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3.1 CUMMINS INDIA PVT., LTD.,

Cummins in India, a power leader, is a group of complementary business units that design, manufacture, distribute and service engines and related technologies, including fuel systems, air handling, filtration, emission solutions and electrical power generation systems. Its technology and pioneering initiatives are bringing innovative solutions and dependable services at the best possible value to users across the country. Its high performance outlook is based on customer focus, integrity and capability of its people. Part of the US $19.2 billion Cummins Inc., Cummins in India is a Group of eight legal entities across 200 locations in the country with a combined turnover of Rs. 9,285 crores in 2014 and employing close to 9,700 individuals.

Cummins India Limited, the country’s leading manufacturer of diesel and natural gas engines is one of the eight legal entities of the Cummins Group in India. Comprising of four business units - Industrial Engine, Power Generation, Distribution, and Automotive, Cummins India Limited is also the largest entity of the Cummins Group in India.

The Industrial Engine Business caters to the industrial sector with its broad spectrum of diesel engines ranging from 65 HP to 3500 HP. The range is designed to power varied market segments such as Construction, Mining, Compressor, Marine, Rail, Agriculture, Pumps, Oil & Gas, Power Generation and Defense.

The Power Generation Business addresses standby and prime power needs through the design and manufacture of pre-integrated generator sets, transfer switches, paralleling equipment and controls.

The Automotive Business integrates Cummins’ diesel and natural gas engines with related technologies such as filtration, exhaust, turbo, fuel and coolant systems and lube oil to serve the commercial vehicle segment in India.

The Distribution Business was acquired in 1967, with the objective of providing products, packages, services and solutions for uptime of Cummins equipments. It has since been engaged in the business of sale of engines, and providing after-market support to customers in India, Nepal and Bhutan.

Established in 1987, Fleetguard Filters Pvt. Ltd. is India's leading manufacturer of heavy-duty air, fuel, lube and hydraulic filters and coolants for on and off highway
applications. It is a part of the renowned Cummins Filtration group, which is a Cummins Group company worldwide.

Established in 1991, **Cummins Generator Technologies India Pvt. Limited** is a market leader in the Brushless A. C. Generator (Alternator) product range. The Company has consistently set new standards of quality and business excellence offering premium quality AC generators in the range 0.6 to 20,000 kVA.

**Tata Cummins Pvt. Limited** is a 50:50 joint venture between Tata Motors Limited, India’s largest automobile manufacturer and Cummins Inc., USA, world leaders in design and manufacture of diesel engines.

**Valvoline Cummins Pvt. Limited** was formulated in India in 1998 and is one of India’s fastest growing lubricant marketers and producer of quality branded automotive/industrial products.

**Cummins Technologies India Private Limited** was formed in 2008. The entity encompasses seven divisions – Cummins Turbo Technologies, New & ReCon Parts India, Cummins Emission Solutions, Cummins Business Services, Cummins Fuel Systems India, Cummins India Technical Center and Phaltan Engine Plant.

In 1995, the Tata Group and Holset (a Cummins-owned company) collaborated to form a joint venture, Tata Holset Limited, to produce turbochargers. When Cummins rebranded its entities in 2006, Tata Holset Ltd. became part of **Cummins Turbo Technologies**. Today it has facilities in Pune, Dewas, Pithampur and Rudrapur.

**New and ReCon Parts India** started its operations in 2008. Subsequent to expansions in Phaltan, the business offers professionally remanufactured, high quality engines and components built in accordance to stringent functional specifications of the original product.

**Cummins Emission Solutions** has the design, engineering and manufacturing capability to provide specific emissions solutions for future applications.

**Cummins Business Services** is headquartered in Nashville, Tennessee, USA. The entity handles shared services like payroll, travel and customer care around the world, including India.

**Cummins Fuel Systems India** offers products for precise injection of highly pressurized fuel for efficient combustion in mid range, heavy and high horsepower engine markets.
Cummins is also establishing ‘**Cummins India Technical Center**’ at the Kothrud Campus in Pune. This will significantly enhance the Group’s engineering capabilities while focusing on designing technologies and solutions that further its mission of demanding that everything it does leads to a cleaner, healthier and safer environment.

The **Phaltan Engine Plant** manufactures QSK 23L & 60L engines along with critical components machining with design flexibility for KV, N14 & K19 models.

In 2012, **Cummins SVAM Sales & Service Private Limited**, a 50-50 Joint Venture between Cummins India Limited and Svam Power Plants Private Limited was established. Cummins SVAM is an authorized dealer of Cummins India Limited in the districts of Bulandshehar, Gautam Buddh Nagar & Ghaziabad in the state of Uttar Pradesh and Union Territory of Delhi for selling Cummins engines, parts and accessories, and providing service support to the engines.

**Cummins Megasite** - The Cummins Megasite at Phaltan in Maharashtra, a 225 acres campus was conceived few years ago to consolidate and house all ongoing and future expansions of the Cummins Group in India. In March 2008, three Cummins entities were awarded ‘Mega Project’ status by the Government of Maharashtra for their projects at the Megasite. Since then, eight projects have become operational at the Megasite - the second and third manufacturing facility of Tata Cummins Limited, an engine rebuild center, a reconditioning facility for remanufacturing engines and components, a Parts Distribution Center and a MidRange Engine Upfit Center. In the Special Economic Zone at Phaltan, the two plants that are operational are the recently inaugurated plant for manufacturing low horsepower generator sets and the largest facility of Cummins worldwide to manufacture High Horsepower engines.

In addition to the eight projects, the Megasite has a common facility building which houses the Health Center, gymnasium and crèche. A recent addition has been a world-class training and development Center to cater to the training and development needs of the employees across the organization and a residential campus for employees working at the Megasite.

Today Cummins in India has expanded its businesses across markets and geographies, spanning 200 locations in the country. Employing more than 9,700 individuals, the Group has reported combined sales of approximately Rs. 9,285 crores in 2014.

**Cummins India Foundation**
Corporate Responsibility is one of the six core values of Cummins. Committed to strengthening the communities, the Group channelizes its corporate responsibility efforts through the Trust, Cummins India Foundation (CIF) founded in 1990. It focuses on three areas: Higher Education, Energy & Environment and Local Community Development.

Cummins India (CIL) is leading manufacturer of diesel engines and was incorporated in the year 1962. CIL is subsidiary of Cummins Inc USA, the world’s largest independent diesel engine designer and manufacturer of engines above 200 HP.

Cummins Inc, the parent company of CIL, is engaged in design, manufacture, distribute and service engines and related technologies, including fuel systems, controls, air handling, filtration, emission solutions and electrical power generation systems. The company has customer presence in more than 160 countries through its network of 550 company-owned and independent distributor facilities and more than 5,000 dealer locations.

In the year 1964 CIL produced its first 11 engines for industrial / mining applications. Later in 1967, the company acquired Cummins Diesel Sales & Service India (CDS&S), which operates lubricants and car care products. The next year the company shipped its 1000th engine.

Today, CIL manufactures diesel engines with a range from 205 hp to 2365 hp and value packages serving the power generation, industrial and automotive markets.

The company has wholly owned subsidiary namely Cummins Sales and Service India (CSS) provides a total after-market support and offer complete business solutions for Cummins customers in India, Nepal and Bhutan.

In April, 2009 Bombay High Court has approved the Scheme of amalgamation of Cummins Sales and Service India (CSS) and Cummins Auto Services (CASL), wholly owned subsidiaries of Cummins India into Cummins India.

On Jan 26, 2011-Cummins Inc. announced that it has entered into an agreement to sell its exhaust business to Global Tube, a portfolio company of Wind Point Partners, a private equity firm headquarteried in Chicago, Ill. Consequently, the joint venture
partners in India; Cummins India Limited and Cummins Filtration Inc. USA will be divesting their shares in Cummins Exhaust India Limited.

**Businesses**

**Power generation**- It is a complete energy and power solution provider with over 25000 MW of installed captive power built across different sector such as telecom, construction, IT/ITES, realty, hospitality, textiles, auto and auto ancillaries, food processing, government, pharmaceutical, gas and manufacturing. This division is market leader in the diesel and gas power systems.

**Industrial engine business unit**- This division serves an entire solution for diesel engine requirement for the industrial sector with range from 17 HP spanning up to 3500 HP. The company serves to various segments such as construction, mining, compressors, marine, rail, pumps, gas compression, oilfield, defense and re-power.

**Automobile business unit**- This division provides technologies such as filtration, exhaust, turbo technologies, fuel systems and lubrication to serve truck customers better.

**Distribution unit**- Operates under the brand name ‘Cummins Sales and Service India’. Acquired in 1967, with the objective of providing products, packages, services and solutions for uptime of Cummins equipments, it has since been engaged in the business of sale of engines, and providing after-market support to customers in India, Nepal and Bhutan.

**Awards**

The Power Generation Business Unit of Cummins India Limited (CIL) won the “Voice of the Customer” awards in 2010 from the international consultancy Frost & Sullivan, second time since 2007.

Cummins India won CII’s National Award for Excellence in Energy Management 2008.

Cummins India was awarded with Frost & Sullivan’s 2007 Voice of Customer Awards.
The rural electrification project initiated by Cummins in collaboration with Cummins Engine Research Facility (CERF) at IIT Bombay, piloted in the village Kolha in Orissa was conferred with the 11th National Award for “Excellence in Energy Management 2010” by the Confederation of Indian Industry.

2010
- Inauguration of the rural electrification project initiated by Cummins in collaboration with IIT, Bombay and READ Foundation at village Kolha.

- Maharshi Karve Stree-Shikshan Samstha and Cummins India Foundation collaborate to launch a women's engineering college in Nagpur.

- Cummins conferred with the CII National Award for 'Excellence in Energy Management 2010'.

- Cummins wins again the 'Voice of the Customer' Awards from Frost & Sullivan in Five Categories.

2012
- Tata Cummins Limited Wins Greentech Environment Award 2012.'

**Employee Engagement in Cummins India Pvt., Ltd.**

Engagement is the underpinning of our responsibility to our communities – employees around the globe using their skills to make their communities better places to live and work. We aim to use our global footprint and the strength of our employees’ skills to achieve impact and results.

Employees engage through a network of more than 200 Community Involvement Teams (CIT) around the world. CITs serve as liaisons to their communities and are the primary onsite coordinators for community involvement initiatives. Using such tools as a community needs assessment, CITs determine how to use employees’ skills and talents to tackle the biggest problems facing their communities.

Through our Every Employee Every Community (EEEC) program we try to ensure that every employee is given the opportunity to contribute at least four hours on
company time to his or her community. Many employees, particularly those engaged in skills-based projects, contribute more hours than that each year.

Employee engagement is also evidenced with Community Impact Six Sigma (CISS), which helps to solve community problems through skills-based volunteerism by joining with partners around the globe to leverage our Six Sigma skills and training. CISS projects use data to drive sustainable improvement through the use of business tools and skills.

Cummins strongly believes that leadership engagement is a crucial factor in the success of community improvement projects, particularly those that aim to have a high impact with sustainable goals. Leaders play an essential role in encouraging employee engagement, providing business resources to support those efforts and championing key strategic projects that are linked to the business.

The Company asks leaders to take an active role in building stronger communities and personally modeling our Corporate Responsibility value, both in planning and organizing, and by swinging a hammer, too.

We aim for our Corporate Responsibility efforts to create sustainable impact in our communities. This means a focus on growing promising multi-year partnerships.

HR PRACTICES IN CUMMINS INDIA PVT., LTD.,
FOUR CRITICAL DIMENSIONS OF BEST PRACTICES

Attract and Access:
Attracting and retaining talent is becoming a big problem for every organization, they are following every trick and strategy to recruit and retain the employees.

Develop and Grow:
Nowadays organizations try to recognize the aspirations of employees and focus on their growth and development. Cummins India provides job rotation opportunities to high – performing employees from operations division. This gives them broader understanding of the business.

Engage and Align:
Employee engagement has retained the focus of organizational leadership and many companies keep launching new practices to woo employees. They are using innovative practices like “Loyalty Interview”- to find out what is it that makes its
employees stay on, the feedback from loyal employees often reflects on the leadership style and is seen to work as a great motivation.

Transition:
Movement of talent within the organization and outside of the organization sends strong signals to the employees about the organization’s care and concern. Right from the induction, which is often the first impression the employees carries, to the exit interview, the sensitivity displayed by the organization has a lasting impact on all employees.

INNOVATIVE PRACTICES IN HR AREA:

- Recruitment and selection
- Learning and development
- Rewards and recognition
- Career planning
- Compensation and benefits
- Performance management
- Leadership and development
- Organization structure

1. RECRUITMENT AND SELECTION
(i) Diversity among employees: Ex – army man to former school teacher in the workforce.
(ii) For recruitment they expect the person has to be comfortable with technology and be optimistic about the future. “Like someone who you would find interesting on a long train journey”. The company’s recruitment process ensures that it gets the people edge it needs. There is a battery of wiring tests, interviews are rigorous, not in the sense of being a stress interview, but interviewers try and go deep into what makes the candidate tick. Then the detailed feedback on the candidate is given to an independent team in charge of hiring. The company’s credo is to hire someone who is better than you.

Bar Raisers:
The HR department has organized an elite group of 34 employees – who have veto power in an recruitment decision, if a Bar member feels a potential recruit does not match upto the company’s standards.

Short stories:
The Company compiled 52 short stories, one for each week, the company used to introduce new recruits. The stories talk about its history and evolution, technology and people who made a difference.
The company goes beyond its employees and connects with their support group: the family, when an employee joins, his parents or spouse get a welcome letter.

2. LEARNING AND DEVELOPMENT

**SME’s (Subject Matter Experts):**
HR team identifies the internal subject matter experts to give training to the employees
Sending employees for higher studies.
**E-Welcome:**
When employees join the company, they have to interact with functionaries in other regions who assume that the new person in knows the internal systems. Often the new employee is unfamiliar with the systems and is at sea. The E-Welcome gateway lists certain universal systems of the company and helps them get familiar with such things. A standout feature is that if this checklist remains incomplete it sends an automatic notice to the manager responsible for the employee.
Company follows a training policy to have seven days of training every year is mandatory for all employees, even this chairman and the directors.

3. REWARDS AND RECOGNITION

1. **MAD (Mutual Admiration):**
Is an event where every employee is given green cardboard leaves on which they scribble messages of appreciation and pin them onto the MAD tree in the cafeteria. The leaves are a way of reaching out to colleagues and teams who have mattered. And at the end of the week, the foliage gets thick. Surely, the employees like being around each other.

2. **Smart Work and Smart Reward:**
It directed towards improving employees productivity. It rewards those who complete tasks in fewer working hours than stipulated.” The reward process is well defined and transparent. It has helped in ensuring better work – life balance.

4. CAREER PLANNING

1. **Career Success Centre:**
An online portal and a one – stop shop for all career related resources. The portal helps employees plan and develop their careers according to business needs.

5. COMPENSATION AND BENEFITS
1. Paternity leave
2. Extra three months maternity leave at half the salary leave
3. No attendance monitoring
4. Unlimited sick leave
5. Equal privileges for employees across levels: employees at all levels travel in the same class, stay in similar hotels, work out of standard cubicles, log in their own leave.

6. PERFORMANCE MANAGEMENT
1. 360 degree feedback system
2. “Performance Task Force”: A cross functional team constitutes 20 members and this force keeps track of what needs to be plugged, and what seems to be working. It goes back to HR every six months to deliver feedback.

7. LEADERSHIP AND DEVELOPMENT
1. Food for thought:
Inviting employees in groups to chat with Managing director over lunch in an informal environment on various issues and topics.
2. Succession planning
3. Employee empowerment
4. Reach out:
An initiative to keep a direct link of communication to its employees, the president of the company meets the employees.

8. ORGANIZATION STRUCTURE
1. Flexi and Part – time
2. The companies allow the employees to shift jobs if they wish to, across its different functions.
3. Skits: The companies are asking the employees to devise skits to dramatize its values, design screen savers and even create mascots themed on the values, they would much rather hunker down and design some more.
4. The company created new position called “Employee Engagement Manager”: the major task of the manager is to energize the workplace with fun – filled events and effective communication.
5. “People Champions”: Every project team has one facilitator from the HR department. The people champion takes care of any administrative need a project might have, leaving the project members free to concentrate on their work.

6. Orientation along with parents: The Company invites the parents of new recruits for orientation, it's good for the parents to know the kind of organization their children work for, this insight came from campus recruitment, where parents would stay with their children right till results till results were announced.

7. “People Movement Management Review Committee”: it ensures talented employees were retained by reassigning them to other groups. The company also hired consultants to assist those who were asked to leave to find jobs in other organizations.

In the present competitive world, the companies are facing lot of skill shortage, talent crunch and attrition those reached historically height ever, that made the companies feel the internal customer also more important equally with external customers, so every company try to devise innovative HR practices to attract best talent, giving them nice environment to work with, that enables the company to retain talents, the above said practices are conceived and implemented and found successful by the leading companies in India. It is found that convergence of practices of different companies in different HR areas, if any company wants to apply those practices that will benefit for the company to become more competitive in the global market.

3.2 Greaves Cotton Limited:

Greaves Cotton Ltd is one of the leading engineering companies in India. The company manufactures a wide range of industrial products to meet the requirement of core sectors in India and abroad. The company's core competencies are in Diesel/Petrol engines, Gensets, Agro Equipments and Construction Equipments.
The business operations of the company is divided into various groups, namely Power Generation group, Agro Equipment Group, Light Engines Group and Infrastructure Equipment. Besides, they have an independent Division marketing high technology systems for marine, aviation and electronic applications.

The company was incorporated in the year 1922. The company promoted the first ever Indo-Russian joint venture in the private sector, namely Rajasthan Polymers and Resins, to manufacture 20,000 TPA of ABS/HIPS resins during the year 1991. During the year 1992-93, Greaves Semi-conductor, a subsidiary, was amalgamated with the company. Also, they acquired two units of Enfield India to enhance the companys core strengths in engine manufacture and marketing.

During the year 1995-96, the company signed a joint venture agreement with SAME SpA, Italy for the manufacture of Diesel Engines. During the year 1997-98, the company divested their Greaves Garuda 3-wheeler Auto plant at Baramati in favour of a joint venture company, namely Piaggio Greaves Vehicles Ltd formed in collaboration with Piaggio Veicoli Europei SpA of Italy.

During the year 1998-99, the company began the commercial production of diesel engines in SAME Greaves Ltd at Ranipet, a joint venture with SAME Deutz Fahr SpA. Also they commenced commercial production in their tractor unit. This is marketed in the name of SAME Greaves pronounced SAMAY. The Greaves Semiconductors Unit at Patancheru in Andhra Pradesh was divested in favour of Teamasia Greaves Semiconductors Ltd with effect from January 1, 1999.

Rajasthan Polymers & Resins Ltd merged with the company with effect from May 5, 1999. In March 2000, the company transferred the tractor business in favour of a joint venture company under the name SAME Greaves Tractors Ltd formed in collaboration SAME Deutz Fahr SpA of Italy and SAME Deutz Fahr Holdings and Finance BV, Netherland. During the year 2000-01, they exited from the business venture with Piaggio Greaves Vehicles Ltd.

During the year 2001-02, the company exited from the joint venture company, namely SAME Greaves Ltd and SAME Greaves Tractors Ltd. During the year 2002-03, the company acquired the business of manufacture of fluid couplings and cluster gears from Pembril Engineering Pvt Ltd and Pembril Industrial & Engineering Company
Pvt Ltd, respectively. The name of the company was changed from Greaves Ltd to Greaves Cotton Ltd.

During the year 2003-04, the company transferred most of their investments to their wholly owned subsidiary, Greaves Leasing Finance Ltd. They merged all their investment companies, namely Rajpath Investment Ltd and Carnation Investment Ltd with their wholly owned subsidiary, Greaves Leasing Finance Ltd. They also sold their loss making RPRL unit and liquidated their overseas subsidiary Sidvim AG during the year.

The Oilfield & Drilling Business of the company, which includes Nasik plant, was divested as a going concern to Drilbits International Pvt Ltd with effect from June 30, 2005. During the year 2005-06, the company divested their 25.5% stake in the Equity of Greaves Morganite Crucible Ltd for a consideration of Rs 10.71 crore. Also, they exited from the distribution business relating to GMCL products, for a consideration of Rs 5.20 crore.

During the year 2006-07, the company set up an additional manufacturing facility for concrete mixers at their existing location in Gummidipoondi, Tamilnadu. In March 2007, they acquired Bukh Farymann Diesel GmbH, renamed as Greaves Farymann Diesel GmbH for Euro 4.24 million. This company is engaged in the manufacture and marketing of single cylinder diesel engines and parts.

During the year 2007-08, the company set up Greaves Auto Ltd to act as a Special Purpose Vehicle for new business that the company may undertake in future. They set up new facilities for manufacture of twin cylinder engines/ power train, at Aurangabad in Maharashtra. They also set up a manufacturing facility at Gummidipoondi, Tamilnadu, for manufacture of road compaction equipments.

The company set up a manufacturing facility for manufacture of G series multi cylinder diesel engines at Chinchwad, in Pune. They also set up a state-of-the-art Technology centre at Chinchwad, Pune for design, development and testing of large multi cylinder diesel engines.

In September 2008, the company inaugurated a new manufacturing facility for agro equipment at Gummidipoondi in Tamilnadu. In October 2008, they entered into a
long term Agreement with Tata Motors Limited for supply of newly developed light diesel engines for application in their small commercial vehicles.

We, at Greaves Cotton, are driven by customer focus. It is our constant endeavour to provide efficient, customized solutions to our customers. With a rich experience spanning 150 years and much more, we owe our success to our highly motivated and energetic work force.

It has been our policy to recruit talented professionals and train and develop their competencies through regular training and development programs. Training programs, workshops and on-the-job training ensure that we have the right person for the right job. Our work culture aims at providing prospective employees the right blend of professionalism, independence and a fair amount of fun and excitement.

CORPORATE SOCIAL RESPONSIBILITY Greaves Cotton believes that one of the critical areas, where opportunity for development is abundant, is education, and is concerned as to how it can reach those who are under-privileged/deprived. In its noble pursuit of students’ aid/support/upliftment, Light Engines Unit at Aurangabad decided to become a benefactor of a batch of 20 underprivileged students from a NGO in Aurangabad, whereby their expenses of books, tuition and uniform were met. They would further be sponsored for ITI and absorbed thereafter for 6 months on-the-job training programme in order to make them employable. Similarly, Light Engines Unit at Ranipet, aimed at upliftment of the 120 underprivileged students by issuing them Notebooks, Bags and Stationery Items, among other resources. The Company will continue its efforts with an aim to identify other areas which require support and be an active contributor to the welfare of the society.

Believing Human Resources to be a critical component of its growth odyssey, Greaves is completely tuned to the aspirations of its people. Maintaining its thrust on nurturing its Human Resources, the Company continued with its strategic initiatives to recruit and retain the best talent during the year under review. The Company has constantly striven to evolve its Human Resources through effective programmes to promote team work and collaborative efforts among its staff at all levels. The Company’s HR policy is designed to: Recruit and retain bright new managers, engineers and other staff. Accelerate the development and growth of leadership and
functional capabilities of the managers and operations personnel. Create a succession plan to ensure continuity and to groom future leaders.

To achieve these strategic objectives, the Company regularly recruits Management Trainees in the marketing and manufacturing disciplines. Effective mentoring and hands-on training of these recruits is a key facet of the Company’s programme, aimed at the evolution of capable managers. The Company believes its people to be its biggest strength and has an excellent retention record, which is constantly boosted through initiatives such as Performance Appraisals and Feedback processes. During the year, the Company conducted a series of Leadership Development Programmes for managers in the manufacturing, sales and support functions. Regular campaigns relating to Employee Engagement / Organisational Climate Surveys are also a critical element of the Company’s HR philosophy and policy. The Company follows up on these surveys through effective action in areas requiring specific attention.

HUMAN RESOURCES As a leading engineering Company, Greaves Cotton’s business is greatly dependent on innovation and value-engineering. Both of these, in order to bring significant impact, need good quality of human capital to collaborate with technology and machineries. Talent management, thus, gains significant importance at Greaves Cotton. Human Resources Department (HRD) continues to maintain its focus on Talent Acquisition, Talent Development and Talent Retention. During FY12, HR conducted Relationship Management and Effective Personal Productivity programmes for Senior Executives as a part of the leadership development and for Junior and Middle level Executives, Group Essential Managers (GeMs), as a part of management development program. The Human Resource team has initiated focused efforts to tap human potential and develop them to make leaders for tomorrow. HR is also playing a major role in transforming Greaves Cotton into a performance driven organization. It has created a robust performance management system besides taking a slew of initiatives to improve and enhance employee productivity.