CHAPTER - V
FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings

The final chapter contains a summary of the findings that emerged from the discussion in the previous chapter. This chapter also presents suggestions and policy implications, based on the findings, to improve the conditions of the Mando Automotive India Limited. The summary of the major findings are presented separately for Staff and OE categories of employees.

5.2 Major Findings of the Staff

5.2.1 Personal and Organizational Profile of the Staff

Staff members are classified based on the gender and the result revealed that 83% are male employees and just 17% are female employees. This shows that Mando has not done enough for workforce diversity. It should increase the intake of female employees so that it reaps the gender equity benefits available to an organization. The mainstream of the respondents belong to age group of 30 -40 years. The respondents are predominantly Graduates for nearly 83% of the working staff members have completed a graduate degree. In case of region wise classification of employees, it is apparent that the South region is dominating the workforce with 76% representation. Among other regions Northern region staff have significantly lower effectiveness score when compared to East region employees. Northeastern staff have significantly lower effectiveness score when compared to North, South and West region employees.

66.5% of staff have experience of 5 to 10 years, 22% of staff have 10 – 15 years of experience, 10% of staff have 1 -5 years of experience and 2.5% of staff have 20 & above years of experience. This study observes a significant association between the perceptual difference among Staff regarding HR Audit practices and their years of experience. The employees in 1 to 5 years of experience have different perception regarding HR Audit practices at Mando than those with 5 to 10 years of experience and above. Experience can give better understanding of HR audit practices. Pessimistic employees are having less years of experience that is one to five years of
experience. The study shows less number of pessimistic employees in 5-10 years of experience and above.

5.2.2 Staff Perception of HR Audit Practices

1. Implementation of Business Strategy in HR

The department of IT staff has scored well in the implementation of business strategy relevant to Human Resources (HR). This results shows that the IT department staff has clearly accepted that there is a strong link between the business strategies and HR Practices and this facilitated the effective execution of business strategies of IT department in particular and the company in general. The HR staff have also scored highly vis-a-vis the implementation of business strategy. On the pessimistic side a few of the department such as VD Staff, Finance Staff, Production Engineering Staff and general staff have scored rather poorly in this category.

2. Manpower Planning and Competencies

The IT department staff have scored highly on Manpower planning and competencies. This shows that the objectives of Manpower planning are satisfactory to the members of this department. The HR staff and Expats secured second and third rankings. Marketing, Production Engineering and QC staff have secured low-level rankings.


The HR staff members have scored highly on Appraisal Process Leveraging to Learning Management and change management. The HR department staff strongly agrees that the appraisal process of Mando enable them to gain a shared understanding of work expectations and goals, exchange performance feedback like KRA sheets, Annual appraisal forms, refresher training, mid-term review and job descriptions. General staff have secured the second highest rank. It shows that the general staff also accepted the views of the HR staff of Mando. The Expats staff also confirms this fact by claiming the third place. QC Staff, Production Engineering and PD Staff are dissatisfied with the Appraisal Process Leveraging to Learning Management and change management of Mando.
4. Flow of Appraisal Processes

The Expats staff secured high-level ranking. The top-level managers agree that there is a smooth Flow of Appraisal Processes in Mando Automotive India Ltd. In line with the Expats, the HR staff has scored the second highest ranking. It is clear evidence that the flow of appraisal processes of Mando is well designed and followed. The IT staff also confirms this fact. In contrast, the Marketing staff, PD and General staff are not happy with the Flow of Appraisal Processes.

5. Utilization of Human Capital

HR staff scored highly on Execution of Human Capital. In fact, the HR staff prepares the Human Capital (HC) list and the department heads are aware of HC list. Expats staff is also aware of value and level of utilization of Human Capital. The IT staff also affirms that the Execution of Human Capital of Mando is effective. Marketing staff, SQA and Production Engineering staff however disagreed with the policies relating to Human Capital practices of Mando. This should be a cause of concern for the company.

6. Work Culture, Compensation, and Benefits

The Expat staff awarded highest rating for Work Culture, Compensation, and Benefits of Mando India Ltd. Expat staff of Mando perceived that the subjective influence of the formal system, the informal style of managers and other significant organizational culture factors of the people would lead the organization to a higher level. The HR and VD staff appreciates the practices of work and organizational culture of Mando. SQA, Maintenance, Marketing are not comfortable with the work culture and compensation practices of Mando company.

7. Manager Employee Relationship

Expat, HR & Production Engineering department staff has secured high rankings. It is thus clear that, there is a harmonious interpersonal relationship between managers and employees of these departments. On the other hand SC & L, General staff & PD staff may have misgivings about the prevailing manager employee relationship and do not rate them as very cordial.
8. Employee Satisfaction Measures

IT, Marketing, Expats staff are highly satisfied with the employee satisfaction measures. In contrast with this, the SC& L, QC & PPC departments reported low employee satisfaction.

9. Learning Management and Follow-ups

VD, IT, HR staff expressed that there is a high possibility of learning opportunities and Follow-ups in Mando. QC, PPC, PD staff have a negative opinion and view not enough possibilities of learning and Follow-up actions.

10. Recruitment and Mentoring

IT, General, HR staff have high regard about the policies and practices of Recruitment and Mentoring. However, the Production Engineering, VD, PD staff are not highly satisfied with the policies of Recruitment and Mentoring.

11. Record Maintenance

VD, Finance, General staff are highly satisfied with the Record Maintenance. SC& L, IT & SQA staff have a pessimistic opinion over the Record Maintenance policy of the company.

12. Documentation

Expats, HR, SC&L staff are highly appreciative of the Documentation of the Mando. Marketing, QC, SQA staff have a poor opinion about the documentation.

13. Women’s Grievance

HR, Expat, VD staff are well satisfied with the regulations of Women’s Grievance policies. SQA, QC, PPC staff have less regard for Women’s Grievance policies.

14. IT Support to HR Data

IT, VD, General staff averred that the IT department constantly support the HR department. SC&L, Production Engineering, SQA staff is not aware of IT support to HR data. It has almost become a common phenomena in large organizations to have high quality HRIS to support HR data transactions. The IT, VD and general staff are highly appreciative of the IT environment created and supported by management.
for the HR related practices. However, certain departments like SC&L, PE and SQA are either unaware of IT support of HR data or unimpressed by the IT measures taken by the management for fostering HR activities.

5.2.3 Staff’s Perception of HR Audit Effectiveness

1. Competency and Talent Management

As regards competency and Talent management, the Production Engineering staff has scored highly which indicate that they have affirmative perception about Mando’s competency and Talent Management strategies. It may be safely assumed that the audit practices of this company paved the way for effective and state of art maintenance and management of competency and talents in this company. This positive perception does augur well for this department. A few other departments like VD department, Finance department, SQA have also indicated a positive perception about competency and Talent management in the Mando Ltd. It may be disheartening to note that the pivotal departments like IT, QC & Maintenance have shown a negative outlook towards the policies and strategies of Mando Ltd. regarding competency & Talent management.

2. Career Management

In career management, the Expat staff has scored highly which indicate that there is a conducive interpersonal relationship among the employees, presence of job security, increased monetary benefits and Career growth & opportunities. The SQA and General staff also positively perceived that there is a proper career management in Mando. However, the IT, Production Engineering and VD staff are not very pleased with the policies of career management.

3. Production Management and Quality

In the area of Production Management and Quality control, the IT, Maintenance and Expat staff has scored highly. It is the clear evidence that they powerfully admit that there is considerable increase in productivity and significant Quality of work life. It is clear that the Manpower, material, money, machine are maintained properly. In contrast, the Finance, General staff and QC department staff has scored lowest rankings. It is surprising that the QC staff themselves have shown negative feelings towards production and QC initiatives. This does not speak well
about the QC policies of the study unit at least from the point of view of certain
crucial departments like Finance, General Staff and QC.


As regards the Soft skills management and Emotional Management, the
department of VD staff has secured high rank. It is important to note that there are
few job related problems and there is a high standard in ethical behavior and
organizational culture. The Expats and Production Engineers liked the company’s
policies and practices relating to Soft skills management and Emotional Management.
The PPC, Finance and General staff expressed pessimistic opinion towards Soft skills
management and Emotional Management.

5.3 Major Findings Pertaining to Operating Engineers

5.3.1 Personal and Organizational Profile of OEs

OE’s of Mando are led by 64.6% of male employees followed by 36.4% of
female employees. The major chunk of OE’s are from the age group of 20 – 30
[82.7% ] where as 11.3% of OE’s come under the age group of 30 – 40. This results
show that majority of OEs are young and this fact is to be kept in mind by the
managers while formulating policies and procedures concerning them.

98% of OEs have secured diploma and 1.8% are graduates. Further, 58.4 % of
OE’s are from Southern region; 14.8% respondents are from North region; 10.4% are
from West region; 8.8% are from East region and lastly 7.5% are from north East
region. Southern region OEs have significantly lower effectiveness score when
compared to East and North region employees.

The mainstream of OE’s (98.7%) are working in Shop floor and among them
1.3% are seniors (shift-in charge) who come under staff category. 85% of OE’s come
under the grouping of 1- 5 years of experience; 14.4% respondents of OE’s belong to
5 – 10 years category. This study ascertained a significant association between the
perceptual differences among OE’s regarding HR Audit practices vis-a-vis their years
of experience. Generally, employees with different years of experience have different
perception regarding HR Audit practices at Mando. The high percentage of
Improvement seekers are found within one to five years of experience whereas the
fulfilled employees belong mostly to five years and more of experience.
5.3.2 OE’s HR Audit Perception

1. Recruitment Policies

MSG department has obtained higher scores. The staff of this department is highly satisfied with the recruitment policies of Mando. Departments like SHOX and IVA ranked second and third. It is a clear sign that the recruitment policies are concerned with identifying the range of applicants for appropriate vacancies available in the organization. The MBA, CCA and DBA departments have good number of OEs compared with other departments that have secured very low rankings.

2. Induction Follow-ups

In the area of Induction follow ups the MSG departments have secured high scores. This shows that the OEs belonging to MSG department have a better understanding about induction follow up of the company. The SHOX and WCA departments also affirm that the induction training programs, Training modules and other follow up actions carried out by the company. The DBA, DBA, CCA & CCM departments have expressed a negative opinion towards induction follow up practices. About half of employees are not fully satisfied with the induction follow up programs.

3. Training Programs

The OEs belonging to WCA department have obtained the highest ranking in training programs along with WCA,SHOX and MSG department as they strongly affirm that the training program are job and task oriented. These groups are convinced that there are growth prospects for both the individual and organizational if they attend the training programs. The MCA, CCA and senior OEs have scored poor rankings. However, most of the seniors are dissatisfied with the existing training programs. The senior OEs do not find the programs to be effective enough to progress further in their career.

4. Appraisal Process

In line with the training programs, the WCA department has scored a high rank in appraisal process too. The WCA departments strongly believe that there could be a significant and transforming measure by practicing appraisal process that developed the personal efficiency and organization productivity. The MSG, and SHOX department are having good number of employees who are happy with the
OEs appraisal process. On the contrary, the seniors of CCM and DBA departments have given poorer rankings for appraisal process.

5. Appraisal Follow ups

Every company has to undergo appraisal follow up programs for better development and to meet the internal and external current challenges forced by the competing factors. The MSG departments have secured highest ranking and they believe that the appraisal follow-ups would satisfy the emerging interest of the OEs. The MCM and senior OEs are pleased by the appraisal follow up programs. But the other significant departments like MBA, MCA and IVA departments have developed negative perception towards appraisal follow ups which can create confusion and uncertainty among the employees growth and organization growth.

6. Recognition

The MSG department has repeatedly scored high rank. This is the evidence that the recognition practices played a vital role to capture the attentions of the OEs and to stimulate the working measure of OEs, which ascertain the high performance of employees at least in MSG departments. The SHOX, WCA also favored the above factor. DBA, CCA and senior OEs have a negative opinion towards recognition process.

7. Basic Accommodation Requirements

IBA, WCA, SHOX departments have obtained high rankings. It shows that they are happy with the facilities of Basic Accommodation Requirements provided by the company. The senior MBA, CCM OEs are pessimistic about the Basic Accommodation Requirements especially on the shop floor.

8. Add-on Facilities

In this category, the MSG, MBA & senior OEs have secured the highest rankings whereas IBA, WCA and SHOX department OEs expects more add on facilities from Mando.

9. Security Measures

Since OEs are working with machines, there is a high necessity for strengthening security measures in and around the shop floor. It is highly accepted by
the IBA, MBA, MCA departments whereas the senior WCA and MSG departments felt that the security measures provided by the company is not up to their expectations.

10. Mando Redressal Forum (MRF)

The communicative aspects have a powerful impact on the life of the OEs as well as on the organization. WCA departments have attained the highest ranking over MRF. SHOX and MSG departments confirm this positive opinion. DBA, Senior and CCA are highly dissatisfied about the functions of MRF.

11. WGC

SHOX, MSG and IBA departments have secured high rankings of WGC. The majority of the women OEs come under this department. Of course, this result shows that there is a continuous effort made by WGC for the women empowerment in Mando. In contrast, MBA, Senior and CCA departments are not pleased with the functioning of WGC.

5.3.3 OE’s HR Audit Effectiveness

1. Career Management

In the field of Career Management, the MSG departments have scored high ranks followed by MBA and IVA department. The MSG, IVA and MBA department constitute half of the OE employees in the company. They believe that there is good career growth and development opportunities in Mando. They also strongly accept that there is continuous assurance of job security and increase in monetary and non-monetary benefits in the company. The departments like DBA, WCA and CCM have secured poor rankings.

2. Quality of Work Life

MSG department believes that this company provides a desirable Quality of work life for the OEs. Further, the departments like DBA and IVA confirm this perception. As against this, the engineers of WCA and CCM have a negative opinion towards the Quality of work life.

3. Production Management

IVA, MBA and WCA departments have scored highly on this factor, it is obvious that the OEs contribution is more in the field of Production Management.
That outcome of production management is mostly through the hard work of the OEs is an undeniable fact in this company. This may be the reason why there are fewer job related problems among OEs. The CCM, Senior and MSG departments are not favorably disposed towards production management policies of the company and this is borne out by their low rankings.

4. Personal Development

The CHM, SHOX and MCA departments have rated this factor highly in their assessment. These departments generally consist of higher number of OEs than staff and they admit that there is rapid personal development after joining this company. They are proud of working in this company and feel that their individual efficiency has developed. They also believe that there is a good scope in ethical behavior and chance for learning decision-making abilities. In contrast, the MSG, IVA and WCA departments have predominantly negative opinion towards personal development initiatives of Mando.

5.4 Suggestions

Based on the results emerging from the analysis of data relating to the different aspects of the problems faced by the employees, the researcher puts forth the following suggestions to ameliorate the conditions of the employees of Mando Automotive India Limited.

1. Majority of the staff and OE’s are male members. Number of female employees can be raised. This can ensure that Mando reaps the benefits of workforce diversity. This company can also ensure that there are adequate representations from every region of the country as this can pave the way for cultural diversity.

2. Most of the Operating Engineers joined with diploma in Mechanical Engineering and have not acquired any qualifications during their employment tenure. To help them cope with the changing nature of the environment, these OEs should be encouraged to pursue their studies and the company should help them to acquire graduation by providing necessary sabbaticals and other forms for assistance. It is also essential for Mando to become a learning organization so that there is a continuous update of employees’ knowledge.
3. Experienced staff and OE’s are fewer in this company and this actually indicates the high labor turnover. This organization can modify the reward system so that they will remain in the company and render their fruitful service to the company for a longer period of time.

4. The existing HR structure has a good link with the company and HR planning is also based on the skills, knowledge and education of existing employees. If it is revised further qualified and skilled Indians also can become top level managers in the company.

5. Employee satisfaction survey is conducted every year. The company also takes follow up action but this has not provided adequate satisfaction to the employees. It is therefore essential for this company to revamp the existing system in consultation with the employees; similarly, follow up action can also be altered according to the wish of the employees.

6. Communications between top-level managers and employees are more formal in nature. The company can evolve special policy measures to have interpersonal relationship among staff & OE’s and top management employees. The communication meeting can be modified and casual meetings can be encouraged. Continuous Feedback from employer to employee and employee to employer will be more effective to achieve the goals.

7. Recruitment policies and practices are highly appreciated. If it is simplified then qualified persons belonging to the poor and minority community will also have the chance to work in the company. Incidentally, OE’s feel that they are getting delayed increment letters. The company can pay special interest to send the increment letters as early as possible.

8. Training methods are good but bond system can be changed. If viable, years of bond can be minimized and the salary can be raised during training and bond period. Trainings for the age group 40 -50 can be tailor made for this age group as they find the existing training module unsuitable for them. These methods can be simplified so that they can grasp easily and benefit better.

9. Grievances concerning women specific policies may have negative fall-out for the work force diversity initiative of the studied organization. It is thus essential for the company to look carefully into the causes of low satisfaction.
about women’s grievance policies. Mando can strengthen the existing Women Grievance Committee policies to make it more practical and target oriented. Some special consideration in recruitment, job timings, leave and work nature for women is to be provided.

10. Talent identification, creation and retention polices are appreciated by the staff. This can be implemented for OE’s with the same vigor to improve their satisfaction level. The company can announce reward for talented OE’s and staff.

11. All employees can have approved Key Results Area sheets for every year. The full and final settlement for employees who are separated from the company need to be completed within one month.

12. The task force can meet the HR manager and interview him about the functioning of his department after inspecting the relevant personnel files and documents. Two senior unionized staff of the HR department can seek their views on the problems of the company. The HR experts can observe and analyze the performance of the members through role playing session and give their feedback.

13. The company can hire the external HR experts for developing solutions to the issues and they can prepare the HR audit report according to their recommendations. The audit report can then be sent to the top management for further action. The HR audit report can be displayed in the notice board.

14. The HR audit report normally includes a number of recommendations to improve the ability of the company to attract the best talents. The top management should pay sufficient importance to fulfill the recommendations given in such HR audit survey.

15. HR planning should be job-related. Job description should be given to the employees. Since the goal of HR planning system is to achieve the organizational goal, there is immense need to coach the employee before and after appointment regularly as part of this planning system. Besides, Marketing staff, PD and General staff are expecting their management to enhance the quality of refresher training, job analysis, etc.
16. Management must create career development systems that rightly and promptly identify, prepare, and promote employees whose experience and skills match the demands of higher-level positions.

17. The company needs to pay attention to modify the appraisal process so that the present appraisal system becomes more objective, reliable and free of harsh criticisms. This is a prerequisite for improving the performance of those departments that reported low marks. Marketing staff, SQA and Production Engineering staff are not aware of the HC list. They may perhaps have less confidence in development dialogue and growth plan of the company.

18. The company should concentrate on improving the effectiveness of its auditing method as related to competency and talent management. It is an urgent necessity for this company to work on the existing competency & talent management techniques, so that some departments that performed less than expected can do better on positive image of Competency & Talent Management.