operating loss of nearly Rs 400

crore in the first quarter of this year at the stand-alone level. Ebitda margin slumped to 2.3 % during the lastquarter as against 7.3 % reported in the same quarter last year.

Mistry attributed the tough times to a challenging external environment such as economic slowdown and high interest rates, but said there are positive initiatives coming through from the government. The focus areas for the future, he said, will continue to be improving customer experience and investment in new and relevant products. The Bolt and Zest in the passenger-vehicle side as well as the Prima LX and Ultra range in commercial vehicles have got great reviews. The company has also improved its presence in the defence business, which included securing a major order, a first for an Indian company in 30-40 years.

“The company’s passenger vehicles sale was significantly lower as compared to expectation. Rapid changes in customer preferences along with the de-regulation of diesel pricing both took their toll,” Mistry addressed shareholders in Tata Motors’ 68<sup>th</sup> Annual Report. Increasing competition, rising fuel costs and weak consumer sentiments will continue to put pressure on the company this year as well. Global competitors bring international experience, global scale, advanced technology and significant financial support, for the operations in India. The competition continues to intensify every year,” said an analysis in the report. Global Scenario: The global automotive market is diverse.

It ranges from original equipment manufacturers (OEMs) and component manufacturers, to dealerships and commercial vehicle manufacturers. There is potential for growth across many areas, from the booming manufacturing and domestic markets in BRIC (Brazil, Russia, India and China) and other developing economies, to the research and development of ‘greener’ vehicles and fuels. In coming years the automotive sector will need to achieve a fine balance between its traditional product- and technology-driven past and its potentially ubiquitously connected consumer lifecycle-centric and service-driven future.

Tomorrow’s consumers will not only expect, but demand new and innovative services and mobile apps that plug seamlessly into ubiquitously connected solutions. To stay ahead, traditional automotive players may need to reinvent their business models and ask themselves two pressing questions: “how do I become a high value service brand, while making the most of my strong product and engineering heritage?” and secondly, “how do I think about my brand from a consumer perspective, to attract the new generation of ‘digital natives’?” Technology Evolution:

Focusing solely on the further development of the internal combustion engine could mean the main global automakers fall behind their more innovative rivals. Are companies betting on the right technologies? As the mobility eco-system becomes more complex, the main players must choose between several different, and in some cases conflicting technologies, raising the stakes for critical investment decisions. By betting too much and too soon on future trends, automakers could lose existing, loyal customers.

But if they fail to gain a foothold in new mobility solutions, they risk falling behind competitors. Although downsizing the internal combustion engine remains the number one investment priority, such a route leaves automakers vulnerable to increasingly strict environmental regulations in both established and high-growth markets. Recent marketing initiatives, supported by wide media coverage, suggest the age of innovative technologies, like fuel cell vehicles and self-driving cars (a last evolutionary step of vehicle connectivity) is rapidly approaching. Despite such signals, most executives in our survey do not anticipate such developments becoming significant in the next 20 years.



## 2.10 :Marketing Strategies:



Tata's Group has a variety of advertising and promotional strategies that are applied to all its companies. The companies develop their advertising and marketing strategies.

### DIGITAL MARKETING STRATEGY OF TATA MOTORS:

These are the one of the best tata motors digital marketing strategies

#### 1. Tata Motors:- Social media marketing strategies :

The company uses social media to promote its brand values and share glimpses of how they contribute to the local community. They also discuss important issues and discuss the issue including gender equality, malnutrition, sanitation, and clean water, as well as other topics. They also use social media marketing strategy for e-commerce website.

#### a) Tata Motors:- Instagram Marketing Strategies:

Tata Motors has over 242k followers on Instagram. Their bio states, "Tata Punch-Proud to be the Official Partner of Tata IPL 2022, to ensure relevance. Tata Motors' Instagram follows a rigorous grid, with 9-post patterns on festivals and special occasions. In addition, they frequently post about their employees and their accomplishments. Most of their profiles are full of photos and videos of the products — vehicles.

As per Phalanx, Tata Motors' engagement on Instagram has been recorded as 0.40 percent. According to Phalanx, Tata Motors' engagement rate is 0.40. Instagram marketing strategy is one of the best strategies they used

#### b) Tata Motors:- Facebook Marketing Strategies:

Tata Motors' Facebook marketing strategies are a bit similar to the process of Instagram. However, you will need help finding grids with broken posts. The posts on Facebook also have captions in Hindi that get positive responses in comments. They have more than 450,000,028 followers.

A prominent aspect of Tata Motors' Facebook is the comments. Many posts have negative comments regarding their services. Tata Motors, however, responds to all the words with the assurance of resolution. Asper Phalanx, an engagement tool, Tata Motors's Facebook engagement rates are 0.06 percent and also it is the best platform to create an E-commerce store.

#### c) Tata Motors:- Twitter Marketing Strategies:

Tata Motors' Twitter also features a significant number of posts in Hindi to appeal to the population of Hindi speakers in the nation. The company uses Twitter to announce and promote contests and other contests.

Engagement (in terms of reshares and likes) is smaller on Twitter than on other platforms.

#### 2. Tata Motors: Website Design:

Tata Group's website Tata Group has a user-friendly website filled with intriguing content that draws a significant readership regularly. The website is an entire one-stop shop for all details about the business, including its history, segment-by-segment operation, new product launches, critical business news, and current job openings. The website's improved responsiveness helps it to stay in the top position of results for search engines, which is a sign of efficient search engine Optimization (SEO).

#### 3. Tata Motor's Paid Marketing Strategies:

##### a) Facebook and Instagram Ads:

Tata Motors used social media websites such as Facebook and Instagram to advertise their clients and services to get the desired results. Through these advertisements, we could bring in new leads and then convert them into sales for autos.

##### b) Google Ads

Tata Motors made good use of Google ads to highlight the various features and styles of Tata Motors vehicles. This increased awareness among prospective customers. This drove more traffic to their website and led to the desired result.

#### PRICING STRATEGY OF TATA MOTORS:

Tata motors use a market-penetration pricing strategy, setting the Nano at a relatively low price to attract many buyers and a significant market share.

There are a lot of Indian families who want to own an automobile instead of a motorcycle. Nano cars, which are offered at an affordable price, will be able to meet the market needs in India.

Tata motors have adapted its global localization strategy to identify the local demand and try to increase its customers' satisfaction while offering affordable cars at all times. Also, Tata motors can still provide the highest quality luxury cars like Jaguar & Land Rover.

While Nano works perfectly in the India market, Jaguar remains able to succeed due to Tata employing a market-skimming pricing strategy that sets the Jaguar at a premium price to appeal to buyers with good incomes and who can afford the price for the car in India.

Jaguar is well-known and has a reputation as a luxury car due to its elegant appearance in its branding. So, there are people who are interested in buying Jaguar cars, like stars, doctors, or lawyers, who would be able to afford Jaguar cars.

Additionally, Jaguar cars also represent the status of a person due to their price and position in the marketplace. Thus, it is capable of providing consumers ideal social self-image.

Tata Motors uses demographic segmentation to segment their market by income for their products, such as Nano and Jaguar.

Nano's cost Nano has resulted in massive demand from the India market and can be more affordable for those with less income. Furthermore, Jaguar targets high-income consumers.

In addition, Tata Motors also uses a Global diversification strategy. This is apparent through the Acquisition of Jaguar, which led Tata Motor to a whole new market, now Jaguar, which has led to an entirely new market, the European market.

This presents the perfect opportunity for Tata Motor to tap into the European market, gain market share and boost its profit.

In contrast, Tata motor introduced Nano to help affordable brands in the India market reach consumers with lower incomes. In the end, Tata Motors would successfully capture both the shallow and high end of the need for automobiles and the top high.

#### TATA GROUP GROWTH STRATEGIES-4 ESSENTIAL GROWTH HACKS:

Tata Group performed well in 2021, plagued by pandemics, with the highest moment being its Air India acquisition, and is now planning to expand on the four themes of resilience to new energy, supply chain resilience, and health.

The growth strategy of the Tata Group in the coming year will concentrate on four areas of focus – digital and supply chain resilience, new energy, and health -chairman N. Chandrasekaran told reporters.

In an uplifting year-end New Year announcement to workers, Chandrasekaran declared that Tata group businesses were adapting to changes based on these four themes, leading to better performance.

Tata's over \$100 billion conglomerate's latest pilot ventures, such as 5G and TataNeu, will likely see benefits from these four themes in the coming years, Chandrasekaran said.

TataNeu is a "super app" released for its employees in September this year.

The platform offers several apps like BigBasket, Croma, Taj, IMG, and AirAsia under one roof.

As a whole, The Tatas have benefitted from its "3S" strategy of synergy, simplification, and scale. Implementing the system transformed the Indian conglomerate into more efficient and profitable than in a while."

The Group must keep pushing itself to be more straightforward, sustainable, and technologically advanced. If we do, we can move our company and country forward," the chairman stated.

The most significant milestone of this year was the Group's attempt to win Air India, which marked a critical moment in history.

In a discussion about the epidemic, Chandrasekaran said the Tata Group could supply oxygen to hospitals and increase the capacity of healthcare to allow more patients to be treated.

However, the expansion of the Tata Group depends on the immediate issue, which is learning how to manage COVID-19.

### **Chapter No. 3: Research and Methodology**



### **3.1. Need of Study:**

The intention of any organization is to for the most part obtain bigger piece of the pie high level of deals theIndustry; this could be just accomplished by building a higher level of brand faithful clients. Any organization can get by through there is a solid computational the market on the off chance that it has brandsteadfast clients. Today many significant organizations in the market attempt to keep up and improve their marked value. Without making appropriate brand mindfulness they can't fabricate brand image.

Solid brands help assemble the corporate image and furthermore by making it simpler for the organizations dispatch new brands. Today marks are treated as major suffering resources of an organizationmore brand mindfulness. The lights four wheeler businesses have been growing quickly are gone the day while having alittle and blend size vehicles were viewed as an extravagance. Presently days it is seen as a simple need.

Client relationship the board and information mining are basic differentials that empower upper hand for firms zeroed in on expanding client piece of the pie. In spite of the fact that interest in advertising, deals andadministration advancement can be compelled because of financial and social contemplations, the underlying investigation of the examination demonstrates regular European buyer clothing destinations empower higher substance profundity, navigational setting and help, customer correspondence, and businesseffectiveness. Nonetheless, the investigation simultaneously demonstrates lower client customization and mining, way of life association and advertising, and customer, Community connection, on the locales.

### **3.2. Research Methodology:**

The data collected sources in primary and secondary, the information get to regard products and organization.

Primary data:

The primary data collect questionnrie it is related in customer brand awareness towards Tata motors productdifferent features and satisfactions. Such as Price, Color, Modal, brand etc.

Secondary Data:

The secondary data taken from Reports, Advertisements, Newspapers, Customer database, Pamphlets, it fiveSources collected secondary data.

INTERNET SAMPLING:

The Tata motors limited customers in Kanpur City only and range of allover India. Samples taken target is population of study in brand awareness in Tata motors.

SAMPLE SIZE:

The sample size is 200 collected form selected data base company. The research depth survey and collectingdata observation concerning Tata Motors customers brand awareness.

SAMPLING TECHNIQUE:

In this technique each and every unit of the population has on equal opportunity of the selected technique sample. Using only random sampling technique adopt selection sample method.

### **3.3 Research Objective:**

General Objective:

o identify the impact of HR practices on employee retention with special reference to Tata Motors.

Sub Objectives:

- ❖ To study organizational HR practices.
- ❖ To measure the employee retention level of the organizations.

- ❖ To measure the relationship between HR practices and employee retention.
- ❖ To explore the relationship of HRM practices and Employee Retention.
- ❖ To examine the impact of systematic recruitment and selection process on employee retention.
- ❖ To examine the relationship of HRM practices and Loyalty
- ❖ To prospect the relationship of Loyalty and Employee retention
- ❖ To inspect the mediating role of Loyalty on the relationship of HRM practices and Employee Commitment.
- ❖ To explore the mediating role of Loyalty on the relationship of HRM practices and Employee Retention.

### 3.4. Research problem:



This study focuses on analyzing and exploring the impact of performance management system on worker performance. Consistent with Chan and Lynn, the structure performance criteria ought to embody profit, productivity, promoting effectiveness, customer satisfaction, however additionally worker morale. During this perspective, worker performance is tightly associated with structure performance, effective and economical worker performance can.

Completely influence structure performance. On the opposite read, Millar engineered a framework of talent management that consists of coming up with, recruiting, performance, learning, career development, succession designing, compensation, and measure and coverage. So as to arrange a corporation effectively, firms should rethink how ever they rent, train and reward their employees; so, the staff might be courage to be competitive. Without doubt, there's a very important issue is human in organizations. One in every of the most management ways of the organizations are to take a position in staff. Organizations square measure seeking to develop, encourage and increase the performance of their staff in a very sort of human resources applications. Thus. Performance management ought to be a very important step within the organization's HRM system and influences worker performance then to structure performance.

The reason why I selected this Research topic is that these days their square measure several organizations that square measure counting on workers for fulfillment and aggressiveness, According to their source based view, workers square measure the resources and assets of a corporation. Consequently, organizations have to be compelled to discern methods for distinctive, encouraging, measuring, evaluating, up and gratifying employees' performance at work. In line with this respect, performance management and appraisal systems have return to play an indispensable role in serving to organizations to succeed in their goals of productivity. In fact, human resource management practices may influence the behaviors of individual workers. The impact of Human Resources (HR) practices on employees' commitment and performance depends on employees' perception and analysis of these practice.



### 3.5. Research Design:



To assess the performance appraisal practice of Tata Motors Company in Wardha State, descriptive research was used. The researcher utilized both qualitative and quantitative research approaches. The main reason to use qualitative approach was to describe and explain the qualitative and theoretical aspects of performance appraisal while the quantitative approach was used to assess and describe efficiency and awareness of employees with table and percentages. To conduct this study, both Primary and Secondary data sources were used. Secondary data were obtained direct from written documents. Primary data were obtained from Questionnaire. In this research paper the researcher was used probability sampling design with a sampling technique of Simple random sampling in order to give equal chance of being the population is included in the sample. Considering constraints including the study comprises a sample of 33 of 50 employees and 2 of 5 managers was used using simple random sampling techniques. Data processing and analysis were Descriptive analysis with frequency distribution of responses along with percentages was done and the analyzed data was organized and presented with tables.

#### SAMPLING DESINGS:-

The present study identifies views of employees of different levels and disciplines.

Divided the whole sample into various groups:

- Age
- Experience
- Departments
- Levels

## B. SAMPLING PROCEDURE: -

The appraisal system used in ONGC is the oldest one. It is three tier system, evaluating in three stages. By the Reporting Officer under whom employee is working. By the Reviewing Officer. By the Accepting Officer Self-Appraisal is also there.

### **3.6.Objective of Study:**

In accordance with the on top of general objectives, the specific objectives of the study of Tata Motors are: -

- ✓ To determine the factors that has an effect on performance appraisal of staff within the Tata Motors.
- ✓ To extend the workers awareness and satisfaction on performance appraisal inside the organization
- ✓ To investigate the responsibilities of employees on performance appraisal.
- ✓ To supply suggestions & recommendations from the study conducted.
- ✓ To identify and examine various performance appraisal techniques used by organization and the impact on productivity.
- ✓ To examine some common performance appraisal problems of the organization and how it could be solved.
- ✓ To evaluate if performance appraisal leads to promotion, training and development

### **3.7.Scope of Study:**

The study covers all the information related to the Equities it also covers the risk and returns in Automobile industry. The study is confined only one Sector i.e Automobile industry and the entire study is based upon their Stock prices for a period of last five years.

The research role is very important in customers brand awareness in covid-19 situation on Tata motors.

It is help to human achievements towards understand and identify the brand. The systematic markets research

helps to brand image and finding of the customers in awareness of Tata limited motors. The research mainly

focused to Kanpur city peoples to different locations, age groups and particular brand find out of the preference.

### **3.8.HYPOTHESIS:**

1. H0: There is no significant relationship between performance appraisal and staff productivity.

H1: There is significant relationship between performance appraisal and staff productivity.

2. H0: well-designed performance appraisal does not have significant relationship with increase in employee morale.

H1: well-designed performance appraisal has significant relationship with increase in employee morale.

### **3.9.LIMITATIONS OF THE STUDY:**

- The customers not be contracted in outstand lack of time.
- The research has been classified to overall India.
- The project sample study is 200 customers only.
- The complete customer feelings .
- The customers change from time to time it is possibility of research so some changes in the result it is Awareness level.
- Sometimes few customers not responded suitably due to lack of time, ignorance.
- The present project work has been undertaken to provide information regarding risk return on equityshare prices of Automobile industry.
- The study is based on the secondary data which is available from various.
- The time taken to undertaken the project work is very short; hence only One sector was chosen forthe study.

### **3.10. Tata Motors Appraisal System:**



A detailed discussion with HR head Mrs. Monika Ahuja of Tata Motors (lucknow branch), gave us the insight in the performance appraisal system followed in the company. The appraisal model which is followed on annual basis starting from the month of April till March has been extremely effective for the employees of Tata Motors. Half yearly appraisal system, was started a year ago. This activity was started keeping in mind the dynamic behavior of the industry. With a half yearly appraisal system, the employee gets feedback twice a year, which gives him/her a chance to re-look at his/her approach of working.

Necessary steps are also undertaken for employees who deviate from their goals. They have introduced a comprehensive system of quarterly appraisals where an employee selects his/her own goals or Key Result Area (KRAs) every quarter and him/her self assesses his/her own performance against these parameters. At Spice jet while formally the process is annual, for several of the frontline employees, there are performance related quarterly payouts designed to reward them with incentives for their performance.

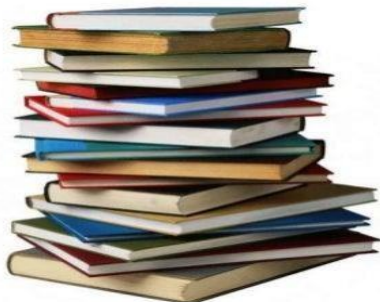
This has resulted in quarterly assessments which are aligned overall to annual KRAs. Tata Motors have a midterm review for all those who have been performers, thereby creating an expectation amongst the employees of an increase in salary twice a year if they perform well. They used to have annual appraisals earlier, but then they felt that the incentives are not enough to motivate the sales department, which generates major revenues for the organization. They do give monetary increments and designation hikes, according to the performance. If the employee deserves both, they give him/her both the advantages otherwise at least one of them. Designation hikes are given annually.

These are proportional to effort of the individual, team and the department. Designation changes are given keeping in mind the immense responsibility one has to shoulder in a high rank. Monetary increments are primarily incentives that are given either in cash or kind for example they give them travel package within India or outside. Also, they have an accumulating incentive scheme in which employees can accumulate incentives and get them annually with interest. To meet the new demands of the business and to motivate the employees for higher performance, they have started linking a part of the salary increase to individual performance measures as variable pay.

At present, between 6 to 8 percent of the compensation is variable pay, which they are planning to increase over a period of time. Executives are categorized in levels based on their performances in relative ranking and based on outcome performance-linked pay is awarded.

### **3.11. REVIEW OF LITERATURE:**

## **LITERATURE REVIEW**



#### **1. Human Resource Practices:**

The general objective of this study is to identify the impact of HR practices for employee retention in the company. HR practices which are following in organizations are strategic in nature. Those practices are providing important guidelines in order to facilitate the executive business plan. Human Resource Management combines tasks that are used for efficient and effective management of employees in the organizations, Organizations are using HR practices in order to manage employees align with Human Resource Management. Many researchers have conducted studies in HR related to HR practices and they have given different definitions according to their studies. Human Resource Practices refers to the management of people within the internal environment of organizations, comprising of activities, policies, and practices involved in planning. Obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives (Jeet & Sayeeduzzafar, 2016). HR practices are designed in a

Way to achieve organizational goals, to have positive employer employee relationship and to create value to the organization (Marescaux, De Winne, & Sels, 2014). Flexible and innovative HR practices are helping to gain competitive advantage through employees. Present study focuses about Recruitment and Selection, Performance management, Compensation and rewards management and Training and development which are considered as main four HR practices.

#### **2. Recruitment and Selection:**

The main objective of Recruitment and Selection is related to strategic goals of the organization is to hire the right person to the right job the in the first attempt (Roselius & Kleiner, 2000). Recruitment and selection are linked with retention of employees and selecting the right talent is another way of reaching competitive advantage through employees and to reduce employee turnover (Kundu & Lata, 2017). The effectiveness of recruitment practices of an organization can be measured through the extent which organization attract committed and well-qualified employees who remain with the organization for a longer period (Hughes. & Rog, 2008). The ultimate goal of recruitment is to generate qualified pool of applicants matching with job requirements (El-Kot & Leat, 2008).

Through his past studies it shows that both recruitment and selection is affecting for retention of employees.

### 3: Performance Management:

Performance management is ensuring achieving organizational goals in an efficient and effective manner. Performance management encompasses activities such as joint goal-setting, continuous progress review and frequent communication, feedback and coaching for improved performance, implementation of employee- development programs and rewarding achievements (Sahoo & Mishra, 2012). Performance management must be clearly linked to the delivery of strategic priorities and the language used should be simple and understandable (Atkinson, 2012). As today's business world is competitive attracting and retaining the right talented people is one of the main challenges any organization has to face. One way of the effective method to engage and commit employees towards the organization is managing employee performances. This leads to ensure that employees retain with the organization for a longer period of time (Pandita & Ray, 2018).

Therefore, these researchers show the importance of performance management and positive impact for retention of employee in the organization.

### 4: Compensation and Reward Management:

Compensation and Reward can simply be explained as something which is used by employers in order to recompense their employees for a loss or to recognize their work/performance and efforts in relating to their job role (Huang & Kleiner, 2005). This compensation can be in the form of financial or Non-financial benefits. This compensation should be aligned with organizational structure and, business strategy to achieve goals and objectives of the organization. Compensation and rewarding incentives. Having an organized and transparent reward system may help to attract, engage and retain key staff of an organization which finally helps to achieve higher organizational financial performances.

### 5: Training and Development:

Training & development refers to a systematic development of the knowledge, skills and attitudes required by employees to perform a given task or job adequately (Olaniyan & Ojo, 2008). Different models have developed in order to design effective training programs. Kirkpatrick level is one such model which has four main stages named as reaction, learning, behavior and result. Training programs increase personnel efficiency. Professional growth, and smooth and more effective organization's operations also the same study reveals that training plays a vital role in the success of an organization as it provides the employees an opportunity to improve their competencies (Olaniyan & Ojo, 2008). This is affecting for retention of employees within the organization for a longer time period.

### 6: Retention:

Since employee retention is one of the main objectives of employee management many studies have

Conducted in related to employee retention. Retention is simply known as keeping employees within the organization for the maximum period. Employee retention is one of the hardest challenges any organization has to face. If employees are happy with the organization, they will remain with the organization for a longer period. And will be committed towards the organization. This can have positive impacts like enhance organizational performances and increase customer satisfaction (Mathimaran & Kumar, 2017), Staff retention will directly impact on the smooth operation, productivity, performances and long-term sustainability of any organization, and it will also indirectly an impact on the image of the company as a

whole (Azeez, 2017). Also factors like Organizational fit and culture, family support, rewards, recognition, training and development and career development all plays an important role in retention. The work environment is also a key factor when it comes

To the retention of employees. Based on the above discussion following hypothetical interaction and hypothesis may be inferred.

## Chapter. 4: Data analysis and Interpretation

# DATA ANALYSIS AND INTERPRETATION



### 4.1. Data Analysis:

Data analysis involves the examination and evaluation of raw data to uncover patterns, trends, and insights. In various fields, including Human Resource Management, this process employs statistical and computational methods to transform data into meaningful information. Techniques range from basic descriptive statistics to more advanced methods like regression analysis or machine learning algorithms, depending on the complexity of the data and objectives.

### 4.2. Data Interpretation:

Data interpretation is the process of making sense of analyzed data by providing context, relevance, and actionable insights. It involves understanding the implications of the data in the broader context of organizational goals or specific objectives. Interpretation bridges the gap between raw data and informed decision-making, allowing stakeholders to draw meaningful conclusions and take strategic actions based on the analysis results. In Human Resource Management, this could mean translating workforce analytics into actionable HR strategies for recruitment, performance management, and employee engagement.

#### Introduction:

Data analysis and interpretation in the context of an organization like Tata Motors is a crucial process that involves examining various aspects of human resource management (HRM) data to draw meaningful insights. This encompasses a thorough examination of demographic factors, employee satisfaction, training



and development initiatives, workforce composition, compensation and benefits, as well as recruitment and retention strategies.

#### Demographic Analysis:

One fundamental aspect of HRM data analysis is the examination of the employee demographic profile. This includes factors such as age, gender, education level, and experience. A detailed demographic analysis allows for a better understanding of the diversity within the workforce and helps in identifying potential areas for improvement in terms of inclusivity and representation.

#### Employee Satisfaction:

Analyzing employee satisfaction data is crucial for gauging the overall well-being of the workforce. This involves scrutinizing surveys and feedback mechanisms to identify the drivers of satisfaction or dissatisfaction. Examining trends over time can provide valuable insights into the effectiveness of HR policies and initiatives and help in addressing potential areas of concern.

#### Training and Development:

The effectiveness of training and development programs directly impacts the skill set and capabilities of the workforce. Data analysis in this area involves assessing the impact of training initiatives, identifying skill gaps, and understanding employee perceptions regarding professional development opportunities. This analysis helps in refining training strategies and aligning them with the evolving needs of the organization.

#### Workforce Composition:

Understanding the distribution of employees across departments and job roles is essential for optimizing organizational structure. Data analysis in this area provides insights into the alignment of workforce composition with organizational goals. It also helps in evaluating the success of talent development and succession planning initiatives.

#### Compensation and Benefits:

Analyzing compensation and benefits data involves scrutinizing salary structures, benefits packages, and their alignment with industry standards. Employee perceptions of the compensation package are also considered. This analysis aids in ensuring that the organization remains competitive in attracting and retaining top talent while maintaining employee satisfaction.

#### Recruitment and Retention:

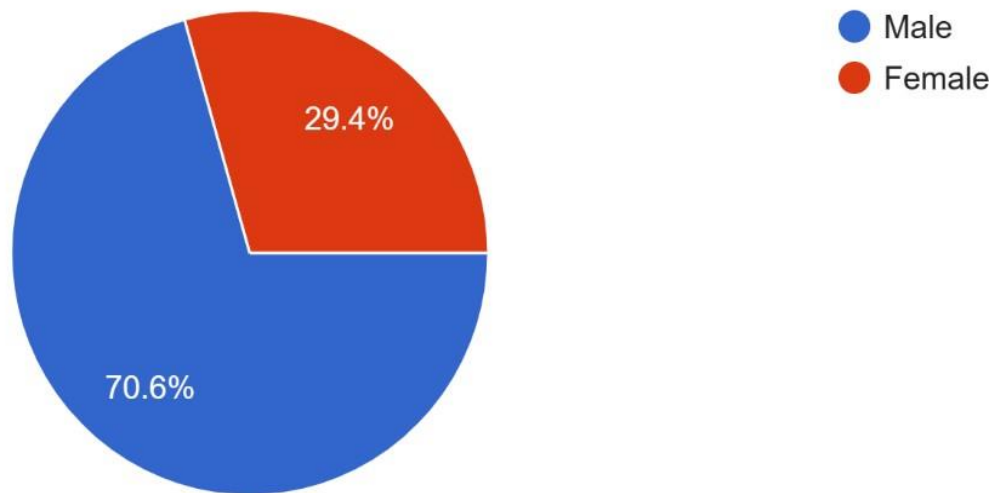
Examining recruitment and retention data involves assessing the efficiency of hiring processes, understanding turnover rates, and identifying the reasons behind attrition. This analysis helps in refining talent acquisition strategies, addressing retention challenges, and ensuring a robust and sustainable workforce.

## TABULAR AND GRAPHICAL REPRESENTATION OF DATA

### 1.GENDER:

Male	70.60%
Female	29.40%

Gender

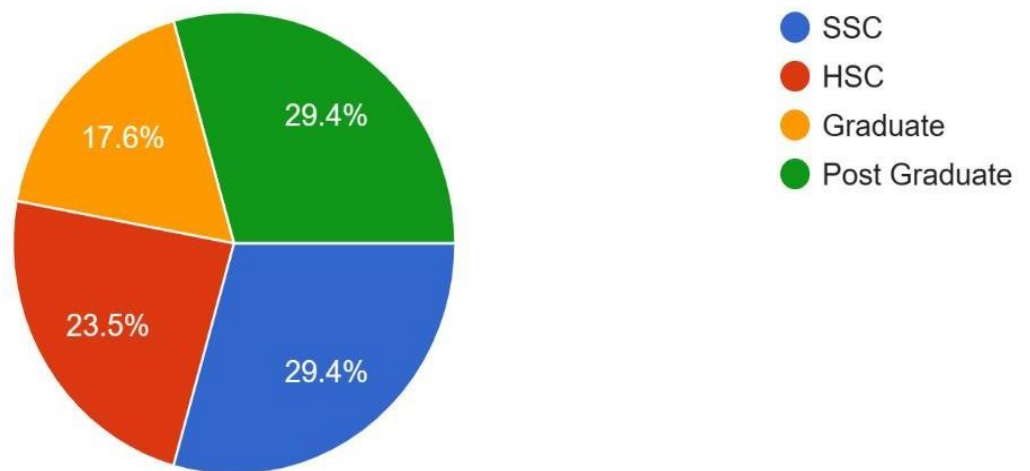


The reported gender distribution in Tata Motors' human resources indicates a majority of male employees (70.6%) and a minority of female employees (29.4%). This could prompt a closer examination of diversity and inclusion efforts within the company, aiming to address any gender imbalances and create a more equitable workplace. Organizations often implement strategies such as targeted recruitment, mentorship programs, and policies promoting equal opportunities to enhance gender diversity in the workforce.

## **2. EDUCATION QUALIFICATION:**

SSC	29.4%
HSC	23.5%
Graduate	17.6%
Post Graduate	29.4%

### Education Qualification



Tata Motors' human resource composition reveals a balanced mix of educational qualifications. The workforce comprises 29.4% postgraduates, showcasing a commitment to specialized knowledge and leadership roles. This suggests a strategic approach to hiring individuals with advanced skills crucial for innovation and strategic decision-making.

Meanwhile, the significant percentages of SSC (29.4%) and HSC (23.5%) qualified employees indicate a substantial presence of individuals with secondary and higher secondary education. Tata Motors may benefit from targeted training programs to upskill this segment, ensuring alignment with evolving industry demands and fostering internal career growth.

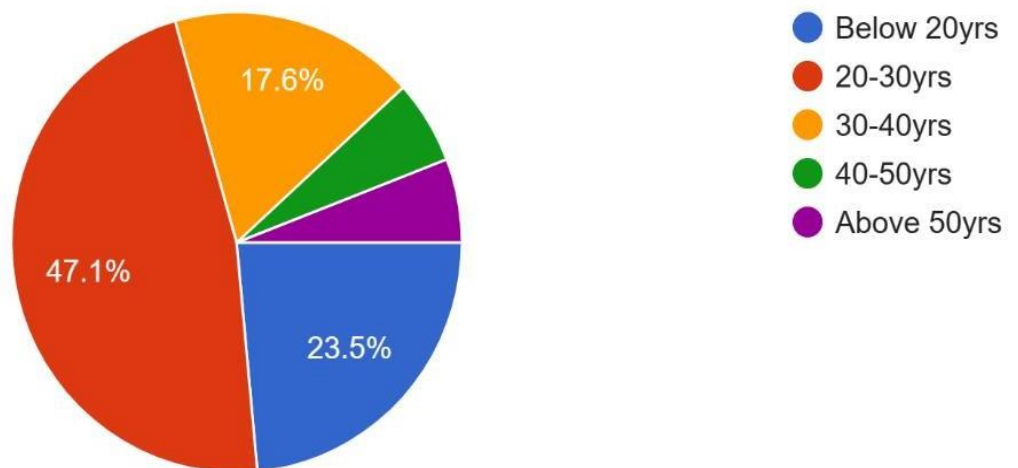
The 17.6% of graduate employees contribute foundational skills obtained through undergraduate education. Tata Motors could consider initiatives to attract and retain graduates, potentially through educational partnerships or focused recruitment efforts.

In summary, Tata Motors' human resource management appears dynamic, leveraging postgraduates for specialized roles while recognizing the need for investment in upskilling employees with lower educational qualifications. Strategic measures to bridge educational gaps and nurture talent across various levels could further enhance the company's workforce effectiveness.

### 3.AGE:

Below 20Yrs	23.5%
20-30Yrs	47.1%
30-40Yrs	17.6%
40-50Yrs	5.9%
Above 50Yrs	5.9%

### Age



Tata Motors' human resource distribution by age reveals a balanced demographic mix. The majority, at 47.1%, falls within the 20 to 30 years bracket, reflecting a focus on a youthful and potentially dynamic workforce. This demographic may contribute to innovation and adaptability within the company.

Employees aged 30 to 40 years constitute 17.6%, indicating a mid-career segment with a likely combination of experience and vigor. This group could play a crucial role in leadership and mentorship capacities, bridging the gap between seasoned professionals and younger talents.

Notably, the percentages decline for age groups above 40, with employees aged 40 to 50 years and those above 50 each comprising 5.9%. While this suggests a leaner senior workforce, it may also signify a strategic alignment with industry trends, where experience and fresh perspectives coexist.

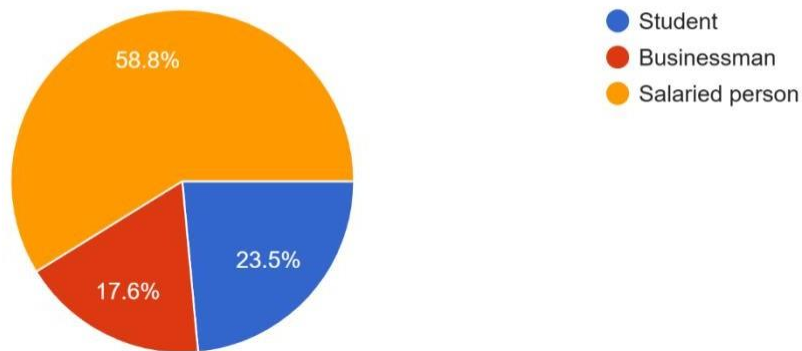
Tata Motors' HR strategy appears attuned to the demands of a competitive industry, leveraging the energy of youth while maintaining a seasoned workforce for stability. Balancing generational diversity can foster a holistic and innovative organizational culture, ensuring Tata Motors remains resilient in a rapidly evolving automotive landscape.

#### **4.PROFESSION:**

Student	23.5%
Businessman	17.6%
Salaried Person	58.8%

#### Profession

17 responses



The Human Resource Management (HRM) structure at Tata Motors reflects a diverse workforce composition, with 58.8% identified as salaried individuals, indicating a predominant reliance on traditional employment models. This suggests stability and a commitment to long-term relationships with employees.

The significant representation of students at 23.5% highlights a potential focus on talent development and recruitment from educational institutions, contributing to a dynamic and youthful workforce. This approach aligns with the industry's need for innovation and adaptability.

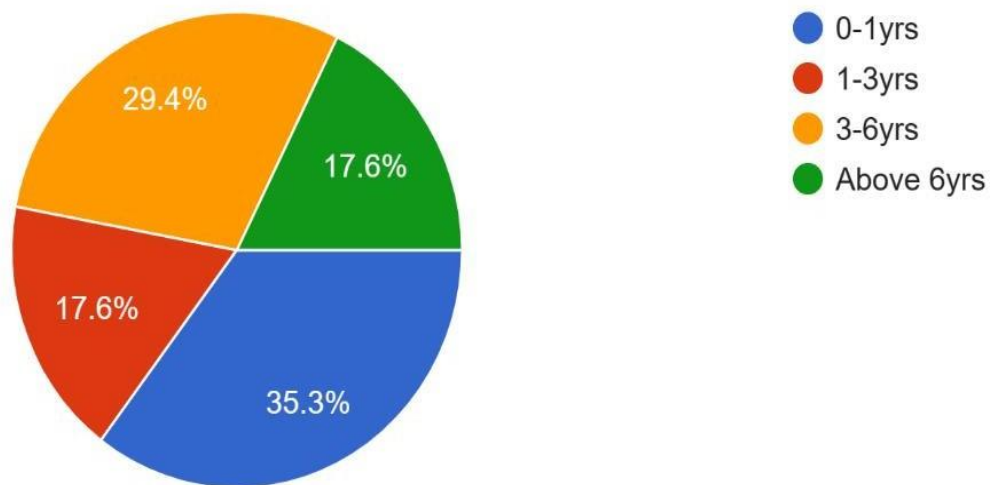
The 17.6% of individuals classified as businessmen within the company's workforce implies a strategic integration of entrepreneurial expertise, possibly indicating a hybrid model where Tata Motors engages external business professionals to drive specific initiatives or projects.

To enhance this analysis, a more in-depth examination of HR policies, training programs, and employee satisfaction metrics would be beneficial. Additionally, understanding the company's approach to diversity and inclusion could provide valuable insights into its commitment to fostering a well-rounded and equitable work environment.

## 5. WORK EXPERIENCE:

0-1Yrs	35.3%
1-3Yrs	17.6%
3-6Yrs	29.4%
Above 6Yrs	17.6%

### Work Experience



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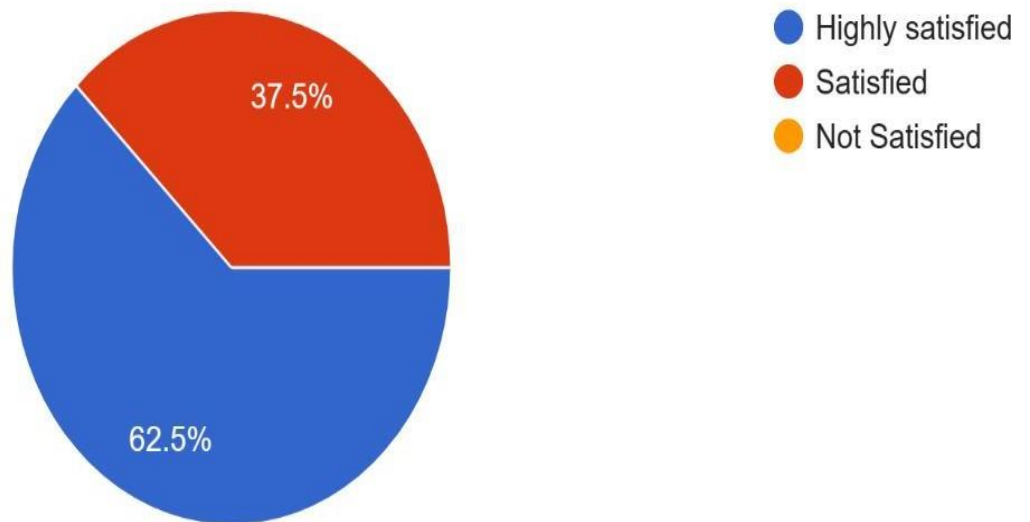
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**6. Are you satisfied with your salary or wages structure of your company?**

Highly Satisfied	62.5%
Satisfied	37.5%
Not Satisfied	0%

Are you satisfied with your salary or wages structure of your company?



The provided data on employee satisfaction with salary structure at Tata Motors Company paints a positive picture of the Human Resource Management (HRM) practices. A substantial 62.5% of employees express high satisfaction with their salary or wages. This indicates a well-structured compensation system that aligns with the expectations and needs of the workforce, contributing to a positive work environment.

The complete absence of dissatisfaction (0%) is a notable highlight, suggesting that no surveyed employees are discontent with their current salary or wages. Such a result indicates effective HRM strategies in addressing compensation concerns and promoting a harmonious employer-employee relationship.

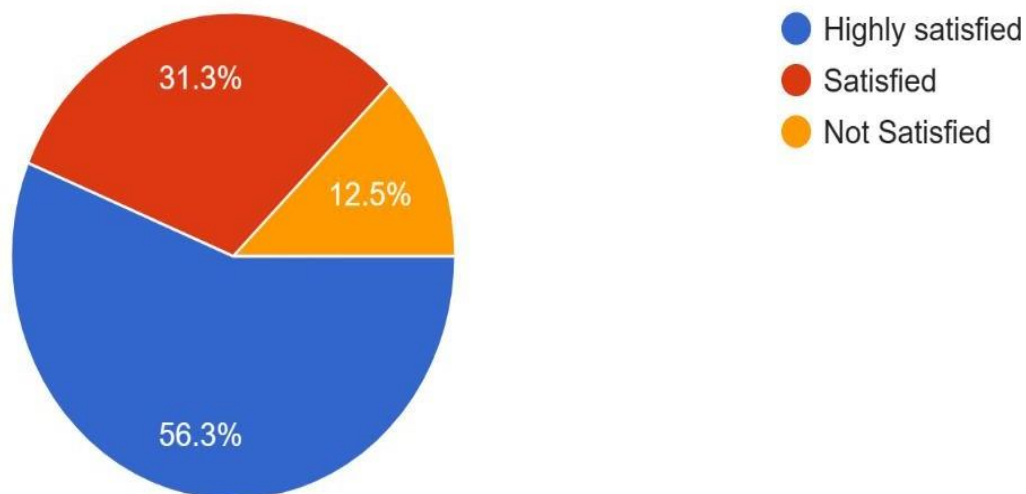
While this data specifically focuses on salary satisfaction, a comprehensive HRM analysis would benefit from incorporating additional factors like career growth, work-life balance, and employee development programs. Nevertheless, the current findings reflect positively on Tata Motors' efforts in maintaining a content and engaged workforce through a well-structured salary or wages system.

### 7.Are you satisfied with your company Interview procedure?

Highly Satisfied	56.3%
Satisfied	31.3%
Not Satisfied	12.5%

### Are you satisfied with your company Interview procedure?

16 responses



Based on the available data, Tata Motors' company interview procedure receives a high satisfaction rate of 56.3%, indicating a positive candidate experience. A notable 31.3% express satisfaction, contributing to an overall favorable perception of the recruitment process. However, it's essential to address the 12.5% who reported dissatisfaction, as their feedback could uncover potential areas for improvement.

The Human Resource Management at Tata Motors seems effective in maintaining a predominantly positive candidate experience. To enhance this, an in-depth analysis of the dissatisfaction feedback is recommended. Identifying specific pain points can lead to targeted improvements, ensuring a more seamless and satisfactory recruitment process.

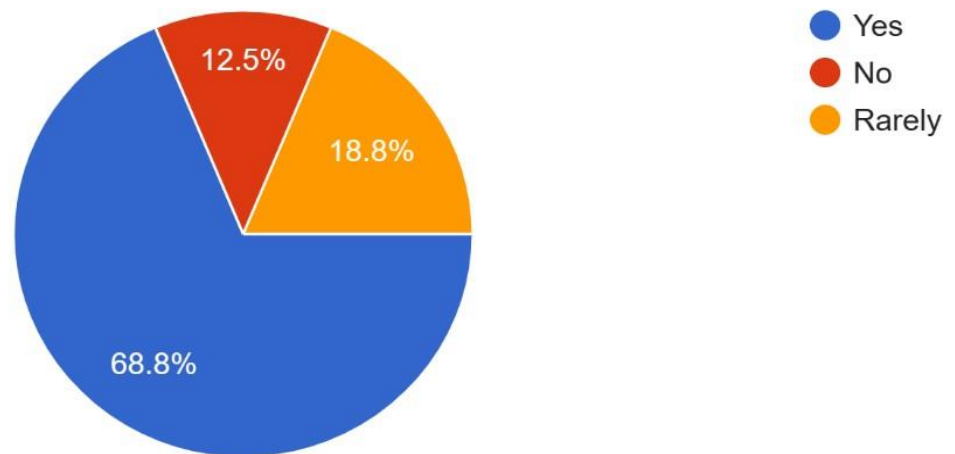
Continuous monitoring and periodic adjustments based on feedback are vital for sustaining a competitive edge in attracting top talent. By maintaining transparency, communication, and adaptability, Tata Motors can further optimize its human resource management strategies, reinforcing a positive employer brand and fostering long-term employee satisfaction.



### 8. Does your company Provide Training and development skill opportunity?

Yes	68.8%
No	12.5%
Rarely	18.8%

Does your company Provide Training and development skill opportunity?



The analysis of training and development opportunities at Tata Motors Company reveals a substantial commitment to enhancing employee skills. A notable 68.8% of respondents affirm that the company provides skill development opportunities, indicating a strong emphasis on nurturing and upgrading the capabilities of its workforce. This positive response underscores Tata Motors' dedication to fostering a learning-oriented environment.

While 18.8% report rare provision of training, this suggests a potential area for improvement in making skill development opportunities more consistent and accessible. Addressing this aspect could further strengthen the company's commitment to continuous learning.

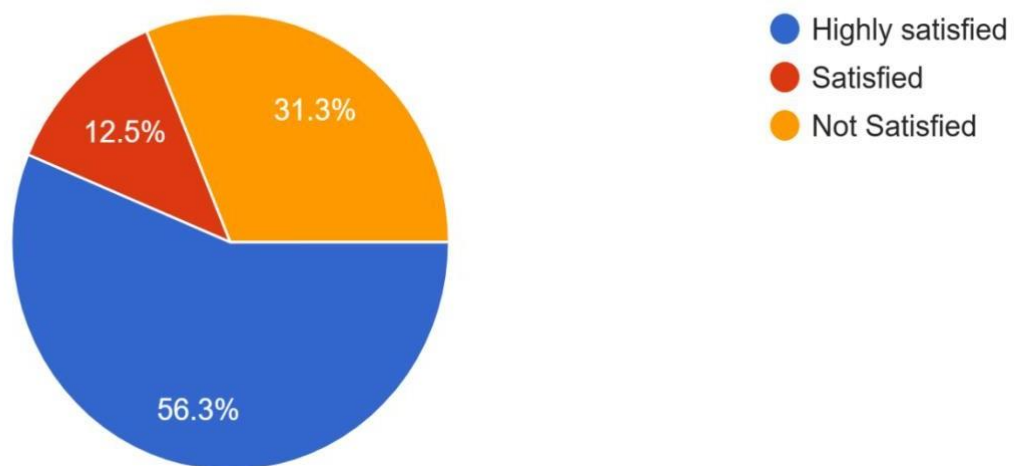
The 12.5% of respondents stating that the company does not provide skill development opportunities may signal an area requiring attention. Addressing the needs of this segment could lead to a more comprehensive approach to employee skill enhancement, ensuring that all employees have access to opportunities for professional growth.

In summary, Tata Motors demonstrates a commendable focus on skill development, as affirmed by the majority of respondents. Addressing the concerns of those reporting rare or no opportunities could refine the Human Resource Management practices, promoting a more inclusive and robust approach to employee development.

**9.Are you satisfied with your job designation?**

Highly Satisfied	56.3%
Satisfied	12.5%
Not Satisfied	31.3%

Are you satisfied with your job designation?



Based on the provided data, the majority of employees at Tata Motors Company seem to be highly satisfied with their job designation, constituting 56.3%. This indicates a positive work environment and suggests that the company is successful in meeting employees' expectations.

However, it's noteworthy that 31.3% of employees are not satisfied, indicating a significant portion with potential concerns or dissatisfaction. The Human Resource Management (HRM) team should focus on understanding the reasons behind this dissatisfaction through employee feedback mechanisms, surveys, or exit interviews.

The 12.5% satisfaction rate falls in between and might represent a neutral or ambivalent sentiment among employees. HRM could explore strategies to engage this group and identify areas for improvement.

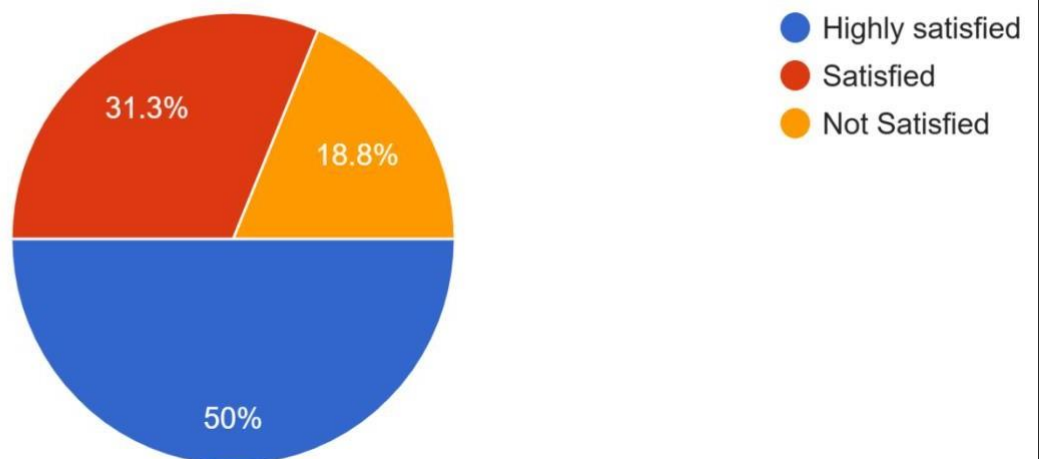
To enhance overall job satisfaction, Tata Motors HRM may consider implementing targeted initiatives such as professional development programs, well-being support, or refining communication channels to address

concerns. Regularly monitoring and adapting HR strategies based on employee feedback can contribute to a more positive and productive work environment at Tata Motors.

**10. Are you satisfied with your job working hours?**

Highly Satisfied	50%
Satisfied	31.3%
Not Satisfied	18.8%

Are you satisfied with your job working hours?



According to the data, 50% of employees at Tata Motors express high satisfaction with their working hours, reflecting a positive sentiment towards the company's approach to work-life balance. Additionally, 31.3% report satisfaction, contributing to an overall majority contentment with their job hours.

However, it is noteworthy that 18.8% indicate dissatisfaction with their working hours. This segment of employees warrants attention, as understanding their concerns can be crucial in refining the human resource management strategies at Tata Motors. Conducting detailed surveys or interviews with this group can provide insights into specific issues related to workload, flexibility, or scheduling that may be influencing dissatisfaction.

In addressing this data, Tata Motors can focus on implementing flexible work arrangements, optimizing workload distribution, or introducing communication channels to gather and act upon employee feedback.

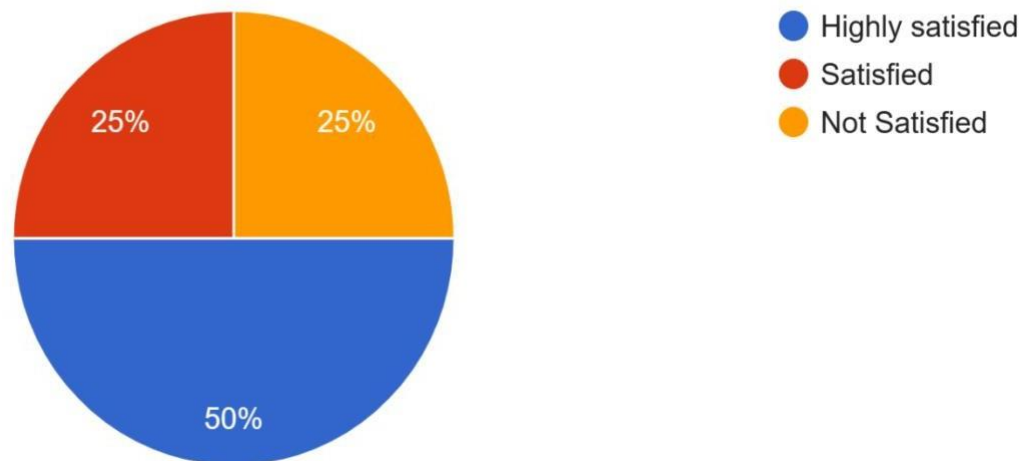
Proactively addressing concerns related to working hours can contribute to a more harmonious work environment, enhance employee morale, and foster a positive workplace culture. Continuous monitoring and adaptability are key elements in ensuring that the company remains responsive to the evolving needs and expectations of its workforce.

**11. Are you satisfied with your job welfare facilities provided by your company?**

Highly Satisfied	50%
Satisfied	25%
Not Satisfied	25%

**Are you satisfied with your job welfare facilities provided by your company?**

16 responses



The data on job welfare facilities at Tata Motors indicates a mixed sentiment among employees. While 50% express high satisfaction, reflecting a positive perception of the welfare provisions, 25% report satisfaction, contributing to an overall contentment with the offered facilities.

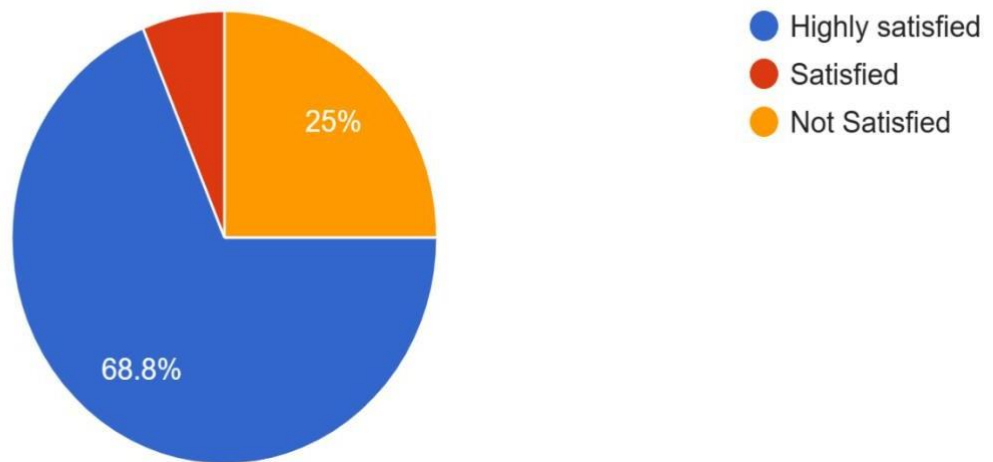
However, it is crucial to address the 25% who indicate dissatisfaction with the job welfare facilities. Understanding the specific concerns of this segment can be pivotal for Tata Motors' human resource management. Conducting targeted surveys or focus group discussions can help identify areas of improvement, whether related to healthcare benefits, employee assistance programs, or other welfare initiatives.

To enhance overall employee satisfaction, Tata Motors should consider refining existing welfare programs or introducing new initiatives based on the feedback received. A proactive approach to addressing employee concerns demonstrates a commitment to their well-being and can positively impact the company's retention rates and overall workplace satisfaction. Regular assessments and adjustments to welfare policies will ensure that Tata Motors stays attuned to the evolving needs and expectations of its workforce.

**12. Are you satisfied with your job incentives or bonus provided by your company?**

Highly Satisfied	68.8%
Satisfied	6.2%
Not Satisfied	25%

Are you satisfied with your job incentives or bonus provided by your company?



The reported satisfaction levels among employees at Tata Motors reveal a predominantly positive sentiment towards job incentives or bonuses. A substantial 68.8% express high satisfaction, indicating that a significant majority feel content with the rewards offered by the company. This suggests that Tata Motors has successfully implemented a compensation strategy that resonates positively with its workforce.

However, it's noteworthy that 6.2% express a moderate level of satisfaction, implying room for potential improvements or adjustments in the incentive structure. Addressing the concerns of this minority could contribute to a more universally positive employee experience.

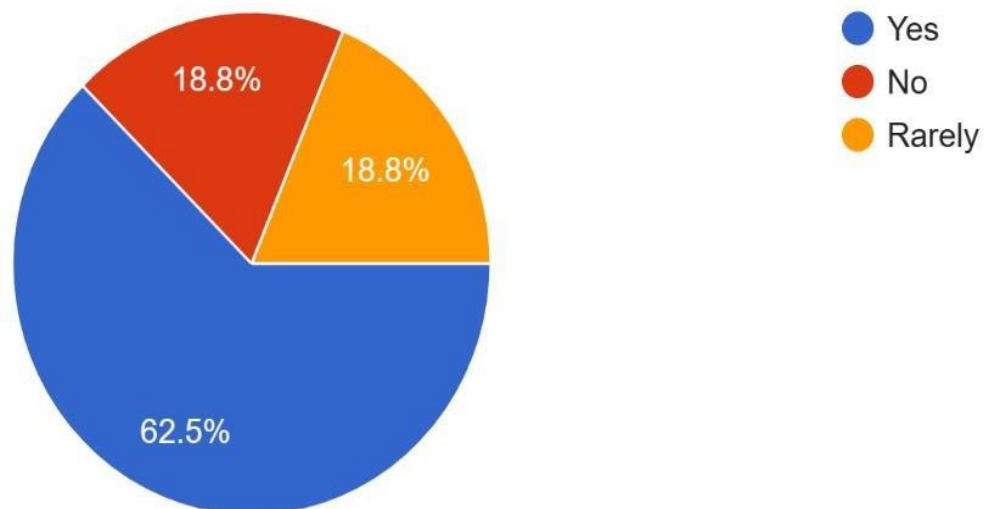
The 25% not satisfied segment warrants attention, as it signifies a quarter of the workforce dissatisfied with the current incentive or bonus offerings. Further analysis, perhaps through employee feedback sessions or surveys, would be beneficial to pinpoint specific issues and formulate targeted improvements. Overall, while the majority expresses contentment, a holistic approach to addressing the varying satisfaction levels could enhance the effectiveness of Tata Motors' human resource management strategies.

### 13. Participation in Decision making?

Yes	62.5%
No	18.8%
Rarely	18.8%

### Participation in Decision making?

16 responses



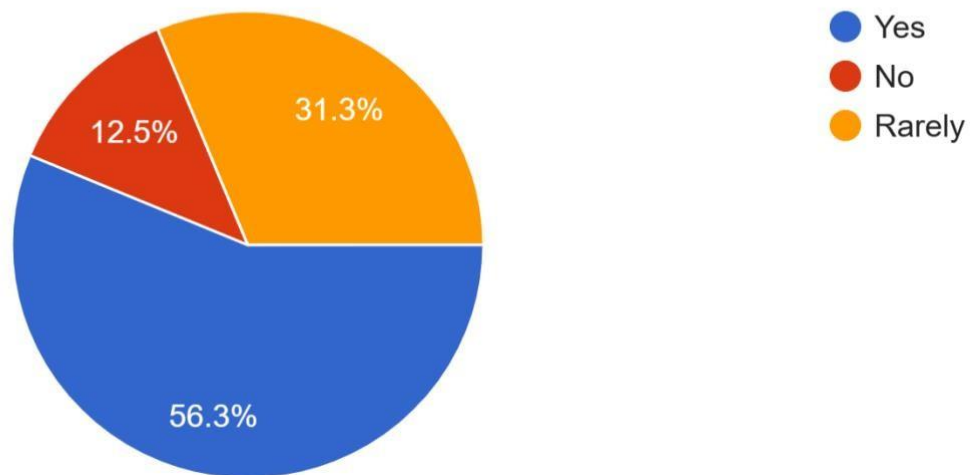
The human resource management report for Tata Motors illustrates a substantial 62.5% of employees actively participating in decision-making processes. This positive trend suggests a corporate culture that values and incorporates diverse perspectives, fostering a sense of ownership and engagement. However, the presence of 18.8% indicating "no" participation and an equal percentage stating "rarely" implies areas for potential enhancement. To optimize organizational effectiveness, addressing the reasons behind infrequent involvement is crucial.

Conducting employee feedback sessions or surveys can unveil specific challenges and enable targeted improvements. Encouraging more inclusive decision-making may not only enhance overall employee satisfaction but also contribute to a more innovative and adaptive corporate environment, aligning with contemporary principles of effective human resource management. Continuous efforts to bridge this participation gap can solidify Tata Motors' commitment to cultivating a workplace culture that values and integrates the insights of all its team members.

**14.Does Counselling program conducted in your company?**

Yes	56.3%
No	12.5%
Rarely	31.3%

Does Counselling program conducted in your company?



The human resource management report for Tata Motors reveals insights into the counseling programs, with 56.3% of employees indicating their participation. This majority participation signals a proactive approach to employee well-being and mental health support within the company. However, the 31.3% who rarely access counseling services suggest potential challenges or barriers that could be addressed to encourage greater utilization.

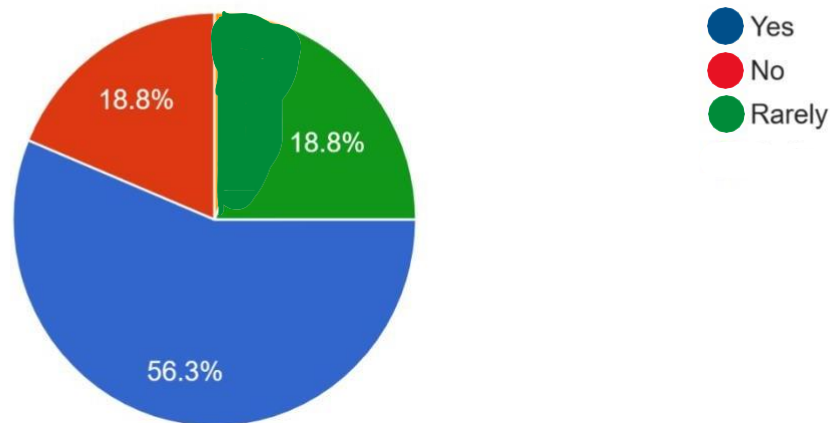
The 12.5% indicating "no" participation warrants attention, as it raises questions about awareness, accessibility, or the perceived effectiveness of the counseling programs. Conducting employee surveys or focus groups could help uncover specific reasons behind the low participation and guide improvements.

Tata Motors can further enhance its human resource management strategies by actively promoting and communicating the benefits of counseling services, addressing potential stigmas, and ensuring accessibility. A comprehensive approach to employee well-being, backed by regular assessments and adjustments, will not only contribute to a healthier workforce but also align with contemporary HR practices focused on holistic employee support.

**15. Does principles of Human Resources Management is followed by your Company?**

Yes	56.3%
No	18.8%
Rarely	24.9%

Does principles of Human Resources Management is followed by your Company?



The data suggests a varied perception of adherence to human resource management principles at Tata Motors. A majority, 56.3%, affirm the implementation of these principles, indicating a positive trend. However, 24.9% expressing rarity in adherence and 18.8% outright denial present concerns that warrant investigation.

To delve into this, scrutinizing internal mechanisms is crucial. Assessing training programs, career development initiatives, and communication channels can provide insights into the effectiveness of HR strategies. A closer look at turnover rates may reveal patterns linked to HR practices.

Moreover, external benchmarks and industry standards should be considered to contextualize the findings. Investigate whether Tata Motors' HR practices align with contemporary industry trends, compliance standards, and the evolving landscape of workplace expectations.

In conclusion, a nuanced examination of internal feedback and external benchmarks is essential to comprehensively analyze the human resource management at Tata Motors. Addressing concerns highlighted by the "rarely" and "no" responses can contribute to enhancing the overall effectiveness of HR strategies within the company.



## **Chapter No.5.CONCLUSION And SUGGESTION:CONCLUSION**

Analyzing the data on human resource management (HRM) at Tata Motors reveals a nuanced picture of employee perceptions, with implications for organizational effectiveness. The survey data, indicating that 56.3% of respondents believe HR principles are followed, 24.9% rarely observe adherence, and 18.8% outright deny it, necessitates a comprehensive examination of internal dynamics and external benchmarks to derive meaningful conclusions.

Firstly, the positive response from 56.3% of employees signifies a general alignment of HR practices with the principles of effective human resource management. This majority endorsement suggests that a significant portion of the workforce perceives the company as implementing fair and beneficial HR strategies. To build on this positive sentiment, Tata Motors should continue to strengthen communication channels, recognition programs, and employee development initiatives. Acknowledging and reinforcing these positive aspects can contribute to higher morale, retention, and overall employee satisfaction.

On the other hand, the 24.9% who rarely observe adherence indicate a potential area of concern that warrants closer examination. To delve into the root causes, it is imperative to conduct more granular analyses.

Employee surveys and feedback mechanisms should be scrutinized to identify specific aspects of HR practices that are perceived as inconsistent or lacking. Are there concerns related to training opportunities, career advancement, or communication transparency? Addressing these nuanced issues can be instrumental in bridging the gap between the company's intended HR strategies and the employee experience on the ground.

The 18.8% who outright deny adherence to HR principles raise more pressing concerns. While it's natural to have some level of dissent in large organizations, a denial of HR principles from almost a fifth of the respondents demands urgent attention. This subgroup's concerns may range from perceived bias in promotions to dissatisfaction with HR responsiveness. Initiating targeted interventions, such as conducting focus group discussions or one-on-one interviews, can help unearth specific grievances and devise corrective measures.

To further enrich the analysis, examining turnover rates within Tata Motors can provide valuable insights. If there's a correlation between higher turnover and the demographic expressing skepticism or denial of HR principles, it could suggest a tangible impact on employee retention. Addressing these concerns may not only improve workplace morale but also contribute to cost savings associated with talent acquisition and onboarding.

Beyond internal factors, external benchmarks play a pivotal role in evaluating the effectiveness of HR practices. Industry standards and contemporary trends should be considered to contextualize the findings. Comparative analyses with peer companies within the automotive sector can highlight areas where Tata Motors excels and identify potential areas for improvement. This external perspective is vital for ensuring that HR practices remain competitive and aligned with the broader industry landscape.

Furthermore, considering global shifts in the nature of work, the analysis should explore how Tata Motors is adapting to evolving expectations around remote work, flexible schedules, and diversity, equity, and inclusion. A forward-looking HR strategy that anticipates and responds to these changes can enhance the company's attractiveness to a diverse talent pool and foster a culture of innovation and adaptability.

In conclusion, the analysis of HRM at Tata Motors reveals a multifaceted landscape, ranging from positive perceptions to areas of concern. Building on the strengths acknowledged by the majority while diligently addressing the concerns of those who express doubt or denial is essential for fostering a robust and effective HR framework. Through a combination of internal introspection and external benchmarking, Tata Motors can tailor its HR strategies to not only meet the immediate needs of its workforce but also position itself as a progressive and adaptive employer in the dynamic automotive industry.

## **SUGGESTION**

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## Chapter No.6:Recommendation

- ❖ Tata Motors follows the concept of exit interviews before the particular employee leaves his/her job; it is the better way to improve the problems occurring in Tata motors. But Tata motors should conduct the interviews where the employers can discuss their problems and the problem of leaving the job will not occur in future. So time to time interviews with employees is also a necessity.
- ❖ The second recommendation to company is they should develop the concept of employee recognition and rewards as this part makes less presence in company as I believe they should encourage the creativity of their employees. Their rewards should be based on defined and measured performance levels.
- ❖ Tata motors should Implement or execute strategic planning process on annual basis to support the staffing needs of academic departments, centres, and administrative areas as well as the Institute's broader mission.
- ❖ When Tata motors recruiting officer is recruiting candidates, it is recommended for the recruiting officers to test on their group skills because each and every employee are required to work in groups sharing and gaining knowledge in and from the group. Therefore, group discussions must be included apart from campus placements as one of the phase during recruitment process.
- ❖ Tata motors should design Development assessment centres which helps in supporting managers in assessing and their capabilities
- ❖ They should develop leadership programmes for fresher's who are joining Tata motors for the very first time which promotes leader's self-awareness and complex problem solving skills thus I recommend they should go for this step also.
- ❖ When it comes to global automobile company then it is advisable to Tata Motors to be stricter in usage of language because in this business People are coming from different cultures tend to communicate using their own language which would be a barrier to others who do not understand those languages. So, according to me it must be made very clear that everyone within Tata motors speaks only in English within the company premise.
- ❖ Tata motors should implement study assistance programs which will include financial assistance to meet study expenses for all employees working within Tata motors. This gave them the opportunity to continue their formal education while working.

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