



**Goa Business School
Goa University
MBA Course 4th Semester**

FINAL INTERNSHIP REPORT



**PUTZMEISTER CONCRETE MACHINES
GOA**

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MBA Part 2 (HR)

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ACKNOWLEDGEMENT

I Mr. Vipul Kamat, student of Goa Business School, Goa University, it gives me great pleasure to present this project based on Employee Job Satisfaction and Organizational Commitment at Putzmeister Concrete Machines Pvt Ltd, Goa for my 4th Semester, Second Year MBA for the Academic year 2020 – 21.

I would like to take this opportunity to express my sincere gratitude to Mr. Umesh Tendolkar (Deputy General Manager – HR & Admin) for giving me the opportunity to carry out my study during the tenure of my Internship.

I am highly indebted to Ms. Divya Lotliker (Sr. Executive HR) and Ms. Dorothy Dsouza (Sr. Executive HR & Admin) for the learning, guidance and support given as well as providing necessary information.

I am sincerely thankful for all the departmental heads and every employee who are directly or indirectly connected to my study.

Lastly, my special thanks to my mentor, Mr. Suraj Velip (Assistant Professor, GBS, Goa University) for his constant guidance and encouragement given during the study and giving me the opportunity for doing this project.



Putzmeister Concrete Machines Private Limited

TO WHOM SO EVER IT MAY CONCERN

This is to inform you that Mr. Vipul Kamat has successfully completed his internship program from January 23, 2021 to May 14, 2021 in Human Resource Department.

We wish him all the best for the future.

For Putzmeister Concrete Machines Pvt. Ltd.

Umesh Tendolkar
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Date: May 14, 2021

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1. BRIEF ON COMPANY

Putzmeister is a German multinational company, a subsidiary of Sany Heavy Industries Co; Pvt Ltd is a manufacturer of heavy construction equipment. It develops and manufactures machinery including concrete pumps, piping support, handling technology, booms and accessories, plastering machines, and mortar machines. The company specializes in the development of high-pressure cleaning systems and pipe work for pumping concrete and conveying excavated material in mines.

Putzmeister Goa manufactures stationary concrete pumps, truck-mounted concrete pumps, batching plants, and other equipment for pumping, distributing, and placing concrete, mortar and other high-density solids, and for preparing, temporarily storing, processing, and transporting these materials. It also provides pumps for a wide range of different materials, for example, concrete, slurries, fly ash, sewage, compost, and water.

Putzmeister Goa is the only manufacturing plant in India and has sales, spares and service all over the different locations of India. The locations are divided into different sales, spares and service regions, East (Kolkata), North (Delhi), West (Mumbai, Pune), South (Bengaluru, Chennai). The products are manufactured and shipped to the different locations for sales.

Putzmeister Goa is the headquarters for all the sales and service locations in India. Everything is functioned from the headquarters, functions like Production, Planning, Logistics, APS, Financing, Marketing, Purchase, Human Resource etc is handled from the Headquarters Goa.

2. BRIEF ON STRATEGIC ANALYSIS

Putzmeister Concrete Machines is well known for quality, durability, and innovation of its products and services. With the parent company Sany Heavy Industries, Putzmeister is amongst the world market leaders in business. Business fields include the construction industry, mining and tunnelling, large industrial projects, power plants and sewage treatment plants, as well as waste incineration plants, all over the world.

The company aims at becoming the major contributor to the social, infrastructural and housing development in India. The company provides a world class service to the new and existing customers resulting in which they have no complaints from the customers.

The products have high price which is due to the highly specialized and high quality of the product they manufacture and it helps company to cover more and more market.

Putzmeister is one of the leading brand in the concrete technology and has utilized its leading brand position in various segments. It has diversified revenue streams and has a sustainable financial position. The company has able to build the special relationship with customers with the quality of products and service delivered to their new and existing customers.

The company do have threats of competitors like Schwing Stetter, Aquarius, ACE, Escorts etc who are into same technology. The threat of new entrants to the company is low as it will be difficult to match the quality of Putzmeister. The company is functioning smoothly on their suppliers and the raw materials required are easily available.

Putzmeister have their loyal customers who look for the quality, durability and the world class service but, it is easy for customers to find comparable products because of the competitors who manufacture the products at cheaper rates.

As an industry Putzmeister fall under the Factories Act and all the acts are followed and are in place. It has all the legal processes in place which is looked after by the company secretary.

The company deals in Euros and Dollars during the international exchanges and since the company is market oriented the staff has to travel different countries wherein currency plays important role.

Putzmeister mostly have social events for the products, similar to exhibitions. It is more into CSR activities to support old age home, orphanages and financially backward schools.

3. DETAIL PROJECT

A. Project Topic

A study and analysis of organizational commitment and employee job satisfaction at Putzmeister Concrete Machines Pvt Ltd, Goa.

B. Detail of the Topic

A satisfied employee is a productive employee, any kind of problems, dissatisfaction relating to organization or personal can influence on the job. Every organization tries to keep their employees satisfied by providing several facilities which improves job satisfaction and productivity.

If an employee is not satisfied with the job there are chances of absenteeism, low productivity, conflicts, high turnover etc. keeping this in mind organizations try to find the areas where satisfaction can be improved. When there is low job satisfaction and organizational commitment, it can be very costly.

The relationship between job satisfaction and organizational commitment is particularly difficult, as people often do not work at the same organization. It is sometimes hard to find suitable people for certain positions. So once an ideal candidate is chosen, organizations would like to make a great effort to retain those employees. If two employee's has different levels of job satisfaction and that job satisfaction lead to organizational commitment, the employer will likely hire the employee with the higher level of job satisfaction. This is because the employer can expect the more satisfied individual to stay with the organization.

C.Project Problem

The problem is in the lack of awareness about the importance of job satisfaction and its relation on organizational commitment. Despite the importance of job satisfaction many organizations do not pay attention to the importance of commitment and loyalty.

Job satisfaction can lead to Organizational commitment, if there are good facilities, better pay, good working conditions, safety & welfare measures, good overall benefits etc. are provided to the employees. It can make the employees satisfied on job and very much committed towards the organization and have longer years of service in company.

In this connection a study was conducted to identify the relationship between job satisfaction and organizational commitment at Putzmeister Concrete Machines.

D.Literature Review

Ahmed S. Al-Aamer (2000) examined the extent to which employees in hospital are satisfied with their jobs and committed towards organization consist of 290 nurses in public hospital. To analyze and formulate the objectives they have used correlation and reliability analysis and questionnaire for data collection. In the result with the help of Means and Standard deviation they concluded that the nurses are satisfied with their jobs to some extent and are slightly committed to their organization.

Ali Mohammad Mosadeghrad (2008) understands the relationship between job satisfaction and organizational commitment of employees at Isfahan Hospitals, Isfahan, Iran in 2005. To analyze and formulate they have used correlation analysis. From the result it was found that employees are moderately satisfied with their jobs and committed to organization.

K. Nath Gangai (2014) examined the relationship between organizational commitment and job satisfaction among 50 employees at EN Reality Solutions Pvt Ltd. in Lucknow, UP, India. To analyze and formulate the objectives they have used correlation matrix. From their results they concluded there is no significant correlation between job satisfaction and organizational commitment.

Mabasa Fumani Donald (2016) investigates the relation between employee job satisfaction and organizational commitment among academic staff members in higher education institution, South Africa. Objectives are analyzed and formulated by using correlation, T-test, and ANOVA. The results showed the significant positive relation between job satisfaction and organizational commitment.

Amjad Hedayat (2018) analyzed the relationship between job satisfaction and organizational commitment on visiting lectures of Payam Nour University. They used the data period from 2016 to 2017. To analyze and formulate the objectives they have used Descriptive and Inferential statistics. From the findings it shows that there is positive and significant relationship between organizational commitment and job satisfaction.

E. Project Questions

- What is the relation between job satisfaction and organizational commitment?
- What is the influence of length of service factor with job satisfaction and organizational commitment?

The purpose of this project is to find whether and how one variable influences the other variable.

F. Project Objectives

The objectives of the study are as follows:

- I. To determine the relationship between job satisfaction and organizational commitment.
- II. To determine the influence of length of service factor on job satisfaction and organizational commitment.
- III. To make necessary recommendation related to job satisfaction and organizational commitment by the data collected.

G. Methodology

I. Project Design

The project is based on the relationship between job satisfaction and organizational commitment among the administrative staff of Putzmeister Concrete Machines. The study is quantitative by using survey method to examine the relationship between two variables. The finding and the analysis of the study will depend on the use of statistical data collected and analysed by using tools of IBM SPSS (Statistical Package for Social Science) software, version 22. A structured questionnaire was used as data collection method and a survey was conducted to collect the data. The data analysis will depend on the number of responses received from the pool of 30 respondents. The data period of the study is 16 weeks, from 23rd January 2021 to 14th May 2021.

II. Sources of Data

a. Primary Data

A primary data was collected from the respondents by giving structured questionnaire, interviews, and discussion with management.

b. Secondary Data

A secondary data was collected through records, company database and internet.

III. Sampling

a. Sample Size

The sample size selected is 30 employees, which are the staff of Putzmeister Concrete Machines. The sample size of this study covers the administration staff which includes Executives, Managers, and DGM from Marketing, Finance, Planning, APS, HR, and Technical department.

b. Sampling Method

The survey was made in accordance to the convenience of the employees. So, the sample method is convenient sampling.

IV. Study Period

The study period includes the years of service completed by employees in Putzmeister Concrete Machines. Based on which it will be enabled to determine whether the years of service factor have influence on Job satisfaction and Organizational commitment. Following is the scale used to determine the years of service of employees.

- Below 1 year
- 1 to 5 years
- 6 to 10 years
- Above 10 years

V. Survey Questionnaire

The questionnaire consists of 30 closed-ended questions. Section A consists of demographical background of the respondents (Name, Age, Gender, Level of Education, Designation and Length of Service).

Whereas section B consist of job satisfaction and section C consist of organizational commitment as a part of the instrument that used to test variables constructed.

A total of 3 measures were taken. These includes 1 measure of organizational commitment consists of 20 statements, 1 measure of job satisfaction consists of 10 statements, in addition a set of 7 demographic information is included.

A five-point Likert scale was used to find the responses of the employees towards the questionnaire. The respondents were required to choose to what extent he/she agrees or disagree with each statement. Rating scale as shown below.

Rating Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

Sec A: Demographic

Name (Optional):

Qualification:

Designation:

Department:

Gender: **Age:**

Years of Service in Putzmeister:

Sec B: Job Satisfaction

Q. No	Statements	SA	A	N	D	SD
1	I am satisfied with my immediate supervisor, superiors, and co-workers.					
2	I am satisfied with my job, and the organization compared to other company.					
3	Considering to my skills and level of education that I have; I am satisfied with may pay and benefits that I get in this organization.					
4	I get motivated with the work, salary, work environment, career growth provided by the company.					
5	My job provides me sufficient opportunities for learning, development, growth, and career advancement.					
6	I like my job because it provides job security and a good working environment and satisfied with the working hours.					
7	My job in the company makes me motivated to come to work.					
8	My company provides better benefits and facilities compared to others.					
9	I am satisfied with the safety and welfare measures of the company.					
10	I am satisfied with overall benefits, facilities, and organization as a good place to work.					

Sec C: Organizational Commitment

Q. No	Statements	SA	A	N	D	SD
1	I would be happy to spend the rest of my career with this organization.					
2	I enjoy discussing my organization with people outside it.					
3	I really feel as if this organization's problems are my own.					
4	I do feel like 'part of family' at this organization.					
5	I do feel 'emotionally attached' to this organization.					
6	This organization has a great deal of personal to me.					
7	I do feel a strong sense of belonging to this organization.					
8	I am afraid of what might happen if I quit my job without having another one lined up.					
9	It would very hard for me to leave this organization right now, even if I wanted to.					
10	My life would be disrupted if I decide I want to leave this organization now.					
11	Right now, staying with this organization is a matter of necessity as much as desire.					
12	I feel that I have too few options to consider leaving this organization.					
13	One of the few serious consequences of leaving this organization would be scarify of available alternatives					
14	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice-another organization may not match the overall benefit I have here.					
15	I think people these days move from company to company too often.					
16	I do believe that person must always be loyal to his/her organization.					
17	One of the major reasons I continue to work for this organization is that I believe that loyalty is importance & therefore I feel a sense of moral obligation to remain.					
18	If I got another offer for a better job elsewhere, I would not feel it was right to leave the organization					
19	I was taught to believe in the value of remaining loyal to one organization.					
20	Things are better in the days when people stay with one organization for most of their career.					

VI. Tools and Techniques

The data collected is analysed using the tools of IBM SPSS (Statistical Package for Social Science) software, version 22.

1. Cronbach's alpha testing is used as a reliability tool test. Cronbach's Alpha reliability analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. Cronbach's measures:
 - I. Reliability less than 0.6 considered poor.
 - II. Reliability in the range 0.7 is considered to be acceptable.
 - III. Reliability more than 0.8 is considered to be good.

2. Correlation Analysis is conducted to examine the variables in explaining the relationship between organizational commitment and job satisfaction. Correlation measures:
 - I. 0.7 and above – very strong relationship,
 - II. 0.50 to 0.69 – strong relationship,
 - III. 0.30 to 0.49 – moderate relationship,
 - IV. 0.10 to 0.29 – low relationship and
 - V. 0.01 to 0.09 – very low relationship.

3. Regression Analysis is conducted to test the hypothesis with a model of linear regression. It is a way to find out if survey results are significant. It helps to figure out if it needs to reject the null hypothesis or accept the alternate hypothesis.
The null hypothesis is H_0 , and the corresponding alternative hypothesis is H_1 . If this null hypothesis is true, then, from $Y = \beta_0 + \beta_1x$ we can see that the population mean of Y is 0 for every X value, which tells us that X has no effect on Y .

H. Hypothesis

- H_0 : There is no significant relationship between job satisfaction and organizational commitment.
- H_1 : There is a significant relationship between job satisfaction and organizational commitment.

I. Project Data Analysis

I. Reliability Analysis

Table 1.0 Cronbach's Alpha Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.871	20

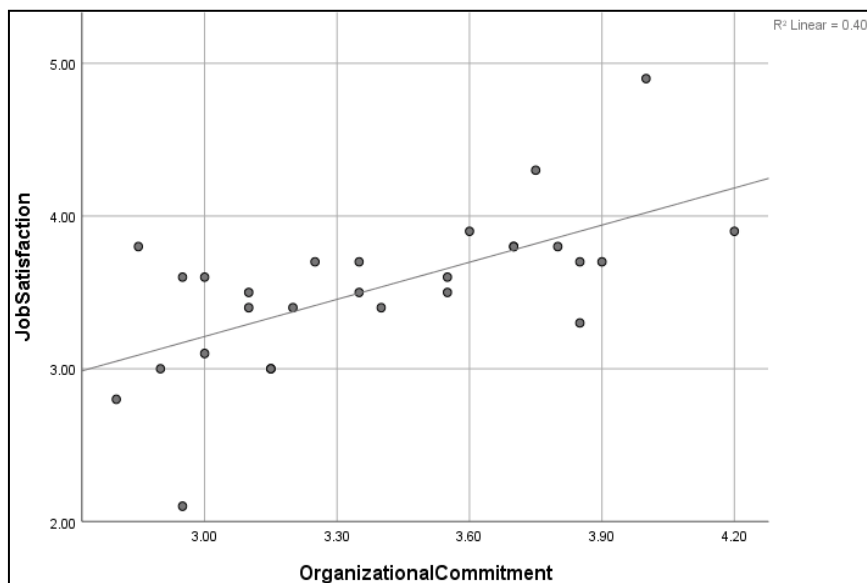
Table 1.0 above, reliability analysis was conducted for the Organizational Commitment questionnaire. The Cronbach's Alpha 0.871 indicates that all the items are positively correlated to one another and suggesting that the items have relatively high internal consistency.

Table 2.0 Cronbach's Alpha Test

Reliability Statistics	
Cronbach's Alpha	N of Items
.901	10

Table 2.0 above, reliability analysis was conducted for the Job Satisfaction questionnaire. The Cronbach's Alpha 0.901 indicates that all the items are positively correlated to one another and suggesting that the items have relatively high internal consistency.

II. Correlation Analysis



From the scatter plot above, it shows that increase in job satisfaction tends to increase in organizational commitment. The linear relationship is positive.

Table 4.0 Pearson Correlation between Organizational Commitment, Job Satisfaction & Length of Service

		Organizational Commitment	Job Satisfaction	Length Of Service
Organizational Commitment	Pearson Correlation	1	.634**	.182
	Sig. (2-tailed)		.000	.355
	N	28	28	28
Job Satisfaction	Pearson Correlation	.634**	1	.090
	Sig. (2-tailed)	.000		.649
	N	28	28	28
Length Of Service	Pearson Correlation	.182	.090	1
	Sig. (2-tailed)	.355	.649	
	N	28	28	28
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 4.0 above helps to understand the relationship between Organizational Commitment and Job Satisfaction. The Pearson Correlation coefficient for Organizational Commitment and Job Satisfaction is 0.634, which is significant based on 28 observations. The result indicates that there is a significant positive relationship between Organizational Commitment and Job Satisfaction.

It also helps to understand the influence of Length of Service factor with Organizational Commitment and Job Satisfaction. The Pearson Correlation coefficient of Length of Service with organizational commitment is 0.182 and with job satisfaction is 0.090, which is based on 28 observations. The result indicates that there is a significantly low influence of Length of Service with Organizational Commitment and Job Satisfaction.

Table 5.0 Result for Hypothesis

Hypothesis	Result (Accepted or Rejected)
H0: There is no significant relationship between job satisfaction and organizational commitment.	Rejected
H1: There is a significant relationship between job satisfaction and organizational commitment.	Accepted

III. Regression Analysis

Table 6.0 Regression Model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.402	.379	.39768
a. Predictors: (Constant), Organizational Commitment				

Table 6.0 above shows the linear regression model. *R* value indicates the correlation which is 0.634, which shows a high degree of correlation.

The *R*² value indicates how much of the total variation in the dependent variable (Job Satisfaction) that could be explained by the independent variable (Organizational Commitment) that is 0.402, which is good. The value shows that the model is effective enough to determine the relationship.

The adjusted *R*² shows the generalization of the results i.e. the variation of the results from the population in regression. The value is 0.379 which is not far from 0.402, so it is good.

Table 7.0 Test ANOVA – Organizational Commitment & Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.112	1	2.765	17.486	.000 ^b
	Residual	2.765	26	.158		
	Total	6.877	27			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Organizational Commitment						

Table 7.0 above shows, the regression SS is 4.1, residual SS is 2.7 and total SS is 6.8, which means the regression model explains about 4.1/6.8 (around 41%) of all the variability in the dataset. The significance value is below 5% (p-value = 0.00) which indicates there is significant relationship between dependent and independent variables, hence the alternative hypothesis is accepted.

Table 8.0 Regression Coefficient

Coefficients ^a						
Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.780	.662		1.180	.249
	Organizational Commitment	.810	.194	.634	4.182	.000

a. Dependent Variable: Job Satisfaction

Table 8.0 above shows, the significant change in job satisfaction will be due to the change in organizational commitment. The Sig. value is 0.00 which is less than acceptable value of 0.05. The B value shows the rate of change so it is that a change of 1 in organizational commitment will bring out 0.810 changes in job satisfaction.

Therefore, the analysis suggests that the organizational commitment has a significant positive relationship with job satisfaction.

J. Project Data Findings

Table 1.0 General Characteristics of Respondents

Sr. No.	Demographic N = 28	Categories	Frequency	Percent
1.	Age	20 to 29 years	7	23.3
		30 to 39 years	17	56.7
		40 to 49 years	4	13.3
		Above 50 years	0	0
2.	Gender	Male	20	66.7
		Female	8	26.6
3.	Education Qualification	Diploma	4	13.3
		Graduate Degree	10	33.4
		Post Graduate Degree	13	43.3
		Others	1	3.3
4.	Designation	Executives Level	17	56.7
		Managerial Level	8	26.6
		DGM	3	10
5.	Department	Finance	7	23.3
		APS	10	33.3
		HR	2	6.7
		Planning	2	6.7
		Technical	3	10
		Marketing	4	13.3

6.	Years of service in Putzmeister	Below 1 Year	2	6.7
		1 to 5 years	12	40
		6 to 10 years	11	36.6
		Above 10 years	3	10

Table 1.0 above tabulates, out of total 30 employees, 28 employees responded to the survey, which made up a response rate of the study at 93.3%. From the demographic data,

- A total of 20 respondents are Male and 8 respondents are Female.
- 7 respondents are age between 20 to 29 years, 17 respondents are between 30 to 39 years, and 4 respondents are between 40 to 49 years.
- 4 respondents possessed Diploma, 10 respondents with Graduate Degree, 13 respondents with Post Graduate degree and 1 with others.
- 17 respondents are on Executives level, 8 respondents are on managerial level and 3 respondents are as DGM.
- 7 respondents are from Finance, 10 respondents are from APS, 2 respondents are from HR, 2 respondents are from Planning, 3 respondents are from Technical and 4 respondents are from Marketing departments.
- 2 respondents have service less than 1 year, 12 respondents with 1 to 5 years, 11 respondents with 6 to 10 years and 3 respondents are with above 10 years with the company.

Based on the 28 responses, following points are the major findings.

- The major aspect of the study is organizational commitment and job satisfaction.
- According to the survey, majority of the employees are committed towards the organization and are satisfied with the job.
- The employees are committed towards the organization as they are emotionally attached and feel as a part of it and believe that people must be loyal to organization and it is important and are happy to spend rest of the career with Putzmeister. They may not have another alternative available if they quit job and may not match the overall benefits what they get in Putzmeister.
- The employees are satisfied with the job, organization and other benefits offered by the company. They are motivated with the work, compensation, work environment and have opportunities towards learning, development and career growth. They are satisfied with the job security and are motivated to come to work.

4. CONCLUSION

Based on the finding and analysis of the study, there is a significant relationship between organizational commitment and job satisfaction. This means that employees are committed towards their job and organization and has an effect on job satisfaction.

The study also finds that there is low influence of length of service on organizational commitment and job satisfaction. Based on the hypothesis tested, the alternative hypothesis is accepted.

High employee commitment is what all the organizations need. In short, the increasing level of organizational commitment will lead to the high level of employee job satisfaction. This study shows that organizational commitment and job satisfaction is important.

5. SUGGESTIONS

Organization should keep focusing on increasing the employee job satisfaction in factors such as the work itself, all the benefits, rewards, working conditions, promotions etc. this will influence the way an employees would feel and perceive about their jobs and will lead to the organizational commitment.

- Organization may apply inter-department job rotation so each employee will have an opportunity to perform different tasks using various skills and talents.
- Organization may reduce the lead time for recruitment and selection to 45 days from the current average of 60 days.

6. LEARNING

- During my internship at Putzmeister Concrete Machines, I got an opportunity to learn the joining process followed by the company when a new employee joins. Ensuring the joining formalities, collecting documents (CV, ID's, Bank details), making joining report, PF, ESIC forms, Employment details form etc.
- Sourcing of the profiles for the open positions on Naukri.com. Putzmeister uses online job portal for recruitment. When there is vacancy it initially sources the matching profiles and then calling the candidates if they are interested.
- Identifying the vacancies. Identifying of job profiles as per job description, to see whether they meet the expectations.

- Scrutinizing of the profiles, screening, short listing, calling up for interview, scheduling of interviews coordination.
- Maintaining the proper files and verifying employee documents and leave cards.
- Updation of leave card in the system, calculation of time and attendance. Feeding employee details in Smart Office online system.
- Updation of salary annexure to employee muster and updation of employee approvers.
- I was able to understand the use of Spine Technologies, HRIS used by Putzmeister to feed in data to be used and processed.
- Spine Technologies which is a Human Resource Information System used by Putzmeister, which handles employee life cycle right from joining, on-boarding till exit. Other functions like payroll, attendance, leave management, performance management etc.

7. LIMITATIONS OF THE STUDY

- A. Respondents are only from the administration block. It was not convenient to do survey with the production line and other employees due to their busy schedule.
- B. Due to the Covid-19 pandemic company has some strict guidelines and restrictions.
- C. As the use of questionnaire as an instrument to collect data, there may be a problem of social desirability. Some respondents may tend to provide responses deemed to be desirable by others, instead of giving honest responses.
- D. Respondents may not give importance to respond to the survey as they may have other priorities and important tasks to do.

8. REFERENCES

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