Chapter V

Data Analysis and Interpretation

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References
5.1 Introduction

Automobile Industry in Maharashtra is spread over the state. But cluster area has been approved by the government at Aurangabad, Pune and Nashik. While concentrating upon these regions to examine the objectives of research with the existing facts, the researcher has approached to various automobile companies in Maharashtra. The industries chosen for the study located in Aurangabad, Pune and Nashik. There are various issues to be considered to examine to finding the answers. Human Resource Management is a vast subject. Every activity in the company is around the stream of management. The most critical area of HR management can be defined as ‘there is no universal solution for HR problems’. Though the problems seem to be similar, but solutions may differ from company to company and unit to unit. Every company’s HR characteristics differ according to requirement of that company. There is difference of educational background, cultural values, group attitude etc. so the solution of same problem may vary from company to company. Every problem needs customized solution as every problem has its own criteria and parameters to deal with.

HR management is different from other streams of management like finance, production, and marketing management. HR management deals with the human part of the production or manufacturing process, which possess the desires, moods, aspirations, like or dislike feelings and opinion. In order to find out the rout cause of problems and determine a solution for it, which needs detail and focused research & observation to enable to derive end results.

5.2 Statement of the Problem

The researcher intended to investigate the dimensions of the management under studies by measuring related concepts such as Human Behavior, Organizational Behavior, Managerial outlook in application of various principles and thoughts prevails in different management schools.

In the era of globalization, liberalization and privatization, there is considerable scope to examine the challenges ahead the Human Resource Management and to study
how the management meets the challenges by adopting proper ways to improve Human Resource Development strategy.

**Problem Areas:**

Researcher had identified some of the problems of efficiency with reference as Human Resource Development Such as

1) Recruitment System
2) Training system and facilities
3) Problems in organizational behaviors viz. team building, commitment, leadership.
4) Impact of exigency and endogenic factors on efficiency

**5.3 Definitional Premise**

Going in to the details to find out specific views of employees regarding various issues, researcher has used the terms, phrases, and watch words. For better communicating its meaning, used for this research study, is mentioned as below.

1) Human Resource Planning – Human Resource Planning is the process by which a management determines how an organization should move from its current manpower position to its desired manpower position. Through planning a management strives to have the right number and the right kind of people at the right places, at the right time, to do things which result in both the organization and the individual receiving the maximum long-range benefit.¹

2) Recruitment- Recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force.²
3) Performance Appraisal – The overall objective of performance appraisal is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. Such appraisals achieve four objectives including the salary reviews, the development and training of individuals, planning job rotation and assistance promotions.³

4) Training & Development – ‘Training refers only to instruction in technical and mechanical operations, while ‘Development’ refers to philosophical and theoretical education concepts. Training is designed for non-managers, while development involves managerial personnel. In the words of Campbell, ‘training courses are typically designed for a short-term, stated set purpose, such as the operation of some pieces of machinery, while development involves a broader education for long-term purposes.’⁴

5) Labor Management Relations – Industrial relations are an integral aspect of social relations arising out of employer employee interaction in modern industries, which are regulated by the state, the legal system, and the worker’s and employer’s organizations at the institutional level; and of the patterns of industrial organization including management, capital structure including technology, compensation of the labor force, and study of market forces – all at the economic level.⁵

6) Time office Management – Time office management is a part of Personnel or human resource administration. It includes attendance, muster roll, leave management, control absenteeism, and maintain employee records, legal compliance.

7) Compensation Management – Compensation management refers to the establishment and implementation of sound policies and practices of employee compensation. It includes such areas as job evaluation, surveys of wage and salaries, analysis or relevant organizational problems, development and maintenance of wage structure, establishing rules for administering wage, wage payments, incentives, profit
sharing, wage changes and adjustments, supplementary payment, control of compensation costs and other related items.\textsuperscript{6}

8) Legal Compliance – Legal Compliance is related to Labor and Employment law and encompasses the various laws and regulations specific to HR professionals. It deals with the issues that HR professionals must contend with in the majority of their work functions, predominantly in overseeing and managing duties related to hiring, firing, employee benefits, wages, paychecks, and overtime. It may also pertain to workplace safety, privacy; and preventing discrimination and harassment.\textsuperscript{7}

9) Attrition – Attrition refers to the gradual loss of employees over time occurring through means other than firing employees. Attrition causes potential losses in productivity and increase the cost associated with replacing departing employees.

10) White Collar Staff - White-collar worker is a person who performs professional, managerial, or administrative work. White-collar work is performed in an office, cubicle, or other administrative setting. Other types of work are those of a blue-collar worker who work at shop floor.

11) Monthly Meeting – Monthly meeting is very common concept in automobile companies. These meetings are conducted with the head of departments to review their performance, development, achievement of target and understand their problems and provide required assistance.

12) Employee Welfare Activities - Employee welfare is a term including various services, benefits and facilities offered to employees by the employers. The welfare measures need not be monetary but in any kind/forms. This includes items such as allowances, housing, transportation, medical insurance and food. Employee welfare also includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease,
accident and unemployment for the workers and their families. Through such generous benefits the employer makes life worth living for employees.

13) Efficiency - A level of performance that describes a process that uses the lowest amount of inputs to create the greatest amount of outputs. Efficiency relates to the use of all inputs in producing any given output, including personal time and energy.

14) Employee Sticks – Employee strike is a work stoppage and it is generally the last step in a labor and management dispute over wages and working conditions. Because employees are not paid when they go on strike and employers lose productivity, both sides usually seek to avoid it.

15) Period of Agreement – Period of agreement is a time span for which generally an agreement between employee union and management is done. Major considerations in this agreement are increments, working conditions and various facilities.

16) Code of Conduct – Code of conduct is a part of discipline. Every company has a different culture about the code of conduct.

17) Managerial Skills – Managerial Skills are those skills which are used in taking managerial decisions. Three most common skills include: 1) human skills - the ability to interact and motivate; 2) technical skills – the knowledge and proficiency in the trade and 3) conceptual skills – the ability to understand concepts, develop ideas and implement strategies. Competencies include communication ability, response behavior and negotiation tactics.

18) Employee Motivation – A motive is an inner state that energizes, activates, or moves and directs or channels behavior toward goals. It is the process of creating organizational conditions which will impel employees to strive to attain company goals.\(^8\)
19) Worker Participation – Worker Participation is inclusion of every employee of the organization in the decision making process. Many companies use different methods to seek worker participation.

20) Degree of Discipline – Degree of Discipline is the intensity of following code of conduct in the company.

21) Non-financial rewards – Non financial rewards are those rewards given to employee for their better performance in terms of non-monetary ways. Like promotion, added responsibility and authority, higher designation.

22) Stress – Stress is a state of mental or emotional strain or tension resulting from adverse or demanding circumstances.

23) Accident - A work accident, workplace accident, occupational accident, or accident at work is a "discrete occurrence in the course of work" leading to physical or mental occupational injury.

24) Employee Satisfaction - Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace.

25) Occupational Hazard - An occupational hazard is something unpleasant that you may suffer or experience as a result of doing the job. Danger to health, limb, or life that is inherent in, or is associated with, a particular occupation, industry, or work environment. Occupational hazards include risk of accident also.

26) Contract Labor – Employees who do not work directly for an organization, but are employed by a firm that has a contract to do particular work for the organization.
5.4 Percentage Analysis

5.4.1 Major Functions of HR Department

Human Resource Management is a part of strategic management. It is being a center of all strategic decisions in the automobile industry. For studying the HR issues in Automobile industry, it was essential to conduct a focused group discussion of HR practitioners. It was an attempt to find out most critical and challenging practices of human resource management in the automobile industry. Ten HR practitioners including 1 senior manager, 3 managers and 6 HR executives were invited for this focused group discussion. The topic of this group discussion was “Challenges of managing HR in Automobile Industry”. During discussion following points were focused on prominence which can help HR managers for smooth administration.

<table>
<thead>
<tr>
<th>Human Resource Planning</th>
<th>Time Office Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment &amp; Selection</td>
<td>Benefits &amp; Compensation</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>Employee Welfare</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>Legal Compliance</td>
</tr>
<tr>
<td>Labor Management Relations</td>
<td>Attrition Control</td>
</tr>
</tbody>
</table>

![Overall Response %](image)

*Figure 5.4.1*

*Source: Compiled as per the field survey (2012-14)*
The response in terms of percentage reflects the first choice of respondents regarding the functions of HR management according to their importance and level of difficulty of handling the function.

As shown in the figure, 24% respondents have given their first preference to Labor Management Relations as an important function and the face challenges in managing this function. 13% respondents have given preference to Attrition Control function. 11% respondents have given first priority to Human Resource Planning (HRP).

5.4.2 Difference of White Collar Staff Working.

This question was asked to find out the difference in working style of white color staff of automobile industry in comparison with the other industry like Pharma, Agriculture Products, and Food Processing industry etc. following data is collected through the questionnaire.

The responses collected for this question were straightforward. 34% responses show that there is a vast difference in the working style of white collar staff and 30% responses are in the favor of ‘no any difference’.

While enquiring in details researcher found that there are some areas where the working difference is identified clearly. Persons working in that specific profile, expressed that there is vast difference. These areas are production, maintenance, quality assurance etc. and 30% responses in favor of ‘there is no any difference’ these are
common areas where HR management faces problems includes performance appraisal, labor management welfare practices etc. and finance departments.

Production specific or process specific employees working style is different in automobile industries that of the other industries. But common management departments like few areas in HR, department of finance & accounts, marketing are same working style.

5.4.3 Senior Management’s Approach towards HR Issues.

Response %

This question was asked to find out the importance of approach towards HR issues pertaining to senior management. The intention was to understand the hierarchy of importance for various activities like production, finance, purchase, human resource, maintenance, etc.

As 28% respondents said that it is ‘Top most priority’ of senior management. But 46% respondent’s opinion is that production and finance are more important than HR for their management. 19% respondents expressed that ‘Moderate importance’ is given to HR issues. It seems that it needs more attention to HR management process. It is obvious that production or finances are most important activities as it has direct impact on the performance of company. Some respondents considered it as a supportive function to overall management.
5.4.4 Employee’s & Employer’s sensitivity about Welfare Activities.

A question was asked to get information regarding the approach of senior management towards welfare activities. 27% respondents expressed that senior management shows keen interest, 25% considers as strategic HR activity, 23% feels as Very important activity.

24% respondents explained that these activities are carried out to just fulfill the minimum law requirements.

This was a tricky question. ‘Not given much importance’ option was given to find out negative responses. But ‘Just to fulfill Minimum Law Requirements’ option was also neutral like negative response. 24% respondents were in favor of this option, which reflect the senior management’s approach towards these activities.

5.4.5 Employee Motivation for Efficiency.

Every organization is kin to keep their employees to enable them to perform their job as per standard set by the management.
The human resource management makes maximum possible arrangements to keep their employees prepared by all means. HR manager’s priorities are to provide all required training and motivation to workforce. Motivation supports the person to work efficiently. The question was whether motivation in true sense how it matters, and what motivates employees more, the question has many-folds.

The responses are, 37% respondents opined that ‘Responsibility with Authority’ motivates them. 24% responded for ‘Monitory benefits’ further 15% favors ‘Reward & Recognition’ whereas 18% feels that ‘good working condition’ motivates them and 5% respondents expressed that ‘fancy designation’ motivates them.

Employees work efficiently if they are delegated the authority with responsibility. This is the case of office staff. Shop floor employees are more concerned about their working conditions and monitory benefits.

It is observed that these motivating factors have a considerable impact on the efficiency. But basic motivation and desire to work is required. This parameter should have been checked at the time of recruitment itself.

5.4.6 Use of Recruitment Channels.

As regards the system of recruitment puts its impact on the work culture and organizational behavior for a long time. The problem of recruiting right people is a delicate exercise. to cope-up with the available work force becomes the

Human Resource Manager as they could face better or bitter experiences. The question was all about the recruitment system and channels the management uses the
responses from managerial sources. As 38% of respondents chooses the system ‘through consultants’ whereas 48% gives favor for ‘internal sources’ for recruitment. As a answer for option of ‘media advertisement’ 24% have opined. For a better choice of best young hands ‘campus interviews’ can be best channel. 9% have opted “through employment office” as their channel of recruitments. Channel of ‘portal of Private Job’ was also asked as a choice; here 27% possibilities were recorded for the use of job portal of private jobs. Multiple answers were allowed for this question. 48% respondents preferred internal sources, 38% through consultants, even 27% preferred through private job portals. And only 9% respondents opted for employment office and 16% for campus recruitments.

The finding indicates as, automobile companies use all the recruitment channels. But the percentage of each channel is different for OEMs and vendor units. Still all companies give more weightage to internal sources. Actually it depends on the position. If it comes for fresher recruitments, campus placements, private job portals are preferred. When middle management or senior management level vacancies are to be fulfilled, internal sources and consultants are preferred, and when shop floor requirements are to be fulfilled, employment office, consultants and media advertisements are preferred.

5.4.7 Performance Appraisal System.

There were two questions asked to submit answers in the rating scale of 5 points. First was related to performance appraisal and second was about training initiative. Respondents were asked to give rating regarding these two activities of their respective companies. One stands for excellent and Five stands for poor.

23% respondents gave 1st rating for performance appraisal whereas 6% respondents expressed 5th rating for their performance appraisal system in the company. 36% opined that they are satisfied but still there is scope for improvement. 19% preferred
3rd and 15% preferred 4th rating which shows their unsatisfied views about performance appraisal system in the company.

The findings indicate that performance appraisal is very important part of HR management. It is base for increment in salary, promotions, transfer of roles etc. every year. So if employees are not satisfied with the performance appraisal system, it may cause increase in attrition rate.

5.4.8 Training Initiatives.

Training is very important part in automobile companies. Technical as well as behavioral training is conducted regularly. Technical training includes 5S, TPM, APQP, PPAP. And behavioral training includes Motivational Training, Leadership Skills development, Group involvement etc.

34% respondents have given 1st rating to the training initiatives of their respective companies whereas 29% preferred 2nd rating, 20% preferred 3rd rating whereas 12% and 6% given 4th and 5th rating.

Findings indicate that employees in automobile industries are satisfied averagely with their training facilities. Still more emphasis should be given to training related to market oriented and updated technologies.

5.4.9 Reasons of Employee Unrest.

As Fred Riggs a thinker of “Ecology of Management” states that the peaceful and tranquil industrial atmosphere depends upon various factors mainly the human activity efficiency and coordination.
Though it is the area on which everybody wants to keep information confidential, 30% opined that the cause is wage demand which prevails as a phenomenon where human work force is prime. 25% have expressed that working conditions is a considerable reason of employee’s unrest. HR management’s important activity shall be employee’s welfare hence 11% of the employee response for unrest was ‘inadequate welfare activities’. Further 17% responded the cause of unrest is ‘Lack of Security’, whereas the talk of the industrial area is having one more reason that is ‘Favoritism’. Favoritism done by the superiors at all levels of management creates a feeling among the employees where some of them feels unsecured, hence 17% of the respondents opinion is about ‘Favoritism’ leads to employee unrest in the automobile industry.

5.4.10 Best Training Advantages.

The technology is changing fast and the working techniques also changing accordingly. In order to have well acquaintance with the changing knowledge and information it is obvious for...
the industry to make their employees well equipped to accept any challenge and perform efficiently. Hence the prime need is to provide best and advance training to employees regularly. As per ‘Practice makes men and women perfect’ principle the question was set about training advantages to both industry and human resources. 20% responded in their opinion, advantage is hike in salary, means monetary benefits are important for them. 25% opined training as advantage for promotional possibilities. Further 14% have expressed that training helps for more responsibilities can be achieved. Here 21% a different response has been recorded that training can inculcate new techniques which is added advantage to both. 21% respondents agreed for capacity building for which best training contributes their personality development and improving face value.

The findings indicates that respondents to get their perception about training advantages. A mix response received on this from respondents. 25% respondents feel that there will be possibility of promotion after getting various trainings. 21% respondents things that there is a scope of inculcating new techniques to their routine work through various trainings. 21% considers it important for capacity building and 20% respondents relate this to their hike in salary and 14% relates it to the increased responsibility.

5.4.11 Employee’s Approach towards Training.

![Employee's Approach]

*Figure 5.4.11 Source: Compiled as per the field survey (2012-14)*

Where recruitment process is a herculean job for management, also training process is a challenging job for HR managers. To understand opinion of human resource regarding the facility of training whether it is an opportunity to imbibe and inculcate new know how in the areas where ever it is highly required. 35% of employees have opined that they feel happy to get training if given. Moreover 13% of human resource ready to
participate outdoor training which provides different type of experience. Some employees 31% explained that they avoid participating training because of work pressure, hence it is not clear that there employees feels that work is important than training or they are not allowed to participate in training by their management. 12% of them seems to be reluctant for training activities whereas 9% employees are not interested to get any training on this feedback it is understood that HR manager has to play a pivotal role to make employees training friendly.

The findings indicate that 31% respondents are interested to attain the trainings but due to work pressure, target completion; it is difficult to attend the training. 35% respondents are happy to attend the trainings, 13% respondents are interested to attend outdoor trainings, 12% respondents are reluctant from the training activities and 9% do not attend the trainings.

5.4.12 Whether the system of implementing the code of conduct exists?

The diagram 5.4.11 shows the responses regarding ‘implementing the code of conduct’ in automobile industry. The answers of the respondents show that 31% of the employees answers that it is strictly followed.

36% answered about ephemeral role is maintained. 21% employees views that as a part of code of conduct penal action warning are issued. For financial punishment 9% employees responses are secured. As regards due to contravention of code of conduct 2% employees in general are affected from promotions.

The findings indicate that code of conduct is strictly followed as responded by 36% of the human resources.
5.4.13 What is the impact of various HR crises on organization as a whole?

The question regarding the impact of various HR issues raising crises on organization as a whole is put to the HR managers and some officers. The responses are in 13% officer’s opinion, superior-subordinate relationships is disturbed.

Regarding interpersonal relationship 9% of them answered that the relationship is affected. Most important problem is growing pressure of the unions so 40% superior officers accept the fact of growing union pressure becomes a problem to administer. 32% HR managerial staff of officers views that organizational quality and production adversely affect due to various HR problems. Whereas 7% superiors answered that ecology of management is disturbed because of crises arises in between the employee and the management.

The finding indicates growing union pressure is an exigency factor creating crises in the smooth managerial working.

5.4.14 How managerial skills are used to resolve the conflict?

The data is presented as per the above diagram 5.4.13 in response to issue of use of managerial skills to resolve the conflict. In this respect the question with option was set to enquire the HR managerial authority.
The response is 21% officers give preference to integration which is best way to resolve the conflicts. As 28% using the technique of compromise is useful. 23% opines that by way domination conflicts can be handled. For a smooth way 20% responded to maintain dignity of both can be way-out to resolve the crises. Using giveaway principle 9% officer’s favor this is as golden mean to resolve the crises in order to avoid further possibilities of conflict.

The finding indicates that compromise is the best skill to deal with the crises arises if so for which major part of HR managers favors.

### 5.4.15 Prime developmental challenges before HR management.

![Graph: Responses to development challenges]

*Figure 5.4.15 Source: Compiled as per the field survey (2012-14)*

Another question in respect of development challenges before HR management and responses in their opinion are ‘capacity building’ of employees is preference of 44% respondents.

For Training activities 41% employees recorded their preference whereas 26% respondents opined that ‘ensuring employee’s welfare’ is also a challenge before HR management. ‘Maintaining dignity’ and ‘performance Management’ got 23% and 30% responses respectively.

Findings indicates that though these are regular functions of HR management, considerable percentage of respondents feel that capacity building and training are major challenges before HR management.
5.4.16 Motivating factors enabling the employees.

A question for human resource is put to know the response of HR management in respect of employee’s motivation. In order to get effective and efficient work out put motivation is an important aspect to make the management meaningful. The responses shows 21% answers in favor of self-motivation. Whereas 30% employees responded that they are motivated by the initiatives taken by their management. 19% of the workforce answered that the management motivates them through non-monetary benefits. 23% employees favors that the organizational work culture inspires and motivates them. As 7% employees states in their answer that the concept of motivation is absent.

The findings indicate organizational culture and management initiatives making efforts for the motivation of automobile industrial workers. Because major group of employees accept the importance and efforts make by the management to improve their work qualitatively and quantitatively.

5.4.17 Level of worker participation.

The question is put to know the position of level of workers participation. Participation of human resource shows the integrity towards the management.

Figure 5.4.16 Source: Compiled as per the field survey (2012-14)

Figure 5.4.17 Source: Compiled as per the field survey (2012-14)
So the answer given by 23% employees is that the management appreciates their suggestions. Whereas 47% opined that they are acquainted with the Kaizen system prevailing in the implementation. For better participating in 19% employee’s opinion is that monetary benefits are awarded as a reward of their full-fledged participation. On the contrary 8% employees experience is workers participation is overlooked by the HR management. About 4% of employees stated in their answer that the management does not have any system to consider worker’s suggestions. The findings indicate good sign through the responses preferably that employees suggestion are appreciated as well they know the Kaizen systems advantages, which supports reciprocally.

5.4.18 Nature of employee – employer relation in the company.

Everywhere the question of employee employer relation remains as a talk of the corporate age. The opinion of the employees is called through some options.

![Employee - Employer Relations](image)

*Figure 5.4.18 Source: Compiled as per the field survey (2012-14)*

In this regards 29% employee’s opinion states the employee – management relation are cordial and cooperative. Another group of 33% employees opined that their relation possess the value of strategic partnership. As per 8% of employee’s opinion, their relations are traditional relations. But 2% have responded as non-cordial and conflicting relation between employer and management. About 28% employees explain that the relations between employees – employer according to their experience are mixed.

Finding indicates that in order to have better performance and industrial reputation the employee’s gives priority to cooperative and strategic partnership nature of relations.
5.4.19 Employees views on compensation Policy.

![Chart showing employees views on compensation policy]

Figure 5.4.19 Source: Compiled as per the field survey (2012-14)

Human Resource working in auto industry has the similar feeling of monetary benefits like other industrial workforce. A question related to compensation policy of the management is put to know more details of advantages and lacunas of the concept. 34% employees appreciate that they are of the opinion that good compensation policy attracts their prospectus. Under this policy the management retains the employees opined by 27% employees. 13% of the employees say, this policy leads to minimize labor cost. As 7% employees responded that the policy helps to improve production activity. One favoring group of 19% accepts that this policy assures the employees resulting to minimize labor unrest.

The finding indicates more advantages like retention of employee, improve productivity and minimize labor unrest are notable outcome of this policy.

5.4.20 Non-monitory factors reflecting employee motivation.

![Chart showing non-monitory factors]

Figure 5.4.20 Source: Compiled as per the field survey (2012-14)

Another question is put regarding whether non-monetary factors occurs employee motivation. About 31% responses advocate motivation helps for respectful treatment. 27% respondents’ feel that recognizing the individual performance, motivate their employees.
20% employees opined for Training as a non-monetary motivator, whereas 21% respondents expressed that regular feedback of performance and behavior motivates the employees. And 25% respondents are in favor of ‘assignment of challenging tasks’ as a motivator except the monetary benefits.

The finding indications related mostly with respectful treatment and recognition endorsed by the HR management to the human resource motivated without monetary factors.

5.4.21 Level of stress in the company.

![Level of Stress](image)

*Figure 5.4.21 Source: Compiled as per the field survey (2012-14)*

Stress is a matter of concern in corporate field. When this issue is discussed, its positive as well as negative aspect is taken into consideration. This question was asked to find out the level and seriousness of stress in automobile companies.

30% respondents feel that optimum stress level is maintained in their company. 14% respondents opined that employees work under stress. 24% expressed that employees in specific department are working under stress where as 23% respondent’s opinion is ‘stress is concern of white collar staff and not for blue collar employees’. And 9% respondents stated that stress free atmosphere is maintained in their respective companies.

Finding indicates that though the word ‘Stress’ is a negative word, an optimum level of stress is necessary for more productivity and more efficiency.
5.4.22 Accidents Happened in the company.

Accidents are very infrequent phenomenon in automobile companies. There are various steps taken to prevent the causes of accidents, still few incidents happened due to mistake or fault of either person or process.

This question was asked to enquire no. of accidents happened during last five years in the company. There are 8 to 10 accidents in 5% respondent’s companies, 6 to 8 incidences of accidents in 14% respondent’s companies.

4 to 6 accidents happened in 20%, whereas 2 to 4 and less than 2 accidents happened in 29% and 33% companies.

Automobile companies have physical accident hazards. To these companies are more conscious about hazardous situations and process. Every possible care is taken to prevent the accidents. Still by overlooking the instructions, not following prescribed steps or not following SOPs (standard operating procedures) these accidents happened in the companies.

5.4.23 Evaluation of Employee Satisfaction Level.

The response of the query regarding the evaluation of employee satisfaction level regarding job security is put for their views. The response shows that 15% of them are totally satisfied.
Whereas 34% of the employees explained that they are to some extent satisfied from the job security. A considerable part i.e. 26% of employees remains neutral on this question. On the contrary 13% employee’s response is their unsatisfied feelings. Over the evaluation, 11% of employee’s view as dissatisfied with the job security level.

The finding indication focuses on their question that the responses in favor of satisfaction level is considerable which shows the mood of the employees how they favor their work and working culture.

5.4.24 Analysis of Problems Solving Method in the Company.

![Problem Solving Method](image)

Figure 5.4.24 Source: Compiled as per the field survey (2012-14)

The Human Resource Management and managers are always engulfed in various questions. The HR managers keep them engage to resolve the critical and common issues as per their skills and authority.

The question in this regards is put to employees for their response. 42% of them feel the problems are taken as challenge. 21% expressed that experts are consulted by the management to find out a way. 19% Employees answered that the problems are referred to their senior authority. Whereas 13% says that the issues are settled by teamwork. As in 5% employee’s views, the subordinates are not involved in the issue resolution process.

The finding indicates that the crises or issues are either taken as challenge and makes efforts to solve. Some extent expert’s advice is sought. Team spirit is also one devise to get outcome from the crises.
5.4.25 Identifying the causes of occupational hazards and remedial aids.

In manufacturing industry like automobile industry the employees and employers are quite aware of obstacles and hazardous ways in the process of working.

![Occupational Hazards in the Company](image)

Figure 5.4.25 Source: Compiled as per the field survey (2012-14)

It is noted from the data collected on the question of identifying the causes of occupational hazards and remedial aids thereon. 42% responded the main problem arises from accidents. Whereas 31% employees opined that they have physical hazardous locations in their company. 24% responded that they have chemical hazardous situations. Whereas 2% employees feels that they have biological hazards. And 1% employees feels that they do not have any occupational hazards.

5.4.26 Late hour working in the company.

Another question of late hour working and views of the employee’s is put for their response and views. In this respect 5% employees have answered that they are strictly following shift schedule.

![Late Hour Working in the Company](image)

Figure 5.4.26 Source: Compiled as per the field survey (2012-14)
29% have responded that subject to increased workload they work for more hours. As 31% employees expressed that blue color employees need to work overtime and they are paid for that. In a high demand time employee’s works overtime responded 15% employees. Because of lack of work plan employees have to work overtime which is a major concern for the employees as well as management responded 20% of employees.

The findings indicate that employees agree with the overtime work in a high time and as demanded by the market. Workers do not oppose overtime working in general sense.

5.4.27 Employee Turnover Percentage.

Employee turnover or attrition rate is most discussed issue in the automobile industry. If an employee leaves the company, it incurs double loss to the company: Loss of losing current employee and loss of appointing a person to take up a charge.

Again level of competence is not matched by new entrants. There are many such problems due to employee turnover.

This question was asked to find out the percentage of employee turnover in the automobile companies. 27% respondents expressed that their company has less than 10% employee turnover ratio where as 45% respondent told that their company face 10% to 20% employee turnover every year. 23% opined that they have 20% to 30% and 5% expressed that they have 30% to 40% employee turnover. Only 1% employees were in opinion that they have more than 40% employee turnover.
5.4.28 Impact of Contract Labor problems on HR managerial performance.

The overall performance of human resource management depends upon various factors like top management policies, employees performance, lower management’s coordination, employees emerging issues and various such areas.

The problems of permanent employees differ with the contract labor problems. Labor on contract is inevitable part of workforce of every industry. The question is put to know the impact of labor problems to HR managers. 28% HR managers responded that contract labor is necessary for specific type of work. 25% opined that contract labor is necessary in high demand period. About 24% HR managers opined that it is difficult to dealing with their issues. 22% HR officials says that difficult to get sufficient contract labors as required. As zero percent answered that they do not employ contract labor in their company.

The finding indicates that industry needs contract labors for specific work and needed in high demand times some responded showing it difficult to deal with contract labor.

**Brief Summary of Research Finding**

In this chapter researcher has focused on the performance of Human Resource Management and the employees working in the different departments of automobile industries. The questionnaire and personal interaction with the employees and HR managers, supervisors & e-correspondence was made to procure the information related to hypothesis and objective of research. The aim was to examine the various factors prevailing in the auto industry which plays an important role to examine the
characteristics of issues and problems dealt by the human resource management and the staff reciprocally.

The auto industry cannot independently function; the vending units play a major role as an important supporting unit of auto industry. Hence the study of HR issues prevailing in the vending units has also been focused. A common questionnaire was provided to them for procuring necessary information in addition to questionnaire. Authorities and employees were contacted through email and telephonic communication for interaction. The data collected from different ways have been tabulated and analyzed. Possible efforts to derive the conclusion and arrive at certain findings have been made. The findings and suggestions on the issues are discussed in the next chapter.
References

7) http://www.hg.org/human-resources-law.html