Assessing the factors affecting the organisational performance- A case study on an authorised Hero MotoCorp Dealer

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Date: 06th May 2024

Examined by:

Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, "Assessing the factors affecting the organizational performance- A case study on an authorized Hero MotoCorp Dealer" is based on the results of investigations carried out by me in the Masters in Business Administration at the Goa Business School, Goa University, under the mentorship of Mr. Sadanand Gaonkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

I hereby authorize the University authorities to upload this dissertation on the dissertation repository or anywhere else as the UGC regulations demand and make it available to any one as needed.

(Bhagat)

Sankesh S Bhagat

Signature and Name of Student

Seat no: 22P0280008

Date: 06ᵗʰ May 2024

Place: Goa University

COMPLETION CERTIFICATE

This is to certify that the internship report "Assessing the factors affecting the organizational performance- A case study on an authorized Hero MotoCorp Dealer" is a bonafide work carried out by Mr. Sankesh Sandesh Bhagat under my mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline of Management studies at the Goa Business School, Goa University.

Date-06th May 2024
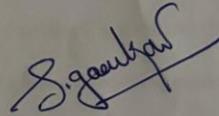
Mr. Sadanand Gaonkar
Assistant Professor
Goa Business School

Signature of Dean/HOD
Goa Business School
Date:6th May 2024
Place: Goa University
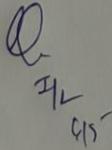
School Stamp

From-

Shivsai Motors

Gudi Gulem

Canacona Goa

Mob. 9765676006 Ph: 0832-2643666

Date- 13th January 2024

To-

Mr. Sankesh Sandesh Bhagat

H.no-160/2 Bhagatwada Nagercem
Canacona Goa

Mob-9657088876

<div align="center">Sub: OFFER LETTER</div>

This is to inform you that our showroom has approved your application for internship for the MBA programme from 15th January 2024 to 4th May 2024 in the department of Human Resource Management.

We are delighted to welcome you in our enterprise. Looking forward to it.
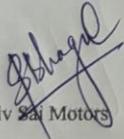
Shiv Sai Motors

Gudi Gulem

Canacona Goa

SHIV SAI MOTORS

Hero
SERVICE

AUTHORISED REPRESENTATIVE OF
SHREE SAMARTH AUTOMOTIVE
GUDI, GULEM – CANACONA – GOA
Mob.: 9765676006   Ph. : 0832-2643666

Ref. No._____

Date 04ᵗʰ May 2024

INTERNSHIP CERTIFICATE

This is to certify that Mr Sankesh Sandesh Bhagat, student of the Goa Business School, undergoing

Masters of Business Administration in Human Resource Management has successfully completed

internship between 15ᵗʰ January 2024 to 4ᵗʰ May 2024 at Shiv Sai Motors. He actively participated in the

activities during the period of internship and learned the skills needed for various activities such as Human

Resource management, billing, service advisor etc.

PRAVIN S BHAGAT

OWNER

SHIV SAI MOTORS

Place- Canacona

Date- 04ᵗʰ May 2024

EXECUTIVE SUMMARY

The data analysis conducted provides a comprehensive overview of the human resources landscape within the organization, offering crucial insights into employee satisfaction, retention, and areas for improvement. Key findings indicate a mix of satisfied and dissatisfied employees, emphasizing the need for targeted strategies to address varying levels of engagement and job satisfaction.

One significant concern highlighted is the widespread dissatisfaction with work-life balance, emphasizing the importance of prioritizing employee well-being through initiatives supporting a healthy balance between work and personal life. Additionally, discrepancies in perceptions of compensation and incentives suggest the necessity for regular reviews and transparent communication regarding salary structures.

Furthermore, the analysis identifies varying levels of job profile satisfaction and opportunities for career development, underlining the importance of investing in training programs and offering avenues for advancement to enhance job satisfaction and retention.

Addressing the intention of certain employees to leave the organization requires effective retention strategies, including addressing compensation concerns, enhancing work-life balance initiatives, fostering open communication, and providing opportunities for professional growth.

Overall, the findings underscore the critical role of human resources management in shaping organizational culture, employee satisfaction, and retention. Proactively addressing identified areas of concern and engaging with employees to understand their needs and aspirations can help create a supportive and fulfilling work environment conducive to loyalty, productivity, and long-term success.

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CHAPTER 1: INTRODUCTION TO THE COMPANY

1.1 Profile of the Company

Hero MotoCorp is a leading two-wheeler manufacturer and one of the most prominent players in the global motorcycle industry. Established in 1984, the company was originally a joint venture between Hero Cycles Limited of India and Honda Motor Company of Japan. However, in 2010, Hero MotoCorp became an independent entity after the dissolution of the joint venture.

Headquartered in New Delhi, India, Hero MotoCorp has consistently been at the forefront of the Indian two-wheeler market, earning a reputation for producing reliable and fuel-efficient motorcycles. The company has a robust presence not only in India but also in numerous international markets, exporting its motorcycles to various countries.

Hero MotoCorp has a diverse range of motorcycles catering to different segments, including commuter bikes, scooters, and premium motorcycles. The brand is known for its emphasis on innovation, efficiency, and affordability, making its products popular among a wide range of consumers.

In recent years, Hero MotoCorp has demonstrated a commitment to sustainability and environmental responsibility by introducing electric scooters and other eco-friendly initiatives. The company continues to invest in research and development, focusing on cutting-edge technologies to stay competitive in the ever-evolving automotive industry.

With a strong distribution network, a rich history, and a dedication to customer satisfaction, Hero MotoCorp stands as a symbol of success and resilience in the world of two-wheelers, contributing significantly to the growth and development of the global motorcycle market.

Hero MotoCorp, as a leading two-wheeler manufacturer, offers a diverse range of products and services catering to different segments of the market.

The place where I am doing my internship is an authorised dealer of Hero MotoCorp Ltd. with the name Shivsai Motors. Established on 9th of October 2009. The main dealer was Shree Samarth Automotives located at Nuvem , which is now taken over by Anusharan motors. This authorised showroom is located at Gudi- Gulem Canacona South Goa, in the premises owned by the owner itself.

They have 3 staff in the reception and job card work. Around 5-6 mechanics. And are planning to expand in the near future. As in South Goa, this dealer caters to the whole of Canacona and some parts of Quepem and Sanguem, too. The sales in the beginning years were very high and also the employees were also easy to get comparatively. But in recent times, it's hard to get employees, and it is also challenging to retain the existing ones.

To begin with, let's understand how recruitment happens. Firstly, an advertisement on the website and social media portals regarding the vacancy. After receiving the C. Vs. of the candidates, the main dealer and the dealer of the authorized outlet discuss and then interview the candidate. The office staff is being given training regarding the software used by the company.

Whereas the mechanics are appointed on the basis of experience, freshers are also being appointed, but they are being given on-the-job training on the same. They provide all the variants of bikes and scooters available in the Hero MotoCorp lineup. The outlet has been doing well as its area to cater is vast. However, the overall sales are a little down due to the transition to EVs. People are waiting before buying a new vehicle resulting in the stagnation of sales. Less sales results in less number in service of vehicles and sales of spare parts. A decline in sales for Hero MotoCorp, one of India's largest two-wheeler manufacturers, over the past few years could be influenced by various factors. Here are some possible reasons for this downturn:

1. **Economic Factors**: Economic downturns or fluctuations in the economy can lead to reduced consumer spending and lower demand for non-essential items such as motorcycles. Factors like inflation, unemployment rates, and changes in consumer confidence can impact purchasing decisions.

2. **COVID-19 Pandemic**: The ongoing COVID-19 pandemic and related lockdown measures may have disrupted production, supply chains, and sales channels, leading to a decline in sales. Restrictions on mobility, closure of dealerships, and reduced consumer footfall could have all contributed to lower sales figures.

3. **Change in Consumer Preferences**: Shifts in consumer preferences towards alternative modes of transportation, such as electric vehicles or ride-sharing services, could result in reduced demand for traditional motorcycles.

4. **Competition**: Intensified competition from other two-wheeler manufacturers offering attractive pricing, features, or financing options may have eroded Hero MotoCorp's market share and impacted sales.

5. **Regulatory Changes**: Changes in government regulations, such as emission norms or safety standards, could necessitate costly upgrades to existing models or lead to delays in launching new products, affecting sales performance.

6. **Supply Chain Disruptions**: Disruptions in the supply chain due to factors like raw material shortages, logistics challenges, or production bottlenecks could lead to reduced availability of motorcycles and impact sales volumes.

7. **Marketing and Branding**: Ineffective marketing strategies or branding efforts may have failed to resonate with target consumers, resulting in reduced brand appeal and lower sales.

8. **Global Factors**: External factors such as geopolitical tensions, currency fluctuations, or changes in trade policies could affect Hero MotoCorp's export business and overall sales performance.

Product and Services offered.

1. Motorcycles: Hero MotoCorp produces a wide variety of motorcycles designed for different purposes and user preferences. Their range includes commuter bikes, premium motorcycles, and sports bikes.

2. Scooters: In addition to motorcycles, Hero MotoCorp manufactures scooters to meet the growing demand in this segment. These scooters are known for their fuel efficiency, reliability, and user-friendly features.

3. Electric Vehicles: Reflecting a commitment to environmental sustainability, Hero MotoCorp has ventured into the electric vehicle (EV) segment. The company has introduced electric scooters, contributing to the global shift towards cleaner and greener mobility solutions.

4. Parts and Accessories: Hero MotoCorp provides a range of genuine parts and accessories to enhance the performance, safety, and aesthetics of their motorcycles and scooters. This ensures that customers have access to quality components for maintenance and customization.

5. After sales service: As a authorised dealer this showroom outlet has after sales service of all the bikes and scooters belonging to Hero MotoCorp.

CHAPTER 2- TASK AND CHALLENGES

Being an HR student I was handling the Human resource at the outlet. The owner being from engineering background was not well worse with the human resource aspect. Also, at small outlets usually the human resource management is neglected of is being left alone with the main dealer under which the small outlet falls. The main outlet might have H R managers but they always neglect its far away branches, due to various reasons.

Working as the HR manager at the outlet I came across various tasks and challenges.

TASKS

There were 2 receptionists cum office staff. Also, the owner did the administrative work. 5 mechanics were there one of them had joined in a year of incorporation and is still there. Dealing with less staff seems a very easy task but in this case one inefficient employee can cause more damage as compared to a bigger organization.

- Noting the time of the employee's arrival and leaving.
- Taking care of the day-to-day work done by the mechanics.
- Noting down how many vehicles each of them worked on for the day
- Managing their incentives which are depended on the number of vehicles they work on.
- Managing their paid and unpaid leaves.
- Looking after the remuneration.
- Managing the refreshment budgets.
- Helping the supervisor when one of them was absent.
- Collecting parts and number plates from the main dealer.

CHALLENGES-

It was my 1st time experience of working in a company, so I dealt with some challenges, such as working or being at work for the whole day. Working under someone and dealing with co-

workers was a new experience altogether. Apart from personal challenges, there were professional challenges, such as.

2 Finding the right mix of employees, as the strength was comparatively less. The workforce has decreased in the past few years. Also, the employees don't want to work for a long time.

3 Punctuality of the employees – The employees are traveling from some distance, some of them do not have proper transport so sometimes they arrive a little late.

4 Work ethics were a little concern – Mostly, the mechanics are not highly educated, which is why they do not understand the value of work ethic.

5 Work efficiency was lacking as proper supervising was not there before- The employees were not being supervised properly as everyone was busy doing their work. A HR manager can take care of this issue.

6 Taking work for granted- The employees know that the owner needs them more than they need the job. In such cases, taking the job for granted happens

7 Absenteeism- Mechanics have to do physical work, so if they are unwell or have any issue in their body, they tend to take a day off.

8 Salary-related issues- this is the main issue as everyone works for a salary. Being in the automobile sector and seeing the low it is hitting, especially in the two-wheeler sector, it is hard to pay high salaries.

No proper support from the main dealer- the main dealer has changed recently, and their working system is not so very good. No proper support for the sub-branches

CHAPTER 3: INTRODUCTION TO RESEARCH

3.1 Introduction

Assessing the factors affecting the organizational performance of Hero MotoCorp needs to touch upon turnover, retention, and SWOC analysis. Employee turnover in organizations refers to the rate at which employees leave a company and are replaced by new hires. It's a critical metric for businesses as it can impact productivity, morale, and, ultimately, the bottom line. High turnover rates can be indicative of underlying issues such as poor management, inadequate compensation, lack of career advancement opportunities, or cultural mismatches within the organization. Reducing turnover is often a priority for businesses, as retaining skilled and experienced employees can save costs associated with recruitment, training, and lost productivity. Strategies for reducing turnover may include improving employee engagement, offering competitive compensation and benefits packages, providing opportunities for professional development and career advancement, fostering a positive work culture, and implementing effective management practices.

Monitoring turnover rates and understanding the reasons behind employee departures are essential for organizations to identify areas for improvement and implement targeted retention strategies. By prioritizing employee satisfaction and well-being, organizations can work towards creating a more stable and productive workforce. Employee retention in organizations refers to the ability of a company to retain its employees over a certain period of time. It's a crucial aspect of human resource management as it directly impacts the stability, productivity, and overall success of an organization. Retaining talented and skilled employees is often more cost-effective and beneficial than constantly recruiting and training new staff.

Organizations employ various strategies to improve employee retention, including:

● Competitive Compensation and Benefits: Offering competitive salaries, bonuses, and comprehensive benefits packages can attract and retain top talent.

● Career Development Opportunities: Providing opportunities for skill development, training, and career advancement helps employees see a future within the organization, increasing their commitment and loyalty.

● Work-Life Balance: Promoting work-life balance through flexible work arrangements, telecommuting options, and generous vacation policies can improve employee satisfaction and reduce turnover.

● Recognition and Rewards: Recognizing employees' contributions and achievements through rewards, incentives, and praise boosts morale and motivates them to stay with the organization.

● Positive Work Environment: Fostering a positive and inclusive workplace culture characterized by open communication, mutual respect, and supportive leadership can enhance employee engagement and retention.

● Employee Feedback and Involvement: Encouraging employee feedback, listening to their concerns, and involving them in decision-making processes can increase their sense of ownership and commitment to the organization.

● Employee Wellness Programs: Implementing wellness initiatives such as health insurance, wellness programs, and mental health support demonstrates care for employees' well-being and contributes to their overall satisfaction and retention.

● Exit Interviews and Feedback: Conducting exit interviews to understand the reasons behind employee departures helps identify areas for improvement and implement targeted retention strategies.

By prioritizing employee satisfaction, development, and well-being, organizations can create a conducive environment where employees are motivated to stay and contribute to the organization's success over the long term.

SWOC Analysis

It seems like you may be referring to a SWOC analysis. Typically, SWOC stands for Strengths, Weaknesses, Opportunities, and Challenges. It's a strategic planning tool used by organizations to assess internal and external factors that may affect their current situation or future plans. Let's break down each component:

1. Strengths: These are internal factors that give an organization an advantage over others in the industry. Strengths could include things like a strong brand reputation, a skilled workforce, innovative products or services, efficient processes, or financial stability.

2. Weaknesses: These are internal factors that place an organization at a disadvantage compared to others. Weaknesses might include poor management, outdated technology, lack of resources, inefficient processes, or limited market presence.

3. Opportunities: These are external factors in the environment that the organization could exploit to its advantage. Opportunities could include emerging market trends, technological advancements, changes in regulations, expanding into new markets, or strategic partnerships.

4. Challenges (or Threats): These are external factors that could negatively impact the organization's performance or objectives. Challenges might include intense competition, economic downturns, changing consumer preferences, regulatory constraints, or disruptive technologies.

Conducting a SWOC analysis involves identifying and analyzing each of these factors to develop strategies that leverage strengths, address weaknesses, capitalize on opportunities, and mitigate challenges. It's a valuable tool for strategic decision-making, helping organizations to adapt to their internal and external environments more effectively. In a small authorized bike sales and service center in India, HR managers grapple with multifaceted challenges that impact recruitment, retention, and overall workforce management. Securing skilled and reliable technicians, salespersons, and administrative staff proves daunting in a competitive market,

exacerbated by the struggle to retain talent amidst better opportunities or industry-specific factors like seasonal fluctuations.

Moreover, providing essential training to keep pace with evolving bike servicing and sales technologies poses a challenge, especially given resource constraints in a small setup. Compliance with India's intricate labour laws, encompassing minimum wages, working hours, and employee benefits, demands meticulous attention and effort, further strained by limited HR resources. Balancing workload dynamics during peak seasons or sudden demand surges requires HR managers to judiciously staff positions to meet customer needs without overwhelming employees.

Upholding employee morale and motivation, crucial for customer satisfaction and retention, necessitates consistent efforts, particularly during stressful situations or customer interactions. Resolving conflicts among closely-knit team members, addressing safety concerns in workshop environments, and ensuring employees possess both technical prowess and strong customer service skills add layers of complexity to HR management. Additionally, staying attuned to market trends, customer preferences, and technological advancements in the bike industry is imperative for success, placing further pressure on recruitment and training efforts. Operating within budget constraints while fulfilling HR needs presents an ongoing challenge, requiring strategic resource allocation to optimize hiring, training, and employee benefits. In navigating these challenges, HR managers play a pivotal role in shaping organizational culture, fostering employee satisfaction, and driving business performance.

3.2 LITERATURE REVIEW-

1.(Vadde Divya)- April 2023- This study highlights the employee discipline and motivation at work place. A common place that we see the need to apply motivation is in the work place. In the work force, we can see motivation play a key role in leadership success. A person unable to grasp motivation and apply it, will not become or stay a leader. The study is confined and relevant only to Hero MotoCorp Ltd. (Formerly Hero Honda Motors Ltd.) not applicable to any organization. The study covers motivational practices in Hero MotoCorp Ltd. (Formerly Hero Honda Motors Ltd.)at various levels of employees. The study assists the management in determining the decision regarding the performance of the employee. Data is being used from primary and secondary sources.

2. (P. Raman)- In this study, the author touches upon the work-life balance in TVS and Hero MotoCorp. The author has discussed different Human resource practices for the same. The study revolves around Selection & Recruitment, Training & Development practices, Performance evaluation practices, Career Planning, Promotion Practices, Compensation & Social benefits, Grievance handling system, Employee satisfaction/ Motivation, Employee Retention, and Employee commitment. Some helpful insights on HR practices and processes in the Indian setting have been supplied by this study. It was discovered that this is how things start in Indian auto sector firms. It is common knowledge that competence-based HR functions improve HR management, human resource management, and the organization as a whole.

3. Dhadich Ankita, Gupta A K- The topic highlighted in this study is the performance appraisal system in Hero MotoCorp. The primary objective here is to study performance appraisal in Hero MotoCorp Ltd and identify the actual performance standards used in performance appraisal. The secondary objective is to Study & analyze the effectiveness of the present Performance Appraisal method being followed in the Organization. Both primary and secondary data are being used. Performance appraisal is good for the organization as well as the employees.

4. Nagar Ankita- This paper looks upon the CRM practices in the automobile industry with reference to the hero MotoCorp. The study of the automobile industry. Data has been gathered from a variety of publications, including books, journals, websites, magazines, and surveys that consumers and staff members of different automotive industry divisions have completed.

5. (Raman P)- This study here deals with human resource practices and their impacts on employee satisfaction in the automobile industry in Chennai. The study comprehends the connection between HRM procedures and HR results in the automotive industry to draw attention to the effects of HRM results and practices on employee performance. to determine how satisfied workers are with the human resource policy. To make some recommendations for improving HR procedures in order to raise employee satisfaction. Some helpful insights on HR practices and processes in the Indian setting have been supplied by this study. It was discovered that this is how things start in Indian auto sector firms. It is common knowledge that competence-based HR functions improve HR management, human resource management, and the organization as a whole.

6. (Hasani Tahereh and O'Reilly Norman) This study's cross-sectional data collection and one-time examination of every hypothesis are two of its shortcomings. This process cannot, by its very nature, lead to a specific conclusion. Hence further study using longitudinal data will be required to determine the elements that affect the performance of an organization. Furthermore, the study's data was gathered in certain Malaysian start-up enterprises' metropolitan locations. Therefore, even if future research may apply or replicate our study in other nations, extra caution should be exercised when extrapolating our findings to the start-up firms in other countries. This should offer more evidence for the research framework's resilience in many scenarios.

7. (Ismail Sharil Mohammed Ismail Jalal, Mohammed. M. N- The construction of the PLS-SEM model of AI-related innovative elements that impact organizational performance has been discussed in this study. Four groups were formed from the study's identification of 21

innovation AI-related factors: process innovation, management skills, human expertise, and organization structure. The prototype consists of one endogenous component for organizational performance and four external constructs for innovation aspects. The information utilized to create the model came from 384 valid answers to a questionnaire sent to staff members of Dubai Police, Dubai Electricity & Water Authority (Dewa), and Emirates Integrated Telecommunications Company, three government agencies in the city. The poll used a straightforward random sample approach to choose respondents.

8. (Mohsen Hesami Arani, Mehrdad Moslemzadeh, Omid Fallahzadeh, Hamidreza khorvash, Mahmoud Dakhilpour and Mahdiyeh Mohammadzadeh)- According to the study's findings, in addition to the evident ways that the worldwide coronavirus pandemic has affected companies, it was preferable for those sectors to look at their the present state of the virus control and resource loss. Based on this, a recent SWOT matrix research conducted in the Kavir Steel Complex determined that the defensive approach would be the best course of action for stopping and managing the COVID-19 pandemic. While the lack of infrastructure and inadequate software infrastructure, as well as the inadequate equipment and facilities to prevent and respond to emergencies (like the recent pandemic), were the primary weaknesses, the absence of health facilities in the community and the possibility of the presence of various groups.

9. (Zuzana Tekulová, Marián Králik, Zuzana Chodasová), Other elements, including the sector's development potential, industry prospects, stability, and competitiveness variations, define how appealing the environment is. factors, unpredictability, or danger of the sector's future growth. The provided statistics have a great explanatory power for profits and profitability, which is significant when thinking about starting a firm. There are procedures and techniques used when evaluating how beautiful the surroundings are.

10. (Ngoc Khuong Mai, Thanh Tung Do and Phuong Mai Tran), Recap Many businesses typically prioritize achieving high performance. Hence, several attempts have been made to address various aspects impacting organizational performance.

This study offers a more nuanced view of the connections between the high performance of tourist enterprises, business innovation, and leadership competencies. The findings of this study have provided more insight into the benefits of innovation and leadership ability for business performance. Furthermore, in order to improve performance, this study makes some management suggestions and consequences for tourist firms in terms of building leadership competencies and creating successful innovation strategies.

11. (Petrova. F. S) - Drawing on the study's findings, there are three medium-sized threats, four high-signature opportunities, three weak (medium-sized threats), and two strengths. considered as being very significant) for the SBI RME "Perinatal Centre's smooth operation. These factors were taken into consideration during the creation of the medical organization's "Quality Guide" standard and throughout the strategic planning of the organization's operations. The medical organization's previously mentioned standard considers the variables and stakeholder needs that may impact the planning, execution.

12. (Teoh Fang Ming, - The RBV theory of knowledge management in the biomass sector has been advanced by this study through the development of a conceptual model based on existing literature. The empirical data and conceptual model broaden our understanding of how organizational performance may be impacted by innovation, knowledge management skills, and organizational learning. According to our study's intriguing findings, collaborative KSAs have a significant role in modulating the links between important factors and organizational success.

3.3. RESEARCH GAP-

The research gap in this study touches upon the organizational performance getting affected to assess the SWOC analysis. This study will help to figure out the factors and then get the solution for the same. The objective of this is to hold on to the existence and later to expansion. As employees play a vital role in any organisation and this company is into services also.

3.4.RESEARCH QUESTIONS

1) What are the factors affecting the organizational performance of Hero MotoCorp?

2) What are the SWOC analysis of Hero MotoCorp?

3.5. RESEARCH OBJECTIVES

1) To study the factors affecting the organizational performance of Hero MotoCorp.

2) To study the SWOC analysis of Hero MotoCorp.

3.6. RESEARCH METHODOLOGY

The methodology in this study depends more on the on-field and face-to-face questioning through interviews and unofficial questions. The scope of study is less as the number of employees is less. But the information is apt and very crisp for the study. The collection of data is the primary mode. The interview of the owner and the employees was taken on the 26th of February. The detailed interview of the mechanics helped to understand why they were leaving after some time of joining.

In the above case as mentioned the number of employees is less as it is a small outlet. But the area it caters to is vast and the owner wants to increase the size outlet. For that to happen the organizational performance needs to get better. Keeping this in mind the following analysis is done.

3.6.1 COLLECTION OF DATA

Primary data

The data is being collected by interviewing the owner and the employees and with the help of an open-ended questionnaire. It helped us in getting the root cause of the problem.

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Learnings

1. **Recognition of Long-Term Commitment**:

● Recognize Senior Employees: Acknowledge the contributions of long-serving employees like Employee 1, highlighting their expertise and role in the company's success.

● Mentorship Opportunities: Facilitate mentorship programs where experienced employees can pass on their knowledge and skills to newer colleagues, fostering a culture of continuous learning and development.

- Career Progression: Provide clear pathways for career progression and advancement, ensuring that long-serving employees have opportunities to grow within the organization.

2. **Importance of Work-Life Balance**:

- Flexible Work Arrangements: Offer flexible working arrangements such as telecommuting, flexible hours, or compressed workweeks to accommodate employees' personal commitments.

- Wellness Programs: Implement wellness initiatives such as stress management workshops, mindfulness sessions, or employee assistance programs to support employees' physical and mental well-being.

- Workload Management: Regularly review and adjust workload distribution to prevent burnout and ensure that employees can maintain a healthy work-life balance.

3. **Salary and Incentive Alignment**:

- Salary Reviews: Conduct regular salary reviews to ensure that compensation packages remain competitive and aligned with industry standards, employee performance, and tenure.

- Performance-Based Incentives: Tie incentives to measurable performance metrics, rewarding employees for their contributions and achievements.

- Total Rewards Statements: Provide employees with transparent information on their total compensation package, including base salary, bonuses, benefits, and other perks, to help them understand the full value of their employment.

4. **Addressing Job Profile Dissatisfaction**:

- Skills Assessment: Conduct skills assessments to identify areas where employees feel underutilized or lack necessary competencies, providing targeted training and development opportunities to address gaps.

- Job Redesign: Collaborate with employees to redesign job roles and responsibilities to better align with their skills, interests, and career aspirations.

- Cross-Training: Offer cross-training opportunities that allow employees to gain exposure to different areas of the business, fostering skill diversity and career mobility.

5. **Proactive Retention Strategies**:

- Stay Interviews: Conduct stay interviews to proactively identify factors influencing employees' intent to leave and address issues before they escalate.

- Career Development Plans: Develop personalized career development plans for employees, outlining opportunities for growth, training, and advancement within the organization.

- Recognition Programs: Implement employee recognition programs that celebrate achievements and milestones, reinforcing a culture of appreciation and loyalty.

6. **Importance of Employee Feedback**:

- Anonymous Surveys: Conduct regular employee surveys to gather feedback on various aspects of the employee experience, allowing employees to voice their opinions and concerns anonymously.

- Open-Door Policy: Maintain an open-door policy where employees feel comfortable approaching HR or management with feedback, suggestions, or grievances.

- Action Planning: Actively listen to employee feedback and develop action plans to address identified issues, communicating progress and outcomes transparently to employees.

By implementing these strategies, the organization can demonstrate a commitment to employee well-being, satisfaction, and retention, fostering a positive workplace culture and driving organizational success.

CHAPTER 4: DATA ANALYSIS

ANALYSING THE QUESTIONNAIRE.

1. **Job Description**: All employees are mechanics, indicating a homogeneous workforce in terms of job roles.

2. **Tenure in Current Outlet**:

   - Employee 1 has been working at the current outlet for 14 years, indicating long-term loyalty and potentially deep institutional knowledge.

   - Employee 2 has a tenure of 7 years, also demonstrating a significant commitment to the outlet.

   - Employees 3, 4, and 5 have relatively shorter tenures, ranging from 2 to 3 years, suggesting newer additions to the workforce.

3. **Previous Experience**:

   - Employee 1 had 25 years of experience before joining the current outlet, indicating extensive industry experience.

   - Employee 2 had 5 years of experience before joining, which is comparatively lower but still substantial.

   - Employees 3, 4, and 5 had 5 to 6 years of experience before joining, indicating moderate levels of experience.

4. **Job Profile Satisfaction**:

   - Employees 1 and 2 are satisfied with their job profiles, suggesting that they find fulfilment in their roles and responsibilities.

- Employees 3, 4, and 5 express dissatisfactions with their job profiles, which could indicate issues with task variety, career growth opportunities, or alignment with their skills and interests.

5. **Work-Life Balance**:

- Only employees 1 and 2 feel they have proper work-life balance, implying that the majority of employees may struggle to maintain a satisfactory balance between work and personal life.

- Employees 3, 4, and 5 do not feel they have proper work-life balance, indicating potential stress or dissatisfaction with their workload or working hours.

6. **Salary Satisfaction**:

- Employees 1 and 2 believe that their salaries are justified for the work they do, suggesting that they perceive their compensation as fair and commensurate with their contributions.

- Employees 3, 4, and 5 do not feel their salaries are justified, indicating potential concerns about pay parity, industry standards, or the perceived value of their work.

7. **Incentives Satisfaction**:

- Employees 1 and 2 feel they receive enough incentives, indicating that they are satisfied with the rewards and bonuses provided by the organization.

- Employees 3, 4, and 5 do not feel they receive enough incentives, suggesting that they may feel undervalued or inadequately rewarded for their performance or contributions.

8. **Plan to Leave**:

   - Employees 3, 4, and 5 are planning to leave, as indicated by their negative responses to the question about future plans.

   - The reasons for their intentions to leave are not explicitly provided in the data, highlighting the need for further investigation through exit interviews or discussions with these employees.

Overall, the data suggests a mixed picture of job satisfaction and employee retention within the organization. While some employees exhibit long-term commitment and satisfaction with their roles and compensation, others express dissatisfaction and are considering leaving the company. Addressing the concerns raised by dissatisfied employees and implementing measures to improve job satisfaction, work-life balance, compensation, and incentives could help mitigate turnover and foster a more positive work environment

1. Employee Mix and Retention:
   - Implement a thorough recruitment process to find employees who are committed to long-term employment.
   - Offer incentives or benefits to encourage employees to stay, such as career development opportunities, performance bonuses, or flexible work arrangements.
2. Punctuality:
   - Provide transportation assistance or subsidies for employees who have difficulty commuting.
   - Implement a flexible work schedule to accommodate employees who face travel challenges.

3. Work Ethics:
   - Offer training programs or workshops to educate employees about the importance of work ethics and professionalism.
   - Lead by example and create a positive work culture that values integrity and accountability.

4. Supervision and Efficiency:
   - Assign dedicated supervisors or team leaders to oversee employees and provide guidance.
   - Implement performance monitoring systems to track productivity and identify areas for improvement.

5. Taking Work for Granted:
   - Implement performance-based incentives or recognition programs to motivate employees and reinforce the importance of their contributions.
   - Communicate the value of their work and the impact it has on the company's success.

6. Absenteeism:
   - Develop a clear attendance policy that outlines expectations for reporting absences and procedures for requesting time off.
   - Offer health and wellness programs to support employee well-being and reduce the likelihood of absenteeism due to health issues.

7. Salary Issues:
   - Conduct a salary review to ensure that compensation is competitive within the industry and reflects the skills and experience of employees.
   - Explore alternative compensation models, such as performance-based bonuses or profit-sharing arrangements, to supplement base salaries.

8. Support from Main Dealer:

- Communicate with the main dealer to address concerns and request additional support or resources as needed.
- Develop a collaborative relationship with the main dealer to share best practices and improve overall operational efficiency.

S.W.O.C analysis-

Strengths:

1. Experienced Employees: The presence of long-tenured employees like Employee 1 (14 years) indicates a strength in employee retention and loyalty.

2. Industry Knowledge: Employees with significant prior experience (e.g., Employee 1 with 25 years) bring valuable industry knowledge and expertise to the organization.

3. Job Satisfaction: Employees 1 and 2 express satisfaction with their job profiles, indicating strengths in job design and employee engagement strategies.

Weaknesses:

1. Work-Life Balance Concerns: The majority of employees (Employees 3, 4, and 5) express dissatisfaction with their work-life balance, highlighting a weakness in the organization's policies or practices in this area.

2. Salary Perception: Employees 3, 4, and 5 do not feel their salaries are justified, indicating a weakness in compensation management and communication.

3. Incentives Dissatisfaction: Employees 3, 4, and 5 also feel they do not receive enough incentives, suggesting weaknesses in the incentive structure or recognition programs.

Opportunities:

1. Work-Life Balance Initiatives: Addressing work-life balance concerns presents an opportunity to enhance employee satisfaction and retention through policies such as flexible working arrangements or wellness programs.

2. Compensation Review: Conducting a comprehensive review of compensation packages can help align salaries with market standards and employee expectations, improving satisfaction and reducing turnover.

3. Training and Development: Investing in training and development programs can provide opportunities for skill enhancement and career advancement, addressing job profile dissatisfaction and fostering employee growth.

Challenges:

1. Employee Retention: Employees 3, 4, and 5 express intentions to leave the organization, highlighting the challenge of retaining talent and addressing turnover.

2. Competitive Environment: The need to remain competitive in attracting and retaining skilled employees in the automotive sector poses a challenge, especially with regards to compensation and incentives.

3. Communication and Engagement: Overcoming communication barriers and ensuring ongoing engagement with employees, particularly regarding feedback and concerns, may be a challenge that the organization needs to address.

CHAPTER 5: FINDINGS, CONCLUSION AND SUGGESTIONS

Findings

o **Employee Satisfaction and Retention:**

❖ **Variable Satisfaction Levels**: While some employees express satisfaction with their job profiles, work-life balance, and compensation, others exhibit dissatisfaction, particularly regarding work-life balance and compensation.

❖ **Retention Challenges**: Employees 3, 4, and 5 indicate a desire to leave the organization, signaling potential challenges in retaining talent.

o **Tenure and Experience:**

❖ **Long-Term Tenure**: The presence of employees with long tenures, such as Employee 1 with 14 years, suggests a level of stability and loyalty within the organization.

❖ **Varied Experience Levels**: Employees possess diverse levels of prior experience, with some having extensive industry experience (e.g., Employee 1 with 25 years) and others relatively less (e.g., Employees 3, 4, and 5).

o **Work-Life Balance and Well-Being:**

❖ **Concerns Over Work-Life Balance**: The majority of employees express dissatisfaction with their work-life balance, indicating a potential source of stress or dissatisfaction within the workplace.

❖ **Impact on Employee Well-Being**: Poor work-life balance may contribute to decreased job satisfaction, increased stress levels, and ultimately, higher turnover rates.

o **Compensation and Incentives:**

❖ **Perceptions of Justification**: While some employees feel their salaries are justified and receive adequate incentives, others believe their compensation is not commensurate with their work or lacks sufficient incentives.

❖ **Impact on Motivation**: Dissatisfaction with compensation and incentives may lead to decreased motivation, engagement, and ultimately, performance.

o **Job Profile Satisfaction and Development:**

❖ **Mixed Views on Job Profiles**: Employees exhibit varying levels of satisfaction with their job profiles, indicating potential discrepancies between job roles and employee expectations.

❖ **Opportunities for Development**: Employees express a desire for career advancement and skill development, suggesting a need for opportunities for growth and progression within the organization.

o **Retention Strategies and Communication:**

❖ **Need for Retention Strategies**: The intention of Employees 3, 4, and 5 to leave highlights the importance of implementing effective retention strategies, such as addressing compensation issues, improving work-life balance, and providing opportunities for advancement.

❖ **Enhanced Communication**: Improving communication channels between management and employees, particularly regarding feedback mechanisms and addressing concerns, is crucial for fostering a positive work environment and retaining talent.

o **Organizational Culture and Engagement:**

❖ **Impact on Organizational Culture**: Employee satisfaction levels and retention rates can significantly influence organizational culture and productivity. Addressing areas of dissatisfaction and implementing measures to enhance employee engagement can contribute to a positive workplace culture.

❖ **Investment in Employee Well-Being**: Prioritizing employee well-being, through initiatives such as flexible work arrangements, wellness programs, and transparent communication, can enhance employee satisfaction, retention, and overall organizational success.

CONCLUSION

In conclusion, the data analysis provides a nuanced understanding of the human resources landscape within the organization, offering valuable insights into employee satisfaction, retention, and areas for improvement. The findings underscore several key themes that warrant careful consideration and proactive intervention to foster a positive work environment and drive organizational success.

Firstly, the data highlights the presence of both satisfied and dissatisfied employees within the organization, indicating a need for targeted strategies to address varying levels of engagement and job satisfaction. While employees like Employee 1 demonstrate long-term commitment and satisfaction with their roles, others, such as Employees 3, 4, and 5, express intentions to leave, pointing to potential challenges in talent retention.

A critical area of concern identified in the analysis is the widespread dissatisfaction with work-life balance among employees. This finding underscores the importance of prioritizing employee well-being and implementing initiatives to support a healthy balance between work and personal life. Addressing work-life balance issues not only enhances employee satisfaction but also contributes to higher morale, productivity, and retention rates.

Furthermore, the data reveals discrepancies in perceptions of compensation and incentives, with some employees feeling undervalued or inadequately rewarded for their contributions. This highlights the need for organizations to conduct regular reviews of compensation packages, ensure alignment with industry standards, and provide transparent communication regarding salary structures and incentive programs.

Another notable finding is the varied levels of job profile satisfaction and opportunities for career development. While some employees express contentment with their current roles, others seek growth opportunities and skill development. Investing in training programs, offering avenues for advancement, and redesigning job roles to better align with employee interests and aspirations can contribute to higher job satisfaction and retention rates.

Additionally, the intention of certain employees to leave the organization underscores the importance of implementing effective retention strategies. These may include addressing compensation concerns, enhancing work-life balance initiatives, fostering a culture of open communication, and providing opportunities for professional growth and advancement.

Overall, the findings from the data analysis emphasize the critical role of human resources management in shaping organizational culture, employee satisfaction, and retention. By addressing the identified areas of concern and proactively engaging with employees to understand their needs and aspirations, organizations can create a supportive and fulfilling work environment that fosters loyalty, productivity, and long-term success.

ANNEXURE

Questionnaire-

1. What is your job description?

2. How long have you been working in this outlet?

3. How much experience you had before joining here?

4. Are you happy with your job profile?

5. Do you have proper work life balance?

6. Is the salary you get justified to the work you do?

7. Do you get enough incentives?

8. Are you planning to go somewhere else? If yes then where and why?

Employee no.	Q.1	Q.2	Q.3	Q.4	Q.5	Q.6	Q7	Q8
1	Mech.	14 ys	25 ys	Yes	Yes	Yes	Yes	No
2	Mech	7 ys	5 ys	Yes	Yes	Yes	Yes	No
3	Mech	2 ys	5ys	No	Yes	No	No	Yes
4	Mech	3 ys	6 ys	No	No	No	No	Yes
5	Mech	2 ys	3ys	No	No	No	No	Yes
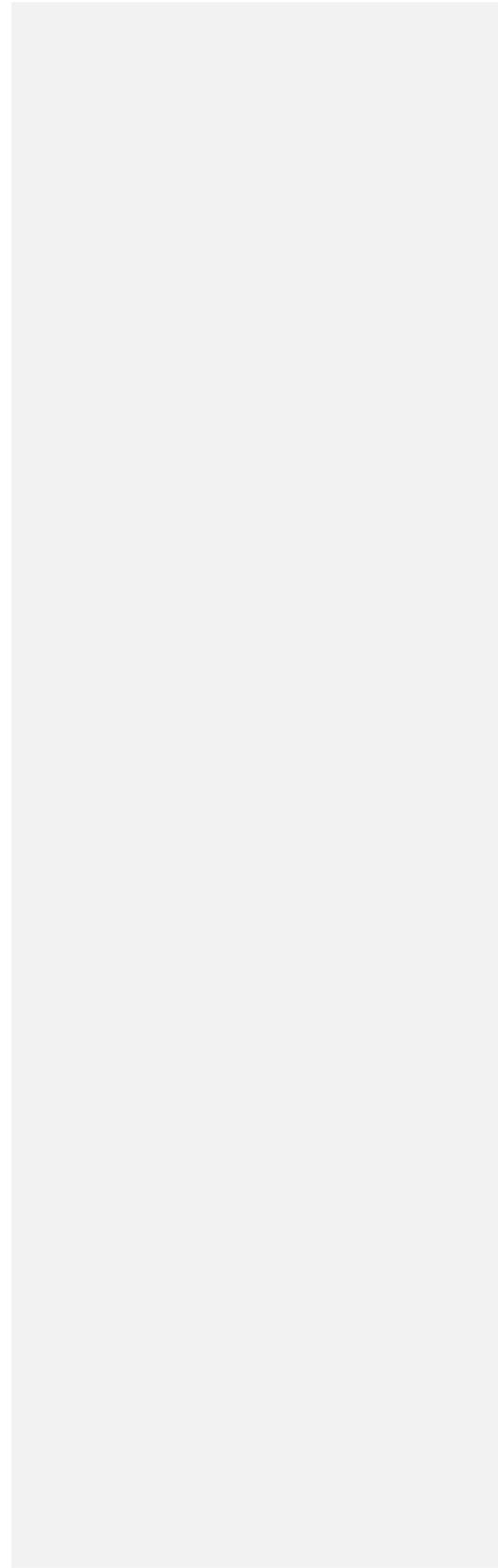
To

HR Department

Goa Business School

Taleigao Plateau

Date- 04th May 2024


<u>Subject- Completion of Interview.</u>

Respected Sir/Madam

This is to confirm the successful completion of interviews under the internship of Mr. Sankesh Sandesh Bhagat under the topic to gather data to cater to the internship topic "Assessing the factors affecting the organisational performance- A case study on an authorised Hero MotoCorp Dealer.

Sankesh has conducted the interview of the employees to gather the data. All the data is true and taken under our guidance.

Thanking you

Yours Sincerely
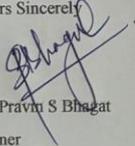
Mr Pravin S Bhagat

Owner

Shiv Sai Motors.

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