

PROJECT REPORT ON
HUMAN RESOURCES MANAGEMENT IN
HYUNDAI MOTOR INDIA LIMITED

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CERTIFICATE OF ORIGINALITY

This is to certify that the project titled “**HUMAN RESOURCES MANAGEMENT IN HYUNDAI MOTOR INDIA LIMITED**” is an original work of the student and is being submitted in partial fulfillment for the award of the “**MASTER’S DEGREE IN BUSINESS ADMINISTRATION**” of AMITY University. This report has not been submitted earlier either to this University or to any other University/Institution for the fulfillment of the requirement of a course of study.

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CHAPTER 1

INTRODUCTION

INTRODUCTION

The process of hiring and developing employees so that they become more valuable to the organization. Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels. Examples of core qualities of HR management are extensive knowledge of the industry, leadership, and effective negotiation skills. Formerly called personnel management.

Though as with all popular perceptions, the above imagery has some validity, the fact remains that there is much more to the field of HRM and despite popular depictions of the same, the “art and science” of HRM is indeed complex. The term “art and science” as HRM is both the art of managing people by recourse to creative and innovative approaches; it is a science as well because of the precision and rigorous application of theory that is required.

As outlined above, the process of defining HRM leads us to two different definitions. The first definition of HRM is that it is the process of managing people in organizations in a structured and thorough manner. This covers the fields of staffing (hiring people), retention of people, pay and perks setting and management, performance management, change management and taking care of exits from the company to round off the activities. This is the traditional definition of HRM which leads some experts to define it as a modern version of the Personnel Management function that was used earlier.

The second definition of HRM encompasses the management of people in organizations from a macro perspective i.e. managing people in the form of a collective relationship between management and employees. This approach focuses on the objectives and outcomes of the HRM function. What this means is that the HR function in contemporary organizations is concerned with the notions of people enabling, people development and a focus on making the “employment relationship” fulfilling for both the management and employees.

These definitions emphasize the difference between Personnel Management as defined in the second paragraph and human resource management as described in the third paragraph. To put it in one sentence, personnel management is essentially “workforce” centered whereas human resource management is “resource” centered. The key difference is HRM in recent times is about fulfilling management objectives of providing and deploying people and a greater emphasis on planning, monitoring and control.

Whatever the definition we use the answer to the question as to “what is HRM?” is that it is all about people in organizations. No wonder that some MNC’s (Multinationals) call the HR managers as People Managers, People Enablers and the practice as people management. In the 21st century organizations, the HR manager or the people manager is no longer seen as someone who takes care of the activities described in the traditional way. In fact, most organizations have different departments dealing with Staffing, Payroll, and Retention etc. Instead, the HR manager is responsible for managing employee expectations vis-à-vis the management objectives and reconciling both to ensure employee fulfillment and realization of management objectives.

HUMAN RESOURCE MANAGEMENT PRACTICES

Although the concept of HRM is of recent origin, the concept of Personnel Management (PM) which is the pioneer term of HRM dates back to 1800 B.C. In India, Kautilya observed that there existed a sound base for systematic management of human resources as early as the fourth Century B.C. The concept of PM had evolved a lot over the years. By the end of the 20th Century, the managerial philosophy that defined personnel function had undergone radical changes. However, the foundations of the modern concepts of PM date back to the era of Industrial Revolution when large scale production resulted following the invention of the steam engine and several other machines and the management of the huge number of workers called for a systematic method.

FUNCTIONS OF HRM

Every manager must get things done through people, and individual goals and aspirations have to be in alignment with organizational goals for the successful handling of a business. An effective manager should be able to utilize human and non-human resources to bring about this alignment and eventually achieve these goals. A manager's handling of the human assets reflects his managerial capabilities. Managing people is one of the biggest challenges for a manager for the following reasons:

- i. Individuals differ from each other in terms of their values, attitudes, beliefs and culture. This leads to a very complex situation in an organizational context.
- ii. The stimulation and motivational factors might not be the same for all the employees. It is important to understand the individual needs of these employees and cater to these needs.

iii. The expectations of employees of today are much greater compared to the employees of yesteryears. They know they are valuable assets and demand to be treated as such.

A manager must understand and accept the fact that individuals, and not organizations, create excellence. The famous American industrialist, John D Rockefeller once said, “I will pay more for the ability to deal with people than for any other ability under the sun”. This explains the importance of the human element in organizations. Underlining the significance of the human element in the production process, Peter F. Drucker says that “man, of all the resources available to man, can grow and develop”. However, there are still many unanswered questions as to how to establish the right climate for enhancing employee motivation and commitment. HRM functions can be broadly classified into two categories.

Managerial Functions

The Human Resource Manager is a part of the organizational management. So he must perform the basic managerial functions of planning, organizing, directing and controlling in relation to his department.

1. Planning: For a human resource manager, planning means the determination of personnel programs that will contribute to the goals of the enterprise. They involve anticipating vacancies, planning job requirements, job descriptions and determination of the sources of recruitment. The process of personnel planning involves three essential steps. Firstly, a supply and demand forecast for each job category is made. Secondly, net shortage and excess of personnel by job category are projected for a specific time

horizon. Finally, plans are developed to eliminate the forecast shortages and excess of particular categories of human resources.

2. Organizing: He must design and develop the organizational structure to carry out its various operations. The organizational structure basically includes the following:

- i. Grouping of personnel activity logically into functions or positions;
- ii. Assignment of different functions to different individuals;
- iii. Delegation of authority according to the tasks assigned and responsibilities involved.
- iv. Co-ordination of the activities of different individuals.

3. Directing: The directing function of the personnel manager involves encouraging people to work willingly and effectively for the goals of the enterprise. The personnel manager can motivate the employees in an organization through career planning, salary administration, ensuring employee morale, developing cordial relationships and provision of safety requirements and welfare of employees.

4. Controlling: Controlling is concerned with the regulation of activities in accordance with the plans formulated on the basis of the objectives of the organization. Controlling completes the cycle and leads back to planning.

Operative Functions

The operative functions are those tasks or duties which are specifically entrusted to the human resource or personnel department. These are concerned with employment, development, compensation, integration and maintenance of the personnel of the organization.

1. **Employment:** The employment of the proper kind and number of persons required to achieve the objectives of the organization. This involves recruitment, selection, placement, etc. of the personnel. Before these processes are performed, it is better to determine the manpower requirement both in terms of number and quality of the personnel. Recruitment and selection cover the sources of supply of labour and the devices designed to select the right type of people for various jobs. Induction and placement of personnel for their better performance also come under the employment or procurement function.

2. **Development:** Training and development of personnel is a follow up of the employment function. It is the duty of the management to train each employee properly to develop the technical skills for the job for which he has been employed and also to prune him for the higher jobs in the organization. There are several on-the-job and off-the-job methods available for training purposes. A good training programme should include a mixture of both these methods. It is important to point out that the personnel department arranges for training not only the new employees but also the older ones in order to update their knowledge in the use of latest techniques.

3. **Compensation:** This operative function is concerned with the determination of adequate and equitable remuneration of the employees in the organization for the input of their labour and skill. The personnel can be compensated both in terms of monetary and non-monetary rewards. The personnel department can make use of certain techniques like job evaluation and performance appraisal.

4. **Maintenance:** Finding the right employees for the right jobs and enhancing their work potential through systematic training are only the starting point in molding a competent

work force. A far-sighted management cannot stop there. They must be provided with good working conditions so that they may like their work and work-place and maintain their efficiency. Working conditions certainly influence the motivation and morale of the employees. These include measures taken for health, safety, and comfort of the work-force.

5. Motivation: Employees work in the organization for the satisfaction of their needs. The human resource manager helps the various departmental managers to design a system of financial and non-financial rewards to motivate the employees.

6. Personnel records: The human resource in the personnel department maintains the records of the employees working in the enterprise. It keeps full records of their training, achievements, transfer, promotion etc. It also preserves many other records relating to the behavioral pattern of the personnel like absenteeism and labour turnover. The personnel programmes and policies of the organization are also kept here.

7. Industrial relations: The responsibility of maintaining good industrial relations is mainly discharged by the human resource manager. The human resource manager can help in collective bargaining, joint consultation and settlement of disputes, if the need arises. The human resource manager can do a great deal in maintaining industrial peace in the organization as he is deeply associated with various committees on discipline, labour welfare, safety, grievance redress etc.

8. Separation: The organization is responsible for meeting certain requirements in the process in separation, as well as assuring that the returned person is in as good a shape as possible. The personnel manager has to ensure the release of retirement benefits to the retiring personnel in time.

Advisory Functions

Human resource manager has specialized education and training in managing human resources. He advises top management and department heads.

1. Top management: The Personnel manager advises the top management in the formulation and evaluation of personnel programmes, policies and procedures. He also gives advice for achieving and maintaining good human relations and high employee morale.
2. Department heads: The Personnel manager offers advice to the heads of various departments on matters such as manpower planning, job analysis and design, recruitment and selection, placement, training, performance appraisal etc.

HUMAN RESOURCE MANAGEMENT: FUTURISTIC VISION

On the basis of the various issues and challenges the following suggestions will be of much help to the philosophy of HRM with regard to its futuristic vision:

There should be a properly defined recruitment policy in the organization that should give its focus on professional aspect and merit based selection. In every decision-making process there should be given proper weightage to the aspect that employees are involved wherever possible. It will ultimately lead to sense of team spirit, team-work and inter-team collaboration. Opportunity and comprehensive framework should be provided for full expression of employees' talents and manifest potentialities. Networking skills of the organizations should be developed internally and externally as well as horizontally and vertically.

For performance appraisal of the employee's emphasis should be given to 360 degree feedback which is based on the review by superiors, peers, subordinates as well as

self-review. 360 degree feedback will further lead to increased focus on customer services, creating of highly involved workforce, decreased hierarchies, avoiding discrimination and biases and identifying performance threshold. More emphasis should be given to Total Quality Management. TQM will cover all employees at all levels; it will conform to customer's needs and expectations; it will ensure effective utilization of resources and will lead towards continuous improvement in all spheres and activities of the organization. There should be focus on job rotation so that vision and knowledge of the employees are broadened as well as potentialities of the employees are increased for future job prospects. For proper utilization of manpower in the organization the concept of six sigma of improving productivity should be intermingled in the HRM strategy.

The capacities of the employees should be assessed through potential appraisal for performing new roles and responsibilities. It should not be confined to organizational aspects only but the environmental changes of political, economic and social considerations should also be taken into account. The career of the employees should be planned in such a way that individualizing process and socializing process come together for fusion process and career planning should constitute the part of human resource planning. Finally Human Resource Management should be linked with strategic goals and objectives in order to improve business performance and develop organizational cultures.

CHALLENGES FACED BY HRM

Changes in socio-economic and political conditions are bound to bring about changes in the environment within the organizations. The personnel managers of today may find themselves obsolete because of the rapidly changing business environment, and therefore

they should constantly update their knowledge and skills by looking at the organization's needs and objectives. Some of the important challenges are:

Vision penetration:

Evolving the right vision is an entrepreneurial or top management function, but its utility increases immensely if it percolates, and is understood and accepted down the line. Vision not only provides the fuel and direction to business strategy, but also helps managers evaluate management practices and make decisions. Penetration of vision shall therefore become an important, integral part of man management in future.

Internal environment:

Creating an environment, which is responsive to external changes, providing satisfaction to the members of the organization, and sustaining it through culture, useful traditions, practices, and even systems, will become another important dimension of managing managerial personnel.

Change in industrial relations:

The practice of IR has undergone sea change. The notion that workers must be disciplined at the manager's will have to be buried. Development of workers may need simpler and appropriate inputs, but both the workers and managers must be managed and developed by the same set of assumptions and HRM philosophy of the company.

Building organizational capabilities:

The paradigm of managing managers would include not only assisting them to acquire new skills and knowledge and to evaluate environmental change to evolve business strategies, but also to live in a psychological state of readiness to continually change.

Job design and organizational structure:

In designing organizations, we will, hopefully, soon give up uncritical acceptance of foreign concepts and fads like quality circles, TQM, etc. Instead of these, organizational structure of technology, jobs and functions to be performed to achieve organizational tasks, and (ii) people approach, which takes cognizance of their strengths, idiosyncrasies, aspirations and relationships at work.

Increasing size of workforce:

The organizations are ever increasing in size and complexity, multiplying the number of people working therein. The management of an increased workforce poses serious problems and challenges especially since the workers are becoming more conscious of their rights.

Changing psycho-social system:

In the traditional bureaucratic mode, the organizations were designed to perform technical functions with strict compartmentalization of work functions. But in future, human participation will be required not only in technical functions but also in establishing the democratic system.

Satisfaction of higher level needs:

The workers are becoming much aware of their higher level needs. This awareness is likely to intensify further in the further workforce. Therefore managers would be required to evolve appropriate techniques of motivating the workers and getting work from them.

Equalitarian social system:

Major developments that have taken place in the last four decades have been due to the desire of the organization's members to have greater say and influence in organizational functioning. Thus, contemporary organizations are putting lesser emphasis on the hierarchical structures and thus moving towards a more equalitarian social system. This is going to be more common in days to come.

Technological advances:

In the wake of technological advances new jobs will be created and many old jobs will become redundant. Unemployment resulting from modernization could be liquidated by properly assessing manpower needs and training of redundant employees in alternate skills.

Computerized information system:

It will play a revolutionary role in managerial decision making. It will also have an increasing impact in coordination and at strategic levels.

Changes in legal environment:

To meet with the increasing changes in the legal environment, necessary adjustments will have to be made so that greater utilization of human resources can be achieved.

Management of human relations:

The new generation workforce comprising educated and conscious workers will ask for higher degree of participation and avenues for self- fulfillment. It is rather difficult to motivate many of the new generation workers than their predecessors. This is partly due to change in their value system and higher levels of professional competency.

HRM PRACTICES IN SERVICE-BASED ORGANIZATIONS

In the service environment, a traditional objective is to serve the customer. Application of the Naylor et al. framework would emphasize the need to consider how that role is differentially carried out by the employees of an organization. For example, the behaviors needed from managers in a service organization are likely to differ from those needed from lower level employees despite the fact that both types of employees are striving to achieve the same goal. As another example, Schuler and Jackson (1987) have described how role behaviors needed vary across organizations pursuing differing competitive strategies.

It is useful to apply role theory as a means to improve understanding of HRM practices used in the service sector. Specifically, it is suggested that (1) human resource management (HRM) practices are used by organizations to convey role information to produce actual role behavior; (2) different HRM practices (of which there are many) convey different role information; and (3) the role information an organization needs to

send (and thereby defining needed role behaviors) is in part a function of the business as determined by such characteristics as whether it is in manufacturing or service and the nature of the employee's job, e.g., managerial versus non-managerial.

Correspondence between needed and actual role behavior is expected to be associated with effective organizations while lack of correspondence is expected to be associated with ineffective organizations. What follows is a description of these relationships. Role theory rationale is utilized to help explain and predict differences in the relationships. Empirical examination, however, is limited to the relationships between business characteristics and HRM practices. This is a necessary first study in a series of studies needed to completely examine the full model that incorporates needed and actual role behaviors.

RATIONALE OF THE STUDY

Human Resource plays a vital role for the existence and survival of any organization. The success or the failure depends on the perception, attitudes, values of the employees, which they have about their organization. Furthermore, it also depends upon the Company mission & leadership, corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition in the organization. Today organizations are existing in a stiff competition and the organizations are facing problems in the areas of technological advancement, shortage of resources power, energy etc.

In spite of all these things, the organizational has to plan strategies and implement programmes so as to retain the employees for a longer run. Employees are the great asset of any organization. So, the organizations have to take much care in the areas of welfare

measures, and the safety provisions of the organizations. When these provisions are taken care the health of the employees are maintained i.e. both physical and psychological aspects are given importance. The welfare benefits make the employee to feel that his organization is giving much importance to the employees and in turn loyalty and commitment increases. When these are developed, the satisfaction towards the work is also very high. These are the factors which will have an immediate effect upon the employees. In order to achieve the production as per the desired standards organization has to motivate the employees through performance appraisal, Performance management, role clarity and positive climate. So, these activates are very essential for the smooth functioning of the organization. Various research findings in the fields of psychology, behavioral sciences had concluded that training, performance appraisal, welfare measures are the key components in the success of any organization. In order to take care of these measures Human resource Management department are established. Because HRM is a proactive measure carried out in the organization. It helps to achieve productivity and profitability.

The automobile industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees exposed are entirely different. The employees are easily prone to accidents and health hazards. Due to the heavy of dust inhalation in the manufacturing process, the employees are victims of pulmonology disease. So the employees has to safe guarded by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what

extent human resource management is contributing for the satisfaction of the employees in the automobile industry.

SCOPE OF THE STUDY

The study is descriptive in nature. The aim of the current research is to clarify the variables that impact on the success and recognizing the importance of showing how HR contributes towards the business strategy, HR effectiveness and development in the organization. The study examine the impact of HRM practices in Company mission & leadership, Corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition towards the impact on the success of the organization.

OBJECTIVES OF THE STUDY

The major objective of the study is to analyze the impact of HRM practices in Company mission & leadership, Corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition towards the impact on the success of the organization.

RESEARCH METHODOLOGY

The common idea of methodology is the collection, the comparative study, and the critique of the individual methods that are used in a given discipline or field of inquiry. It can be defined as “a body of methods, rules, and postulates employed by a discipline”, or a particular procedure or set of procedures or the analysis of the principles or procedures of inquiry in a particular field”. Any piece of research is incomplete without a proper plan of action. A research is designed to enable the researcher to arrive at as valid, objective and accurate selection of the given problem as possible. Research design, is, thus, a

detailed plan of how the goals of research will be achieved.

Data collection

➤ Primary data:

First hand information was collected from the employees through questionnaires and personal interviews.

A Questionnaire was constructed and was given to each worker for his or her responses. The response was collected from them and used for analysis. In this way, the primary data was collected.

➤ Secondary data:

The data from internet was collected to get a better insight and the organisation's manual was used to get an insight into the organisation's HR policy.

Secondary data was also be gathered from the works which have already been collected and analyzed by someone else. In addition data was collected from various journals, historical documents, magazines and reports prepared by the other researchers.

RESEARCH INSTRUMENT

The survey questionnaire was used in this study to collect data relevant to each of the research questions. The survey was designed to capture the context-specific nature of self-efficacy beliefs by embedding the context of each of the questions through the sentence stem for each of the items.

Sampling plan: Out of total employees working in Hyundai Motor India Limited in New Delhi, this study was carried out taking into the account only 100 employees.

Data collection method: A survey method was used to collect the data Questionnaire.

Field-work: The field work of study was done at Head Office, Mohan Cooperative Industrial Estate, Badarpur, New Delhi, Delhi 110044

Period of survey: The period of survey was nearly 3 month.

Data analysis: In this study, univariate and bivariate tables have been prepared. The data was analysed by using simple statistical tools such as ‘averages’ and ‘percentages’. The analysed data was used to prepare the report from which inferences were drawn and conclusions were arrived.

LIMITATIONS OF THE STUDY

- The study was delimited to the 100 employees working in Hyundai Motor India Limited in New Delhi only.
- The respondents may have the fear that the questionnaire may be shown to the management.
- The data obtained was qualitative but not quantitative and it is subjected to human error.
- Due to time limit the study is restricted to 1/5th employees only.
- Few employees may refuse to answer the questionnaire.

CHAPTER 2

REVIEW OF

RELATED

LITERATURE

REVIEW OF RELATED LITERATURE

HR Ethics

Dominant HRM values and mindsets

Ethics-related discussions of HRM issues in American HRM publications occasionally assume a teleological (consequentialist) position and/or a deontological stance in which universalist concepts such as rights or justice are championed and applied. For example, Hosmer (1987) describes ethical analysis for HRM as potentially accessing four major ethical systems of belief, each expressing a portion of the truth. Included are eternal law, utilitarian, distributive justice, and personal liberty perspectives. Although organizational, cultural and individual variables are also explored in various “descriptive” and “interactional” models of ethical decision making in the workplace (e.g. Trevino, 1986), the largely implicit set of values and ideological assumptions that influence perception and actual practice of ethical duties seem greatly underdeveloped in these academic models. Virtually none of the mainstream educational texts for HRM and management in American business schools provides any detailed coverage of variables influencing perception and decision making concerning ethical challenges in the workplace.

The limited number of books and articles specifically on HRM ethics may not be as revealing as more common discourses found in HRM textbooks and professional training programs for exploring additional and major underlying values assumptions that may more powerfully influence any sense of ethical obligation in the HRM discipline in the USA. Tsui (1987), as well as Baird and Meshoulam (1987), describe dominant HRM

themes of “strategy” and “fit” in regard to top management objectives and the coordination of planning across organizational units. Snell (1988) sees HRM as a management “control” system with its behavior, output and input controls. Dominant themes or mindsets of strategy, control or instrumental pursuit may well work to screen out or overwhelm alternative potentials, such as an evolving conception of HRM ethical duty.

Argued from radical perspectives, HRM ideology serves more unitarist, rather than pluralist, interests, and tries to confer legitimacy on forms of managerial control (Horowitz, 1990). Conventional HRM assumptions, in the USA particularly, seem generally conservative in largely adapting to, rather than challenging, existing authority structures. Such unitarist and adaptive assumptions, no doubt, interact with and influence personal ethical assumptions of HRM practitioners in their problem identification and problem resolution at work.

A dichotomy of workplace experiences often exists in many corporations between their core employees and a peripheral workforce. The experiences of core employees, who tend to be more multi-talented, skilled, sought after, nurtured and “vested” individuals, are very different than the experiences of many peripheral or temporary employees. Apparently, many HR managers can accept a dichotomy of workplace respect and treatment toward employees and yet show little concern for violation of a more unified set of communicated HRM values for the management of people at work. Perhaps this taken-for-granted dichotomy of workplace treatment toward employees can be explained by a strong contingency orientation in the cognitive mindsets of many HR managers. If people are viewed primarily or limitingly as a “resource” or instrumental to

organizational strategic ends (Dachler and Enderle, 1989), this dominant, unitary HRM paradigm in many organizations would tend to group people as well as other factors of production similarly as the simple A/B/C classification system often used in time and expense allocation frameworks for purchases or materials. This contingent and “resource user” perspective concerning employee “worth” helps to create perceptions of “first class” versus “second class” employees and can erode widespread employee acceptance of the discourse and espoused values of HRM and top management. Employee cynicism and a lack of solidarity among employees to “pull together” to reach certain organizational goals seems the result in many organizations.

Certainly, individuals with less conservative assumptions and values priorities concerning organizational potentials are also attracted to HRM careers. Alternative assumptions concerning potential organizational functioning have long existed. Although early radical critiques of management practice may have occasionally pressured American business leaders to recognize and reduce some cases of abuse of human potentials, the influence of such radicalism on overall HRM thinking and practice in American institutions has been marginal. Less radical and more liberal or humanistic assumptions for HRM practice are associated with various reforms advocated by theorists to address the moral claims of organizational stakeholders within the context of corporate capitalism. Academic theorists have suggested techniques, pro-grams, and policies as wide ranging as stakeholder analysis, social responsiveness, issues management, ethical audits, and quality of working life concerns such as flexitime and cafeteria compensation systems. Edwards and Bennett (1987) refer to HRM ethical reforms as potentially including comprehensive programs establishing ethics codes, training,

ombudspersons, hotlines, and various monitoring and enforcement approaches. Such “progressive” reforms in the USA are rhetorically engaged by conservative critics who use efficiency and market-related metaphors against them as well as by more radical critics who question how the adoption of only such limited internal reforms can lead to significant human empowerment and social change.

Educational material on the ethics of HRM practice seldom incorporates how differing ideological beliefs such as conservative, liberal, or radical values assumptions of practitioners may affect the definition or social construction of whether an ethical dilemma/duty actually exists. The differing values assumptions of HRM practitioners also seem to influence how individuals “act” upon any ethical reasoning and/or ethical intentions concerning a perceived dilemma (Rest, 1986).

Within the HRM field, mixed messages or conflicting values assumptions and ideals seem to exist. Some HRM managers may be torn at times between strong values themes associated with the field such as communication openness, empowerment and change, as well as an apparently contrasting set of values for communication discretion, discipline and nurturance of existing organizational cultures and interests. Other values such as the firm’s adaptation to dynamic marketplace change and potential outsourcing advantages can seem to conflict with HRM desires for employee motivation and wellbeing through reduction in threats such as employment insecurity. Today’s HRM managers and professionals are increasingly advised not to see these values as dichotomous choices, but somehow to embrace “paradox” as the simultaneous expression of diverse values. The necessary insights and skills concerning “how” to embrace paradox through

diverse values or interests pursued, and not to appear contradictory or inconsistent, in HRM roles seem much less established.

The delivery of an organization's tangibles and experiences to customers is frequently (but certainly not always) done by an organization's employees so the connection between HRM and customer service is conceptually (as well as physically and psychologically; Bowen and Schneider, 1988) very strong. Just as marketing or operations can begin to believe it is the key to effectiveness in service businesses, HRM can fall into what might be called the "human resources trap" (Schneider and Bowen, in press). This trap is the belief that all good (and bad) things that happen for customers in a service business are a direct function of HRM policies, practices and procedures. I caution readers of this article to remember that I write as if HRM is the key to success in service businesses. I fully appreciate the necessity for excellence in the core service itself (the food, the clothes, the symphony), excellence in Marketing (advertising, distribution), excellence in Operations and Systems (production, information/technology and communication), wise choices around the market segment in which the firm will compete (up-scale versus discount), and so forth. HRM alone will probably not yield success for the firm (e.g. Bateson, 1992; Lovelock, 1992; Schneider and Bowen, 1993). In other words, we must always take a systems view of service firm effectiveness. The systems view requires that all elements of the service system act in co-ordinated ways to produce service excellence (Gronroos, 1990; Katz and Kahn, 1978; Schneider and Chung, 1993).

In the first part of the article I will write exclusively about HRM, presenting some thoughts on the general lack of a customer focus in HRM until relatively recently. In the first part I will also summarize some of the research my colleagues and I have

accomplished linking internal management policies and strategies to customer perceptions of service quality. In the second part, I present a framework for thinking about the kinds of customer focuses service firms may have and the implications of different customer focuses for the management – HRM, marketing, and operations management (OM) – of the firm. I conclude with the thought that, when all the functions of the organization are co-ordinated for a focus on specific customer segments the probabilities of success for the service firm are enhanced.

The HRM-Customer Service Link

Because HRM concerns the employees who deliver service to customers it might be supposed that there is a vast literature on the HRM-customer service link; there is not. Of course, the distinctions made between products and services are themselves recent, barely two decades old at this writing (e.g. Shostack, 1977a, 1977b). HRM, like OM, has tended to be internally focused; focused on meeting the needs of the internal world of the business. This internal focus has meant that HRM is deemed to be effective when internally defined standards of employee effectiveness are enhanced by HRM practices. Typically this internal focus has been on sales, accuracy, reliability (of attendance usually so it is indexed as absenteeism or tardiness), or easily counted behaviours (such as talk time on the telephone for a customer service representative or number of checks cashed by a teller). Less tangible behaviours (like courtesy while speaking on the phone) and less tangible consequences of behaviour (like retaining customers who want to leave the business) have typically not been a focus of performance assessment nor, then, a focus of selection, training, reward systems and so forth (Schneider and Bowen, 1992; Schneider and Schmitt, 1986).

It is always somewhat chancy to speculate on the course of the scientific enterprise but some thoughts come to mind to assist in explaining the internal focus of HRM. HRM is an outgrowth of the Industrial Revolution where production, not delivery, was the central concern. Marketing, the science of delivery and the one most concerned with the external world of the firm, is actually the newest of the three issues being addressed in this special issue of International Journal of Service Industry Management. Customer satisfaction during the industrial revolution, and up through the early 1900s, was thought to be indexed by purchases – if the products produced were purchased then the customer was thought to be satisfied. Thus, HRM, along with OM, emphasized production and HRM practices and procedures were considered effective if they assisted in production efficiency and effectiveness.

From Frederick Taylor's (1911) Scientific Management of the early 1900s through the Human Relations Movement of the 1950s, the T-Groups of the 1960s and job enrichment of the 1970s, the focus of HRM was on productivity – and, interestingly, on job satisfaction. Although not often realized, Taylor's basic motivation for his scientific management was the design of work so that employees might be more satisfied at work and, thus, more productive. His view of employee satisfaction was, by contemporary standards, somewhat narrow because he believed that the opportunity to earn more pay was the key to employee satisfaction. While the famous Hawthorne studies of the 1930s and 1940s (e.g. Roethlisberger and Dixon, 1939) as well as the Tavistock work in coal mines of approximately the same period (e.g. Trist and Bamforth, 1951) discovered that social issues were critical for productivity and job satisfaction, the fundamental notion

that productivity and job satisfaction went hand in hand has been a guiding theme in HRM

HRM practices regarding pay and work design are not the only HRM practices and procedures that have been focused on internal productivity and job satisfaction. Recruitment and selection, socialization and training, as well as supervision/leadership have also focused on the same kinds of behaviours and outcomes (Schneider and Bowen, 1993). We have, indeed, an industrial revolution-oriented HRM with an almost exclusive focus on performance against internally set and internally relevant standards.

Easily countable behaviour has been the hallmark of the industrial revolution and in HRM it has been no different. HRM has always been a vehicle for management to achieve its productivity goals and, so, HRM has focused on the productivity goals sent its way by management. Management has not, until recently, been concerned with less tangible facets of their efforts, like service.

A search of the HRM literature, for example, reveals one empirical, cross-organizational study prior to 1980 that explicitly explores links between HRM issues and service perceptions of customers. This study, by Friedlander and Pickle (1968) explores relationships among the satisfactions of multiple constituencies of organizations. Specifically, Friedlander and Pickle studied the satisfaction of customers, stockholders, managers, employees and suppliers of more than 90 organizations to establish the magnitude of the agreement across these constituencies regarding their satisfaction. Their data showed a statistically significant correlation between employee and customer satisfaction. To my knowledge, it was not until 1979 that another similar study was completed, this one by Parkington and Schneider (1979). The authors of this study

showed that boundary workers in banks (tellers) can experience role ambiguity and conflict as they attempt to meet the demands of the firm and the demands of customers. This finding is of interest because in service firms it is usual for lower level employees to be boundary-spanners while in manufacturing it is only high level executives who interact with the larger environment (Adams, 1976; Aldrich and Herker, 1977).

Perhaps more interestingly, Parkington and Schneider showed that, in branches where role ambiguity and role conflict are low, customers of those branches report they receive superior service. In a series of papers, I and my colleagues (Schneider, 1980; Schneider et al., 1980; Schneider and Bowen, 1985) have substantiated the conclusion that the way employees experience their work organizations is reflected in the perceptions customers have of the service quality they receive. Specifically, we have shown the following (Schneider and Bowen, 1993):

Capability of an organization does not arise by itself, without conscious influence by the management. If the company is to achieve superiority over its competitors through the use of people's competencies and internal processes, these have to be embedded in the strategic decision-making. Here those aspects of strategic management, which are assumed to advance the use of HRD in generating capabilities, are discussed. Out of the various approaches to strategic management (see e.g. Johnson and Scholes, 1997, pp. 41-61; Segev, 1997; Mintzberg et al., 1998), the discussion here draws mainly on the classic strategy model, presented, for example, in Andrews (1980).

As the first proposition, it is suggested that in organizations which apply the capability approach to HRD, human resource issues are included in the strategic planning process.

The need for this has been addressed by several authors since the early days of HRM (e.g. Dyer, 1983; Golden and Ramanujam, 1985; Burack, 1986), and it can be considered as being a basic prerequisite for any area of HRM to respond strategically.

The process of strategic planning ends up in the establishment of an understanding of critical competitive factors, expressing by what means the company is going to outperform competition. This refers to the content of strategy, which in many studies on strategic HRM is treated as a set of generic alternatives (see e.g. Sonnenfeld et al., 1988; Schuler, 1989; Peck, 1994; Heijltjes et al., 1996). However, this paper shares the critical thoughts of Lado and Wilson (1994) and Hendry (1995, p. 85) about the limited value of generic strategies approach to HRM, and adapts a more liberal view. It assumes that as strategies appear “in many shapes and colours”, combining the organizational values and resources differently in different organizations, it is more useful to examine the role of different competitive factors in strategy, rather than to try to categorize the strategies themselves.

For the second proposition, it is suggested that in organizations which apply the capability approach to HRD, the competitive advantage is sought particularly from behavioural aspects. In other words, the role of HR is highlighted in business strategy. However, despite the fact that the importance of HR in business strategy has been advocated in the literature for a long time, recent empirical findings do not look too promising. A study among the Fortune 500 companies in the USA, revealed that only approximately every second company had its competitive strategy based, in part, on HR (Martell and Carroll, 1995). In the study of the Finnish metals industry, Luoma

(forthcoming) found that as regards the relative importance in business strategy, HR clearly loses to activities such as marketing, production, and research and development.

Drawing further on the classic strategy model, it is assumed that putting strategy into practice calls for directing the resources and processes to work towards the set aspirations. From the viewpoint of HR, this means the (re)formulation of practices that influence people's performance. This brings up the role of HR strategy, which is to coordinate the application of these practices and ensure that the different HR efforts contribute to the common whole (Schuler, 1992). Seen this way, HR strategy acts as a bridge between business strategy and HR activities; although extracting the guidelines of each activity directly from business strategy would perhaps be an attractive idea, it could lead to a situation where the changes in strategy translate differently into the various practices of HR, creating contradictory incentives for behaviour.

HRM and Performance

A significant body of research has suggested specific HRM practices that can improve employee motivation and commitment. As argued, these practices are expected to promote such inimitable attributes in human resources that can help an organization to obtain a competitive advantage and enhance its performance (Huselid, 1995; MacDuffie, 1995; Delaney and Huselid, 1996; Frits and MacDuffie, 1996; Guest, 1997; Hoque, 1999; Michie and Sheehan, 2001; Ahmad and Schroeder, 2002; Guest et al., 2003).

During the years, all these practices that lead to superior performance were given various names by different authors: "best HRM practices" (Pfeffer, 1994), "high performance work systems or practices" (Appelbaum and Batt, 1994; Appelbaum et al., 2000), "high-

involvement practices” (Lawler, 1986), “high commitment practices” (Wood, 1996) and finally, “higher productivity and product quality practices” (Ichniowski et al., 1996). What is worth noting is that irrespective of the definition given to these HR practices, positive relation with competitive advantage is reported in most of the cases (Guest et al., 2003). Within this paper the term “best HRM practices” will be preferred, referring to all those HRM practices and policies that have been identified as effective in improving performance.

The basic idea around best HRM practices is that a particular set of those practices has the potential to bring about improved organizational performance for all organisations (Marchinton and Wilkinson, 2003), and therefore all firms should identify and implement best practice HRM in their effort to improve their performance. While there are enough evidences that certain types of HRM practices are associated with performance, the list of effective practices varies in each research. Practices typically mentioned in best practice models include:

- high levels of teamwork;
- performance-related pay;
- decentralised decision making;
- comprehensive employee recruitment and selection procedures;
- limited status differences;
- extensive training;
- employee involvement and internal communication arrangements;
- internal career opportunities; and

- broadly defined job descriptions (Jones and Wright, 1992; Arthur, 1994; Pfeffer, 1994; Jackson and Schuler, 1995; MacDuffie, 1995; Marchinton, 1995; Milgrom and Roberts, 1995; Delery and Doty, 1996; Becker and Huselid, 1998; Pfeffer, 1998; Wiesner and McDonald, 2001; Bowen et al., 2002; Guest et al., 2003; Michie and Sheehan, 2005; de Kok et al., 2006). Generally, best practice models emphasise three factors. Firstly, they usually put emphasis on enhancing employee abilities or knowledge and skills through effective recruitment and strong training. Secondly, best practice models contain an emphasis on motivating desired behaviour through strong incentives. Finally, best practice models promote opportunities for better trained and motivated workers to contribute to their knowledge and skills through work redesign and indirect forms of employee participation (Boxal and Purcel, 2003).

The resource-based view (RBV) of the firm (Weber et al., 1990; Barney, 1991), advanced the arguments of the best HRM practices-performance link, by noting that tacit knowledge, infused in firm specific human resources, is hard to imitate because of social complexity (Barney, 1991; Dierickx and Cool, 1989), path dependency (Porter, 1980; Lipman and Rumelt, 1982; Dierickx and Cool, 1989; Barney, 1991) and causal ambiguity (Reed and DeFillippi, 1990; Barney, 1991). As Spender and Grant (1996) point out, tacit knowledge is embodied in individual and organizational practices and cannot be readily articulated. HRM practices proposed by various authors (Delery and Doty, 1996; Youndt et al., 1996; Pfeffer, 1998) are expected to promote such inimitable attributes in human resources and lead an organization towards competitive advantage.

Therefore, establishing that HRM practices are linked with firm effectiveness is an important first step in this line of research which underlines the importance of human resources.

However, major contributors in the field believe that there is still little understanding of the mechanisms through which HRM practices influence effectiveness (Delaney and Huselid, 1996; Delery, 1998; Hislop, 2003; Jackson et al., 2004). The existing empirical research has produced poor results that are unable to support organizations wishing to gain competitive advantage through human resources. Therefore, the question of “how” best HRM practices lead to organizational performance needs to be answered and the exact mechanics that play an important role must be identified. Those mechanics, through which HRM practices affect organizational performance, comprise the focus of our proposed framework.

The aim of this study is to empirically test these proxy consequences of new HRM initiatives on building and maintaining employees' trust in their managers. Within this framework, HRM consequences represent a way in which managerial actions, behaviours, and procedures affect employees' attitudes and trust in their managers. Both bi-variate (single main effect) and multi-variate (combined effect) variables were examined, as were the paths linking these variables to the employees' trust in their managers.

CHAPTER 3

A PROFILE ON

HYUNDAI MOTOR

INDIA LIMITED

A PROFILE ON HYUNDAI MOTOR INDIA LIMITED

Hyundai Motor India Ltd., (HMIL) was established in 1996, and is a wholly owned subsidiary of the giant South Korean multinational, the Hyundai Motor Company. it is the second largest and the fastest growing car manufacturer in India. HMIL presently markets 31 variants of passenger cars in six segments.

The Santro in the B segment, Getz in the B+ segment, the Accent in the C segment, the Elantra in the D segment, the Sonata Transform in the E segment and the Tuscon and Terracan in the Sport and Utility Vehicles segment. The company has sold over 500,000 cars in a record time of just over five years since commencement of commercial production in September 1998 and is all set to emerge as one of the largest exporters of passenger cars and components.

At a starting price of Rs. 2.99 lakh, Santro not only became a challenger to Zen, but also an alternative entry point for car buyers. Hyundai Motor Company has unveiled a completely new Sonata, in a bid to revive frozen local sales and compete with global rivals.

HMIL's fully integrated state-of-the-art manufacturing plant near Chennai boasts some of the most advanced production, quality and testing capabilities in the country. In order to deliver the highest value through their products, they have set up more than 70 dealer workshops equipped with latest technology machinery and international quality press, body and paint shops, across the country.

The company has expanded its capacity to 250,000 units per annum to cater to rising exports and increasing domestic demand and may increase the capacity to 400,000 per annum over the next couple of years. As a result, it is likely to retain its position as the second major player in the Indian passenger car industry.

Hyundai hopes to increase its presence in the Indian market by coming up with more new models to cater to the growing and differing needs of the market. HMIL is now planning to tap new export markets to drive its future growth as the withdrawal of cash for clunkers scheme has left the company to look for new options rather its over dependence on the European economies. The company induced great demand for its vehicles. The EU has been providing a good platform for Hyundai Compact Cars. As of now, Hyundai has been exporting cars to 110 countries.

HMIL stands the second largest manufacturer in India focusing on the latest technologies and innovative marketing strategies. HMIL has carved out a niche for itself in the market today in most of its models leading in their respective segments. In the domestic market it clocked a growth of 18.1% as compared to 2013.

The largest exporter of passenger cars from India with around 66% market share. Hyundai exported 2.70 lakh cars in 2012-13. The export growth was 12.75% compared with 2012-13. The total export market share of 66% making it a significant contributor to the Indian automobile industry.

Vision, Mission, Goals

Hyundai Motor Company has grown rapidly to become one of the largest automobile companies with global top five production capability and superior quality, reaching a tipping point the qualitative approach, bringing bigger ideas and relevant solutions to its customers. At this opportunity to move ahead, HMC have developed a new brand slogan that encapsulates the willingness to take the next big step up. Led by new slogan and the thinking behind, HMC will become a company that keep challenging ourselves to open up new possibilities for people and the planet.

HMC established a long-term vision of “Innovation Humanity” and selected five core strategies directions including a global orientation, respect for human values, customer satisfaction, technology innovation and cultural creation. HMC desires to create an automobile culture of putting customer first via developing human-centered and environment-friendly technological innovation.

HMC vision is to secure world-best innovations and raise its profile as a premium automaker. Its quest also includes making this world a better place for all by popularizing next generation eco-friendly technologies and creating a new auto-culture through people-centered technologies that move customers' hearts.

HMC goal is to become a respected global company that contributed the creation of an automobile consumer culture that respects customers need and innovation in environmental technology that minimize the environmental impact of automobile.

HMC's success, watched closely worldwide, is a result of continuous and aggressive innovations that have been implemented on behalf of our customers. HMC considers its most important mission to bring the enjoyment of elegance and confidence to its customers, rather than just selling products. Hyundai strives to bring its customers luxury and style. Therefore, Hyundai will continue to stabilize its global management by establishing an effective cooperation system among production bases around the world. HMC's management goal is customer-oriented management and continuous execution of global management.

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CHAPTER 4

ANALYSIS OF

THE SAMPLE

SURVEY OF

EMPLOYEES

DATA ANALYSIS AND INTERPRETATIONS

Competent and committed employees are imperative to any organization, be it manufacturing or service. The competency and commitment are largely related to the effectiveness of HRM practices in the organisation which may vary in accordance with the nature of the organisation. It is important to recognize that HRM is not only a set of distinctive HR practices but a process of developing, applying and evaluating policies, procedures and programs relating to the individual in the organization (Miner and Crane, 1995). Further, the HRM practices represent the policies, procedures, systems, and activities used to shape, monitor, and direct attention of people within the organization. Several frameworks have been developed in the Strategic Human Resource Management literature to classify HRM practices, where five major domains may be identified viz., organizational planning, staffing, rewards, developing and appraisal.

Age of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	> than 30	37	37
2.	31 - 40	44	44
3.	41 - 50	17	17
4.	< than 50	2	2
	Total	100	100

Source: Primary Data

The above table shows the age distribution of the respondents where 44% of the respondents belonged to the age group 31 – 40 years, 37% of the respondents belonged to

the age group less than 30 years, 17% of the respondents belonged to the age group 41 – 50 years and the rest 2% of the respondents belonged to the age group above 50 years of age. Thus, majority of the respondents belonged to the age group 31 – 40 years.

Qualification of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Diploma	12	12
2.	U.G.	8	8
3.	P.G.	38	38
4.	Professional	42	42
	Total	100	100

Source: Primary Data

The above table shows the designation classification of the respondents where 42% of the respondents were professionally qualified, 38% of the respondents were post graduates, 12% of the respondents were diploma holders, and the rest 8% of the respondents were undergraduates. Thus, majority of the respondents were professionally qualified employees.

Marital Status of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Married	17	17
2.	Unmarried	83	83
	Total	100	100

Source: Primary Data

The above table shows the marital status of the respondents where Unmarried and the rest 17% of the respondents were married. Thus, majority of the respondents were married.

Designation of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Top level	17	17
2.	Middle level	33	33
3.	Floor level	50	50
	Total	100	100

Source: Primary Data

The above table shows the designation classification of the respondents where 50% of the respondents were floor level employees, 33% of the respondents were middle level employees and the remaining 17% of the respondents were Top level employees. Thus, majority of the respondents were floor level employees.

Work Experience of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Below 5 years	1	1
2.	6 - 10	8	8
3.	11 - 15	11	11
4.	16 - 20	40	40
5.	above 21	40	40
	Total	100	100

Source: Primary Data

The above table shows the classification of respondents based on work experience where 40% each of the respondents had 16 – 20 and above 21 years of work experience, 11% of the respondents had 11 – 15 years of work experience, 8% of respondents had 6 – 10 years of work experience, and the rest 1% of the respondents had below 5 years of work experience. Thus, majority of the respondents had 16 – 20 and above 21 years of work experience.

Monthly Salary of the Respondents

Sl.No	Particulars	Frequency	Percentage
1.	Below 10,000	38	38
2.	10,001 – 20,000	34	34
3.	20,001 – 30,000	10	10
4.	30,001 – 40,000	13	13
5.	Above 40,000	5	5
	Total	100	100

Source: Primary Data

The above table shows the grouping of employees on the basis of monthly income were 38% of the respondents belonged to the income group below 10,000, 34% of the respondents belonged to the income group 10,001 – 20000, 13% of the respondents belonged to the income group 30,001 – 40,000, 10% of the respondents belonged to the income group 20,001 – 30000, and the remaining 5% of the respondents belonged to the income group above 40,000. Thus, majority of the respondents belonged to the income group below Rs.10,000.

COMPANY MISSION AND LEADERSHIP

Company Goal

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	28	28
2.	Agree	51	51
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The above table shows reviews of the respondents regarding the Company goals where 51% of the respondents agreed they had a clear understanding of the company's goals and objectives, 28% of the respondents strongly agreed, 9% of them responded neutral, 7% of the respondents disagreed they had a clear understanding of the company's goals and objectives and the remaining 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed they had a clear understanding of the company's goals and objectives.

Company's mission

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	25	25
2.	Agree	56	56
3.	Neutral	9	9
4.	Disagree	7	7

5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

From the above table it is inferred that 56% of the respondents agreed they had a clear understanding of the company's mission and vision, 25% of the respondents strongly agreed, 9% of the respondents responded neutral, 7% of them disagreed and the remaining 3% of the respondents strongly disagreed the employees had a clear understanding of the company's mission and vision. Thus, majority of the respondents agreed they had a clear understanding of the company's mission and vision.

Leadership role

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	37	37
2.	Agree	41	41
3.	Neutral	9	9
4.	Disagree	8	8
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

Senior Executives in leadership roles in this organization promote team work and performance culture to this 41% of the respondents agreed, 37% of them strongly agreed, 9% of them expressed neutral reviews regarding the organization promoting team work and performance culture, 8% of the respondents disagreed and the rest 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture.

Inspiring Levels of Performance

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	36	36
2.	Agree	43	43
3.	Neutral	11	11
4.	Disagree	7	7
5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

The organization had leaders who inspired people to high levels of performance to this 43% of the respondents agreed, 36% of the respondents strongly agreed, 11% of them responded neutral, 7% of the respondents disagreed and the remaining 3% of them strongly disagreed. Thus, majority of the respondents agreed the organization had leaders who inspired people to high levels of performance.

Initiation of Work

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	30	30
2.	Agree	51	51
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	3	3

	Total	100	100
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Source: Primary Data

The table shows views of the respondents regarding employees having enough opportunity to take initiative and demonstrate leadership qualities in their work where, 51% of the respondents agreed, 30% of them strongly agreed, 9% of them responded neutral, 7% of the respondents disagreed and the remaining 3% of the respondents strongly disagreed. Thus, majority of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work.

Confidence in Emerging Challenges

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	21	21
2.	Agree	50	50
3.	Neutral	17	17
4.	Disagree	7	7
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The table above shows responses regarding the Confidence of the employees in the ability of their business leadership to successfully manage the emerging challenges to this 50% of the respondents agreed, 21% of them strongly agreed, 17% of them responded neutral, 7% of the respondents disagreed and the remaining 5% of the respondents strongly disagreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

Thus, majority of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.

CORPORATE CULTURE

Decisions Consistent with Company Values

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	32	32
2.	Agree	43	43
3.	Neutral	9	9
4.	Disagree	8	8
5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

The above table shows responses of the respondents regarding managers taking decisions consistent with the company values, to this 43% of the respondents agreed, 32% of the respondents strongly agreed managers took decisions consistent with the company values, 9% of them responded neutral and the rest 8% each of the respondents disagreed and strongly disagreed.

Thus, majority of the respondents agreed that managers took decisions consistent in with the company values.

Economic Liberalization

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	27	27
2.	Agree	53	53
3.	Neutral	8	8
4.	Disagree	7	7

5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The organization could meet the challenges of posted by economic liberalization to this 53% of the respondents agreed, 27% of the respondents strongly agreed, 8% of them responded neutral, 7% of them disagreed the organization could meet the challenges posted by economic liberalization and the remaining 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed the organization could meet the challenges of posted by economic liberalization.

Capability to Manage Change

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	49	49
3.	Neutral	9	9
4.	Disagree	7	7
5.	Strongly Disagree	6	6
	Total	100	100

Source: Primary Data

From the above table it is inferred that 49% of the respondents agreed that the organization was flexible and had the capability to manage change, 29% of them strongly agreed, 9% of the responded neutral, 7% of the respondents disagreed the organization was flexible and could manage change and the rest 6% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization was flexible and had the capability to manage change.

Best Place to Work

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	24	24
2.	Agree	49	49
3.	Neutral	16	16
4.	Disagree	6	6
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The table above shows views of the respondents regarding working in the organization. 49% of the respondents agreed the organization was a best place to work for, 24% of the respondents strongly agreed, 16% of them responded neutral, 6% of the respondents disagreed and the rest 5% of the respondents strongly disagreed the organization was the best place to work for. Thus, majority of the respondents agreed the organization was a best place to work for.

Retain People Knowledge

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	31	31
2.	Agree	49	49
3.	Neutral	11	11
4.	Disagree	4	4

5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The organization had the ability of retain people with knowledge and expertise to this 49% of the respondents agreed, 31% of the respondents strongly agreed, 11% of them responded neutral, 4% of the respondents disagreed the organization took efforts to retain able people, and the remaining 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed the organization had the ability of retain people with knowledge and expertise.

Receptive to Suggestion from Subordinates

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	18	18
2.	Agree	54	54
3.	Neutral	13	13
4.	Disagree	8	8
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

The superiors were receptive to the suggestions of the subordinates, to this 54% of the respondents agreed, 18% of them strongly agreed, 13% of them responded neutral, 8% of the respondents disagreed the superiors were receptive to suggestions from subordinates and the rest 7% of the respondents strongly disagreed. Thus, majority of the respondents agreed superiors were receptive to the suggestions of their subordinates.

INNOVATION AND CHANGE

Consultation about necessary changes

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	37	37
3.	Neutral	28	28
4.	Disagree	8	8
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

From the above table it is inferred that 37% of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers, 28% of the respondents responded neutral, 22% of the respondents strongly agreed, 8% of them disagreed and the rest 5% of the respondents strongly disagreed that managers consulted them regarding work.

Thus, majority of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers.

Usage of Ideas

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	25	25
2.	Agree	39	39
3.	Neutral	20	20
4.	Disagree	11	11

5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The organization made use of good ideas provided by the employees to this 39% of the respondents agreed, 25% of the respondents strongly agreed, 20% of them responded neutral, 11% of the respondents disagreed the organization used good ideas provided by the employees and the remaining 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization made use of good ideas provided by the employees.

Failure action taken seriously

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	28	28
2.	Agree	33	33
3.	Neutral	22	22
4.	Disagree	13	13
5.	Strongly Disagree	4	4
	Total	100	100

Source: Primary Data

The organization regarded work related failures seriously and took necessary steps to this 33% of the respondents agreed, 28% of the respondents strongly agreed, 22% of them responded neutral, 13% of the respondents disagreed the organization regarded work related failures seriously and the rest 4% of the respondents strongly disagreed. Thus,

majority of the respondents agreed the organization regarded work related failures seriously and took necessary steps.

Encourage Innovation

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	31	31
2.	Agree	36	36
3.	Neutral	14	14
4.	Disagree	12	12
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

The organization encouraged innovations to this 36% of the respondents agreed, 31% of the respondents strongly agreed, 14% of the respondents responded neutral, 12% of the respondents disagreed the organization encouraged innovations and the rest 7% of the respondents strongly disagreed the organization encouraged innovations. Thus, majority of the respondents agreed the organization encouraged innovations.

CLIMATE

Skills and Abilities used

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	25	25
2.	Agree	45	45
3.	Neutral	15	15
4.	Disagree	9	9
5.	Strongly Disagree	6	6
	Total	100	100

Source: Primary Data

From the above table it is inferred that 45% of the respondents agreed that the organization made proper utilization of their skills and abilities, 25% of the respondents strongly agreed, 15% of the respondents responded neutral, 9% of the respondents disagreed their skills and abilities were utilized properly, and the rest 6% of the respondents strongly disagreed the organization made proper use of employees skills and abilities. Thus, majority of the respondents agreed the organization made proper use of the skills and abilities of the employees.

Intend to work foreseeable future

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	47	47
3.	Neutral	12	12
4.	Disagree	11	11

5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

As a result of the way the organization treated employees they intend to work for the company for the foreseeable future to this 47% of the respondents agreed, 22% of the respondents strongly agreed, 12% of them responded neutral, 11% of the respondents disagreed and the rest 8% of the respondents strongly disagreed. Thus, majority of the respondents agreed that As a result of the way the organization treated employees they intend to work for the company for the foreseeable future.

Acquire new competencies

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	21	21
2.	Agree	49	49
3.	Neutral	11	11
4.	Disagree	12	12
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the above table it is inferred that 49% of the respondents agreed their job offered opportunities to acquire new competencies, 21% of the respondents strongly agreed, 12% of them disagreed 11% of the respondents responded neutral, and the rest 7% of the respondents strongly disagreed their job offered opportunities to acquire new

competencies. Thus, majority of the respondents agreed their job offered opportunities to acquire new competencies.

Freedom to try new methods

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	38	38
3.	Neutral	17	17
4.	Disagree	14	14
5.	Strongly Disagree	9	9
	Total	100	100

Source: Primary Data

From the above table it is inferred that 38% of the respondents agreed employees were given the freedom to try out new work methods, 22% of them strongly agreed, 17% of them responded neutral, 14% of the respondents disagreed the organization gave them the freedom to try out new work methods, and the rest 9% of the respondents strongly disagreed. Thus, majority of the respondents agreed employees were given the freedom to try out new work methods.

PERFORMANCE MANAGEMENT

Performance Standards Clearly Defined

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	27	27
2.	Agree	23	23
3.	Neutral	27	27
4.	Disagree	13	13
5.	Strongly Disagree	10	10
	Total	100	100

Source: Primary Data

Performance standards of the job were clearly defined to this 27% each of the respondents strongly agreed and responded neutral, 23% of the respondents agreed, 13% of the respondents disagreed and the remaining 10% of the respondents strongly disagreed that Performance standards of the job were clearly defined. Thus, majority of the respondents agreed that Performance standards of the job were clearly defined.

Assessment based on Goals and Objectives

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	34	34
3.	Neutral	19	19
4.	Disagree	13	13
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

Performance is assessed against clearly set goals and objectives to this 34% of the respondents agreed, 29% of the respondents strongly agreed, 19% of them responded neutral, 13% of the respondents disagreed that performance is assessed against clarity set goals and objectives and the rest 5% of the respondents strongly disagreed. Thus, majority of the respondents agreed performance is assessed against clarity set goals and objectives.

Appraisal to know strength and improvement

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	27	27
2.	Agree	35	35
3.	Neutral	22	22
4.	Disagree	11	11
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

The appraisal system in the organization has helped to learn about work strengths and areas for improvement to this 35% of the respondents agreed, 27% of the respondents strongly agreed, 22% of the respondents responded neutral, 11% of the respondents disagreed The appraisal system in the organization has helped to learn about work strengths and areas for improvement, and the rest 5% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the appraisal system in the organization has helped to learn about work strengths and areas for improvement.

Performance Appraisal Feedback

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	30	30
2.	Agree	43	43
3.	Neutral	10	10
4.	Disagree	10	10
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the above table it is inferred that 43% of the respondents agreed that employees in the organization viewed performance feed back and counseling as an opportunity to improve and grow, 30% of them strongly agreed, 10% each of them responded neutral and disagreed, and the rest 7% of the respondents strongly disagreed.

Thus, majority of the respondents agreed that employees in the organization viewed performance feed back and counseling as an opportunity to improve and grow.

Superiors give feedback to Subordinates

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	33	33
3.	Neutral	21	21
4.	Disagree	10	10

5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

Superiors in the organization give feedback to their subordinate with adequate care and concern to this 33% of the respondents agreed, 29% of the respondents strongly agreed, 21% of them responded neutral, 10% of the respondents disagreed that Superiors in this organization give feedback to their subordinate with adequate care and concern and the rest 7% of them strongly disagreed. Thus, majority of the respondents agreed that Superiors in the organization gave feedback to their subordinate with adequate care and concern.

ROLE CLARITY

Adequate Career Growth Opportunities

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	34	34
2.	Agree	37	37
3.	Neutral	15	15
4.	Disagree	9	9
5.	Strongly Disagree	5	5
	Total	100	100

Source: Primary Data

From the above table it is inferred that 37% of the respondents agreed there was adequate career growth opportunities in their organization, 34% of the respondents strongly agreed, 15% of them responded neutral, 9% of the respondents disagreed and the rest 5% of them strongly disagreed there was growth opportunities in the organization. Thus, majority of the respondents agreed there were adequate career growth opportunities in their organization.

Encourages Cross functional team culture

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	33	33
2.	Agree	35	35
3.	Neutral	17	17
4.	Disagree	8	8
5.	Strongly Disagree	7	7

	Total	100	100
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Source: Primary Data

From the above table it is inferred that 35% of the respondents agreed the management encouraged cross functional team culture, 33% of the respondents strongly agreed, 17% of them responded neutral, 8% of them disagreed, and the rest 7% of them strongly disagreed. Thus, majority of the respondents agreed the management encouraged cross functional team culture.

Ensure clear understanding of role/responsibility

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	29	29
2.	Agree	35	35
3.	Neutral	22	22
4.	Disagree	11	11
5.	Strongly Disagree	3	3
	Total	100	100

Source: Primary Data

Management ensures that job responsibilities / role is clearly understand to employees to this 35% of the respondents agreed, 29% of them strongly agreed, 22% of the respondents responded neutral, 11% of the respondents disagreed Management ensures that job responsibilities / role is clearly understand to employees and the rest 3% of them strongly disagreed. Thus, majority of the respondents agreed the Management ensures that job responsibilities / role is clearly understand to employees.

Delegation of Authority

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	26	26
2.	Agree	37	37
3.	Neutral	19	19
4.	Disagree	14	14
5.	Strongly Disagree	4	4
	Total	100	100

Source: Primary Data

Employees were delegated with necessary authorities to do their job well to this 37% of the respondents agreed, 26% of them strongly agreed, 19% of the respondents responded neutral, 14% of the respondents disagreed they were provided the necessary authority to do their job well, and the rest 4% of the respondents strongly disagreed. Thus, majority of the respondents agreed they were delegated with necessary authorities to do their job well.

Recognition for Work Achievements

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	37	24
2.	Agree	49	33
3.	Neutral	42	28
4.	Disagree	18	12
5.	Strongly Disagree	4	3
	Total	150	100

Source: Primary Data

The employees in the organization were recognized for their work achievements to this 33% of the respondents agreed, 28% of them responded neutral, 24% of them strongly agreed, 12% of the respondents disagreed and the rest 3% of the respondents strongly disagreed they were recognized for work achievement.

Thus, majority of the respondents agreed employees in the organization were recognized for their work achievements.

WORKING CONDITIONS

Well Equipped Infrastructure

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	33	33
2.	Agree	29	29
3.	Neutral	11	11
4.	Disagree	19	19
5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

The organization was well equipped with infrastructure required for their job to this 33% of the respondents strongly agreed, 29% of the respondents agreed, 19% of the respondents disagreed they were well equipped with infrastructure required for their work, 11% of them responded neutral, and the rest 8% of the respondents strongly disagreed.

Thus, majority of the respondents agreed the organization was well equipped with infrastructure required for their job.

Physical Working Environment is Pleasant

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	21	21
2.	Agree	36	36
3.	Neutral	21	21
4.	Disagree	14	14
5.	Strongly Disagree	8	8
	Total	100	100

Source: Primary Data

From the above table it is inferred that 36% of the respondents agreed the physical working environment was pleasant, 21% each of the respondents strongly agreed and responded neutral, 14% of the respondents disagreed and the remaining 8% of the respondents strongly disagreed they were provided with a pleasant working atmosphere.

Thus, majority of the respondents agreed they were provided with pleasant working environment.

High Importance to Safety

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	20	20
2.	Agree	41	41
3.	Neutral	15	15
4.	Disagree	17	17
5.	Strongly Disagree	7	7
	Total	100	100

Source: Primary Data

From the table it is inferred that 41% of the respondents agreed that the organization gives high importance to safety, 20% of them strongly agreed, 17% of the respondents disagreed the organization gives high importance to safety, 15% of them responded neutral, and the remaining 7% of the respondents strongly disagreed. Thus, majority of the respondents agreed the organization gives high importance to safety.

Safety and Health Provisions

Sl.No	Particulars	Frequency	Percentage
1.	Strongly Agree	22	22
2.	Agree	41	41
3.	Neutral	7	7
4.	Disagree	19	19
5.	Strongly Disagree	11	11
	Total	100	100

Source: Primary Data

Employees in the organization were provided with all safety and health provisions to this 41% of the respondents agreed, 22% of the respondents strongly agreed, 19% of the respondents disagreed they were provided with all safety and health provisions, 11% of them strongly disagreed, and the rest 7% of the respondents responded neutral. Thus, majority of the respondents agreed they were provided with all safety and health provisions.

Overall Human Resource Management

Sl.No	Particulars	Frequency	Percentage
1.	Very High	12	12
2.	High	77	77
3.	Neutral	11	11
	Total	100	100

Source: Primary Data

The above table shows the overall level of satisfaction towards human resource management practices in the organization where, 77% of the respondents had high level of satisfaction towards overall human resource practices, 12% of the respondents had very high level of satisfaction towards overall human resource practices and the rest 11% of the respondents had neutral level of satisfaction towards overall human resource practices.

Thus, majority of the respondents had high level of satisfaction towards overall human resource practices in the organization.

CHAPTER 5

SUMMARY OF

THE FINDINGS

AND

SUGGESTIONS

SUMMARY OF THE FINDINGS

The major findings of the study on the basis of analysis of the data are summarised below:

- Age classification of the respondents shows that majority of the respondents belonged to the age group 31 – 40 years
- Qualification distribution of the respondents shows that majority of the respondents were professionally qualified
- Marital status of the respondents shows that 83% of the respondents were married.
- Designation of the respondents shows that 50% of the respondents belonged to floor level category of job.
- Work experience of the respondents shows that 40% each of them had 16 – 20 and above 21 years of work experience.
- Monthly salary of the respondents shows that 38% of the respondents belonged to the income group below Rs.10,000.
- 51% of the respondents agreed they had a clear understanding of the company's goals and objectives.
- 56% of the respondents agreed the employees had a clear understanding of the company's mission and vision.
- 41% of the respondents agreed Senior Executives in leadership roles in this organization promote team work and performance culture.
- 43% of the respondents agreed the organization had leaders who inspired people to high levels of performance.

- 51% of the respondents agreed that employees had enough opportunity to take initiative and demonstrate leadership qualities in their work.
- 50% of the respondents agreed they had confidence in the ability of the business leadership to successfully manage the emerging challenges.
- 43% of the respondents agreed that managers took decisions consistent in with the company values.
- 53% of the respondents agreed the organization could meet the challenges of posted by economic liberalization.
- 49% of the respondents agreed the organization was flexible and had the capability to manage change.
- 49% of the respondents agreed the organization was a best place to work for.
- 49% of the respondents agreed the organization had the ability of retain people with knowledge and expertise.
- 54% of the respondents agreed superiors were receptive to the suggestions of their subordinates.
- 37% of the respondents agreed that managers consulted them regarding work related changes to improve quality of work or service to customers.
- 39% of the respondents agreed the organization made use of good ideas provided by the employees.
- 33% of the respondents agreed the organization regarded work related failures seriously and took necessary steps.
- 36% of the respondents agreed the organization encouraged innovations.
- 45% of the respondents agreed the organization made proper use of the skills and

abilities of the employees.

- 47% of the respondents agreed that As a result of the way the organization treated employees they intend to work for the company for the foreseeable future.
- 49% of the respondents agreed their job offered opportunities to acquire new competencies.
- 38% of the respondents agreed employees were given the freedom to try out new work methods
- 27% of the respondents agreed that Performance standards of the job were clearly defined.
- 34% of the respondents agreed performance is assessed against clarity set goals and objectives.
- 35% of the respondents agreed the appraisal system in the organization has helped to learn about work strengths and areas for improvement.
- 43% of the respondents agreed that employees in the organization viewed performance feed back and counseling as an opportunity to improve and grow.
- 33% of the respondents agreed that Superiors in the organization gave feedback to their subordinate with adequate care and concern.
- 37% of the respondents agreed there were adequate career growth opportunities in their organization.
- 35% of the respondents agreed the management encouraged cross functional team culture.
- 35% of the respondents agreed the Management ensures that job

responsibilities / role is clearly understand to employees.

- 37% of the respondents agreed they were delegated with necessary authorities to do their job well.
- 33% of the respondents agreed employees in the organization were recognized for their work achievements.
- 33% of the respondents agreed the organization was well equipped with infrastructure required for their job.
- 36% of the respondents agreed they were provided with pleasant working environment.
- 41% of the respondents agreed the organization gives high importance to safety.
- 41% of the respondents agreed they were provided with all safety and health provisions.
- 77% of the respondents had high level of satisfaction towards overall human resource practices in the organization.

CONCLUSION

Human Resource management is an often-underestimated task in work- environments. However, it is adequate and conscientious HR management that will establish and retain a qualified, well-cooperating workforce and therefore, ultimately, an increase of organizational growth, efficiency, and profitability. The most important tasks of the Human Resource department are to make sure that the people working in an organization 1) feel happy 2) are in the right job, and 3) get the opportunity to upgrade their skills when necessary. It is also HR's task to coordinate the recruitment of new employees for vacant positions.

Needs for HR practice are changing rapidly in the 21st Century as a new context emerges from rapid political, technological, market and demographic changes. The challenge for both HR leaders and general managers is to build capabilities that ensure the successful execution of business strategy. The next generation of senior HR professionals will need to think in new ways, take diverse perspectives and lead their organization with confidence.

The simple message embedded in all of the above is that people need to be kept satisfied in order to perform well in a workplace. Managers should try to treat all workers correctly and never make the mistake of playing workers against each other; while, at the same time, they should also be aware that the ways in which workers get motivated vary richly. Thus, concluding that the overall human resource practices in Hyundai Motor India Limited is satisfactory, which is an appreciable factor in private sector.

SUGGESTIONS

- The organization must make it essential that every employee in the concern has a clear understanding of the company's goals and objectives and strive to the achievement of the goals. The objectives framed in the organization must be in line with the goals of the objectives.
- Importance must be given to improving the corporate culture of the organization. It must inherently plan rigid and flexible goals and objectives which offer a pleasant working atmosphere for the worker and bring out the best from him.
- Providing a better working condition with latest technologies and updations satisfying all cadre of people in the organization and making work more

pleasurable creates work interest in the employee and produce good results.

- A healthy and happy work environment which will bring out the best efforts of people must be aligned with the vision and strategy of the organization.
- The organization must provide a positive working climate to employees can maximize their potential and not only grow individually but also help in the growth of the organization.
- Poor work climate in the organization affects the amount of efforts contributed by the employee and leads to lack of job satisfaction. Thus, improvement in work climate helps employees perform well all-round.
- The organization must avoid unnecessary rules and procedures which burden the employees and lead to low performance results.
- Organization must continuously emphasize on improvement and change in areas where ever necessary as an attempt to retain its manpower.
- There's no other better motivator than rewards. Employees must be motivated from time to time by way of incentives and recognition for their efforts.
- Prior to appraisal the employee must be clearly explained what is expected of him for the success of Performance Management System.
- Growth and development strategies must be adopted by organization at intervals to bring about change in performance and results of the employees at all levels.

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QUESTIONNAIRE

QUESTIONNAIRE ON
HUMAN RESOURCES MANAGEMENT IN HYUNDAI MOTOR INDIA
LIMITED

I. GENERAL INFORMATION

1. Name (optional) :
2. Age :
3. Marital Status : Married/Unmarried
4. Qualification :
5. Work Experience : >5/6-10/11-15/16-20/ <21
6. Designation :
7. Monthly Salary :

II. COMPANY MISSION & LEADERSHIP

8. My Manager ensure that I have a clear understanding of my company's goals and direction

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

9. Senior Management had by example in respect of the company's vision or mission

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

10. Senior Executives in leadership roles in this organization promote team work and performance culture

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

11. This organization has leaders who inspire people to high levels of performance

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

12. I have enough opportunity here to take initiative and demonstrate leadership qualities in my work

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

13. I have confidence in the ability for my business leadership to successfully manager the emerging challenges.

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

III. CORPORATE CULTURE

14. Managers make decisions that are consistent with our company values

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

15. I believe that this organization can meet the challenges posted by economic liberalization

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

16. I believe that this organization is flexible and has the capability to manage change

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

17. This organization is the best place to work for

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

18. This organization is able to retain people with knowledge and expertise

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

19. In this organization superiors are receptive to the suggestions of the subordinates

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

IV. INNOVATION & CHANGE

20. My managers consult us about any necessary changes to how work is done to improve quality or services to customers

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

21. When I have good ideas my company makes use of them

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

22. Work related failures are taken seriously in this organization

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

23. This organization encourages innovations

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

V. CLIMATE

24. My job makes good use of my skills and abilities

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

25. As a result of the way that I am treated I intend to work for this company for the foreseeable future

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

26. My job, offers me enough opportunities to acquire new competencies

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

27. In my job, I have freedom to try out new work methods

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

VI. ROLE CLARITY

28. I believe that there is adequate career growth opportunity for me in my business

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

29. My management encourages cross-functional team culture

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

30. My management ensures that I clearly understand my job responsibilities / role

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

31. I have the necessary authority delegated to me to do my job well

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

32. People in this organization are recognize for work achievement

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

VII. PERFORMANCE MANAGEMENT

33. The performance standards for my job are clearly defined

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

34. My performance is assessed against clarity set goals and objectives

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

35. The appraisal system in this organization has helped me to learn about my strengths and areas for improvement

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

36. People in this organization view performance feed back and counseling as an opportunity to improve and grow.

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

37. Superiors in this organization give feedback to their subordinate with adequate care and concern

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

VIII. WORKING CONDITIONS

38. I am adequately equipped with infrastructure required for my job

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

39. My physical working environment is pleasant

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

40. The organization gives high importance to safety work practices

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree

41. The organization provides all safety and health provision to employees

Strongly Agree/Agree/Neutral/Disagree/Strongly Disagree