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**CHANGING PARADIGM AND HUMAN RESOURCE DEVELOPMENT: A CASE STUDY OF TATA MOTORS****RICHA NANGIA****LECTURER****DEPARTMENT OF MANAGEMENT STUDIES****VIVEKANANDA INSTITUTE OF TECHNOLOGY****JAIPUR****ABSTRACT**

The purpose of this study is to explore the impact of Human Resource Development (HRD) in the field of Automobile Industry. The process of Liberalization-Privatization-Globalization that began in 1991 has drastically changed the business scenario of India Automobile Industry, and consequently the HR Management of Indian automobiles companies, specifically, Tata Motors. The objective of HRD is to improve the performance of the organization by maximizing the efficiency and performance of the human resource. The focus of all aspects of Human Resource Development is, on developing the workforce so that the organization as well as an individual can accomplish their goals. In this study we will focus that how HRD is important to enhance the performance of employee and to improve the organizational effectiveness. This research aims to identify- up to what extent Tata Motors is implementing HRD sub-systems and what is the employees' perception regarding the implementation of HRD sub-systems in their working place. This research discusses how HRD functions are successfully carried out through its sub-systems in the Indian Automobile Industry particularly in Tata motors and how important these sub-systems are for a proper functioning of the company. This research paper will be valuable for practicing HR professional of every organization and also for those who have a significant interest in the area of Human Resource Management, to realize the importance of HRD needs and understand the need to build up effective HRD strategies to combat HRD issues arising in the 21st century. So, to manage HRD activities and sub-systems competently, the HRD Department should be aware of the need of HRD in their organization and a proper system should be put into practice.

**KEYWORDS**

Human Resource Development, Indian Automobile Industry, Organizational effectiveness, Liberalization-Privatization-Globalization, HR professional.

**INTRODUCTION**

Today, the automotive vehicle has become a basic necessity. Furthermore, the business of marketing and servicing automobiles has become one of the biggest businesses in the world as well as in India. Automobile industry is one of the fastest growing industries in India. It is one of the key sectors of the growth of economy. Human Resource is the most essential part of Economic Development or it can be said that they are the representative of development. Human resource development (HRD) is an important constituent for growth and economic development. It is concerned with both the nationwide level and the organization wide level. The development of HRD of a nation is dependent on the government and national policies of the nation, even as at the organizational level HRD is concerned on training, career planning etc. and maximum utilization of human resources. Human resource development is a process of organized learning activities which are arranged by the organization to improve the performance and for personal growth of employees with the intention of improving the job, the individual, and the organization. Fundamentally it is a strategic process, which is concerned with convention of organizational as well as individual needs.

The Automobile Industry is very beneficial to the nation as well as its citizens. The advantages of automobile industry are as following: It generates employment and through this, keeping in mind the thought of nation's population growth, many people are employed. It increases the economic growth rate of India and due to its exports of products at international level; India can represent its nation globally. The living standard of people increases with new Launches and new technologies. This industry has many benefits which are uncountable and cannot be described in words. So, to manage its human capital all the companies should encourage HRD activities in their organizations. The objective of HRD is to prepare individual in response to a changing and complex environment and to get better performance of the organization by make best use of the competencies of their human capital. Every organization wants to develop the performance, knowledge, skills, values, enthusiasm, incentive, attitude and working environment of their employees by introducing HRD.

**OBJECTIVE OF THE STUDY**

- To study the HRD sub systems and its impact in Tata Motors.

**RESEARCH METHODOLOGY**

The present study uses descriptive-cum-exploratory research design.

Both primary and secondary data has been collected to present a comprehensive analysis of Indian Automobile Industry especially Tata Motors.

- ❖ Primary Data: The study is mostly founded upon gathering of comprehensive data from primary sources like - in-person surveys, interviews, questionnaire etc
- ❖ Secondary Data: The research was also carried out depending on secondary sources which require no direct contact to gather information and is effectively based upon postal mail, electronic mail, telephone, web-based surveys, newspapers, business journals and periodicals, etc of the Indian Automobile industry.

**HRD IMPLEMENTATION AT TATA MOTORS**

At Tata Motors, Human Resources Management is actively linked to the Corporate Vision and goals. The HR approach of Tata Motors is through Total Employee Development Focus. In Tata Motors, HRD includes a large area of the personnel function. It starts from the very process of human resources planning and ends with detailed drawing up of individual development plans and their follow-up. The management of Tata Motors believes that HRD is one of the most important functions for organizational as well as individual growth and development. It includes long-term, broad-based activities which would also ensure organizational Effectiveness. In short, HRD aims at helping employees to acquire competencies required to perform all their functions effectively and make their organization to do well.

In Tata Motors, the goal of HRD Department is to develop:

- The hidden potential of each employee
- The capabilities of each employee in relation his present role and expected future role
- The healthy relationship between every employee and his superior
- The team spirit and functioning in every department of company
- Collaboration among different units or departments of the company

## HRD SUB-SYSTEM IN TATA MOTORS

HRD functions are carried out through its good quality of systems and sub systems. The following HRD sub systems are currently in use in Tata Motors in order to develop competencies of their workforce and improve the overall organizational climate of HRD sub-systems. HRD has ten major sub systems in the Tata Motors which are elaborated below:

### A. PERFORMANCE APPRAISAL

In Tata Motors, All employees are evaluated based on performance and merit. The company has customized Performance Management System (PMS) for the requirements of different categories of employees-managerial, supervisors and bargain able employees. In the PMS system, Individual performance plans are cascaded from the Balance Score Card down to the smallest work unit, bringing business and customer focus to all levels and teams. Monthly and mid-course half yearly reviews are held to ensure resources; targets and training are in alignment with business needs. Employees have an opportunity to develop their own view of their performance and discuss it with their supervisor. Formal evaluation ratings are assigned at the end of the year. PMS instills a high performance culture in the organization.

### B. POTENTIAL APPRAISAL

Potential appraisal is being carried out at regular intervals at the middle and higher level in Tata Motors. The objective of potential appraisal in the company is to identify the potential of a given employee to occupy higher positions and undertake higher technologies. Potential appraisal in this company is carried out on three basis (i) supervisor's observations (ii) various performance data related to previous roles played by an employee; (iii) past performance of employee which simulate to a new position. Potential appraisal system of the company helps management to pick up a suitable candidate for a given future job and offer additional training, if necessary. Potential Appraisal is approached very cautiously and the number of People identified for this appraisal is on a highly selective basis to start with the given opportunities to grow in various functional areas, under the watchful eye of the HRD department.

### C. FEEDBACK AND PERFORMANCE COACHING

The feedback mechanism in Tata motors is a continuous exercise. It helps employees to learn from their own performance. Such kind of phenomenon helps cultivate a good environment within the organization and also nurture superior subordinate relationship. On regular intervals this approach is practiced where a Performa is created consisting of feedback report.

The first step in any effort to improve employee performance is coaching. In Tata Motors, coaching is part of the day-to-day interaction between a supervisor and employee, an HR professional and the line managers. Coaching often gives positive feedback about employee contributions towards work. At the same time, regular coaching is also given which brings performance issues to an employee's attention and assists the employee to correct them. The goal of performance coaching in Tata Motors is not to make the employee feel bad, or to show how much the HR professional or supervisor knows about his deals. The goal of coaching is to work with the employee to solve performance problems and improve the work of the employee, the team, and the department.

### D. CAREER PLANNING

All the employees of Tata Motors have the opportunity to advance their careers. The Company administers career progression through the PMS system for managerial employees. All employees have the opportunity of moving to higher levels. This is based on their personal preparation and desire to move, windows of opportunity and a fair selection process. Apart from regular progression, other methods are also used for Fast track career progression. This helps the Company in building a resource for key areas and challenging assignments.

### E. TRAINING

At Tata Motors, employees are invaluable assets and their career and personal growth are of prime concern to the Company. The company provides a congenial atmosphere to work, learn and grow. The Company conducts various programmes to train their staff in the latest and the best technology and management practices. The Company through its in-house vocational training and apprenticeship programmes trains the technicians at Tata Motors. Numerous talented youngsters, honed by such rigorous programmes, have received numerous National Best Apprentice Awards - the highest accolade for excellence in skills, in India.

Tata Motors expansion projects offer numerous growth opportunities. Structured training programmes, rotational assignments and cross-functional mobility allow employees to grow. Movement across functions is encouraged to help employees develop a wider perspective and gain expertise in manifold functions.

### F. ORGANIZATIONAL DEVELOPMENT

Development of an organization is a responsibility which includes organizational culture, making the team more effective by introducing various approaches superseding employees in a formal and informal way; thus impacting the business. The experts of Tata motors work for systems thinking, leadership studies, organizational leadership, cross functional work group and organizational learning whose perspective is not limited in just the behavioral sciences, but a much more multi-disciplinary and inter-disciplinary approach have emerged as OD approaches. The various approaches of OD improves company's problem-solving ability, increase its ability to adapt to rapid societal change, and provide managers an updated set of concepts and methods for managing the company.

### G. EMPLOYEE WELFARE AND QUALITY OF WORK LIFE

Tata Motors provide numerous welfare facilities to their permanent employees to keep their motivation levels high. The employee welfare schemes in the above mentioned company can be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. These include provisions provided in industrial acts like Factories Act 1948, Dock Workers Act (safety, health and welfare) 1986, Mines Act 1962 etc. The non statutory schemes differ from organization to organization and from industry to industry.

Quality of Working Life is a term which is used to describe the job-related experience an individual has. The Quality of Work life depends on the programs and practices of welfare activities that encourage a positive and productive work experience. Human resource department of Tata Motors is involved with efforts to improve the quality of work life of their employees through good supervision, good working conditions, reorganization, good pay and benefits and challenging and rewarding job. High Quality of Work Life is required through an employee relations philosophy that encourages the use of this approach's efforts, which are systematic attempts by company to give workers greater opportunities to affect their jobs and their contributions to the company's overall effectiveness.

### H. HUMAN RESOURCES INFORMATION SYSTEMS

An effective HRIS provides information on just about anything the company needs to track and analyze about employees, former employees, and applicants. Tata Motors has replaced several related systems, such as a personnel database, payroll system and benefits system, with one HRIS that does it all. The Human Resource Information Systems (HRIS) of the Tata Motors provide overall Information about all the employees like their history, attendance, pay raises and positions held, performance development plans, training received, disciplinary action received, key employee succession plans, high potential employee identification, and applicant tracking, interviewing, and selection. Besides this other information has been stored in this system and also information can be updated according to the need and preference of HR department. With this appropriate HRIS, the HR department enables employees to do their own benefits updates and address changes. Additionally, data necessary for employee management, knowledge development, career growth and development, and equal treatment is facilitated. With the help of this system every managers can access the information they need to legally, ethically, and effectively support the success of their reporting employees.

### I. REWARDS AND HONORS

In Tata Motors strategic reward system for employees addresses these four areas: compensation, benefits, recognition and appreciation. Tata Motors employs an effective reward and honor system which represents its operations and organizational chain of command. For instance, instead of simply following the instruction of manager, workers can directly contact the supplier to talk about the quality of equipment and to take autonomous action to eliminate the product flaws. This is obviously one form of incentive for employees. The purpose of Tata Motors in creating an employee rewards and honor program is to create some acknowledgment and motivate their employees and ultimately achieve business goals.



**J. MANAGING ORGANIZATIONAL CHANGE**

Change management is a planned and systematic approach for ensuring that changes are thoroughly and fluently implemented, and that the lasting benefits of change are achieved within the organization. According to the management professionals of Tata Motors, "That sometimes initiative failed because we didn't focus enough on change management." And it's often used as a catch-all for project activities that might otherwise get overlooked: "When we implement new process, we should not forget about the change management."

The Practices of Tata Motors focuses on the wider impacts of change, particularly on human resource and, as individuals and teams, move from the existing situation to the new one. The change varies from a simple process change, to major changes in policy and strategy needed if the organization is to survive and compete in global era.

**TABLE NO. 1: AWARENESS OF THE PRESENCE OF VARIOUS HRD SUB SYSTEMS AMONGST THE EMPLOYEES OF TATA MOTORS IN PERCENTAGE**

HRD Sub-systems	Awareness of HRD Sub-systems by employees of Tata Motors in %
Performance Appraisal	89%
Potential Appraisal	72%
Feedback and Performance Coaching	78%
Career Planning	80%
Training	95%
Organization Development (OD)	66%
Rewards and honors	75%
Employee Welfare and Quality of Work Life	92%
Human Resources Information System	69%
Managing organizational change	70%

**FIGURE NO. 1: AWARENESS OF THE PRESENCE OF VARIOUS HRD SUB SYSTEMS AMONGST THE EMPLOYEES OF TATA MOTORS IN PERCENTAGE**

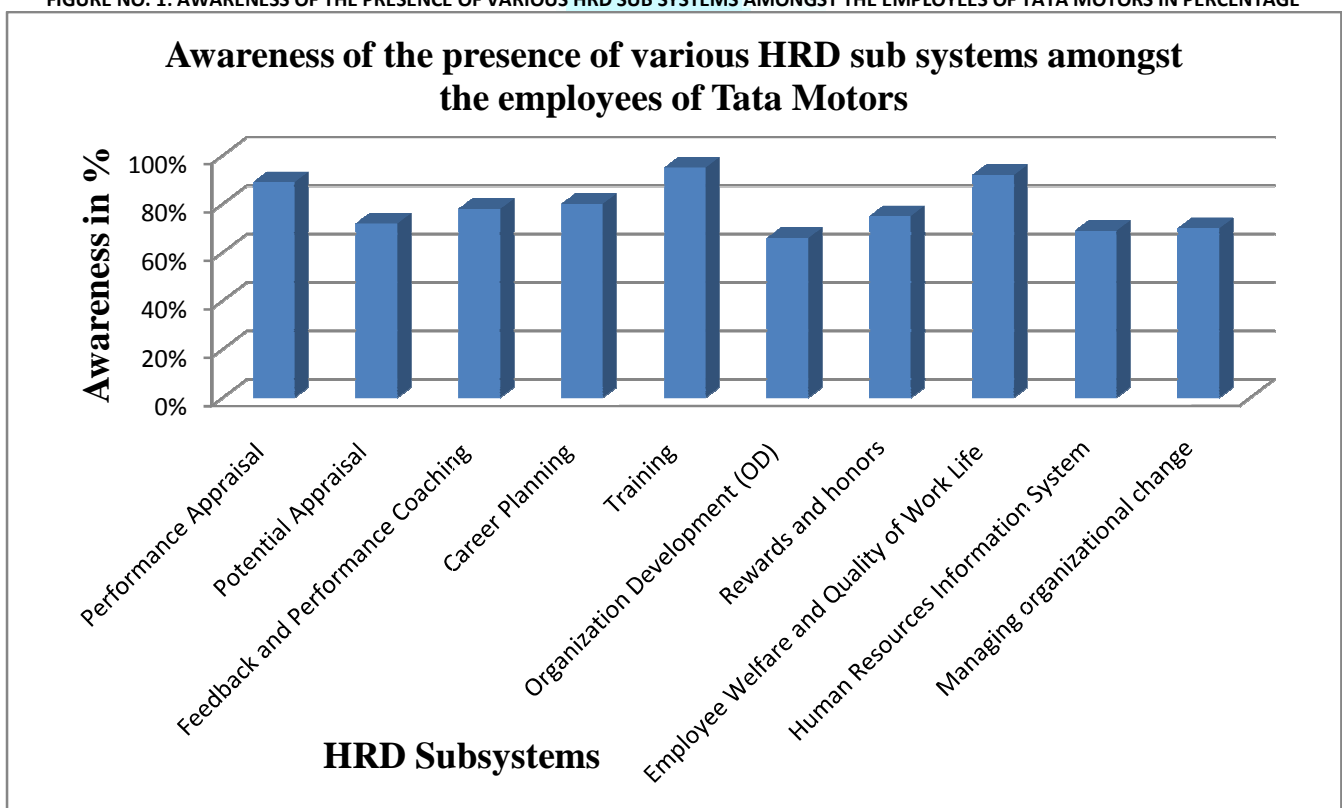


Table & Figure No. 1 shows that all most every employee is aware about the presence of various HRD sub systems in Tata Motors. Training and employee welfare & quality of work life are the most aspect according the employees about which they are most aware. Organizational development is the aspect according the employees about which they are least aware.

**FIGURE NO. 2: CURRENT HRD POLICIES ARE RELEVANT TO THE WORK OF EMPLOYEES**

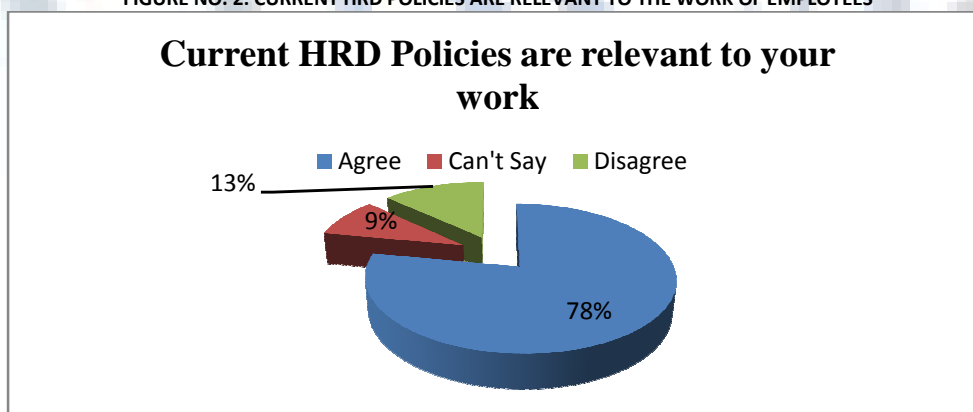


Figure No.2 shows that the employees of the Tata Motors are satisfied with the current HRD policies and find them relevant to their work. 78% of them agree to the statement that current HRD policies are relevant to their work, while 13% are confused and 09% disagree.

## CONCLUSION

Human resource development is a planned process of learning activities which are arranged by the organization to improve the performance and for personal growth of employees with the intention of improving the job, the individual, and the organization. Fundamentally it is a strategic process, which is concerned with convention of organizational as well as individual needs.

HRD incorporate a large area of the personnel function in Tata motors. It starts from the human resources planning and ends with comprehensive drawing up of individual development plans and their follow-ups. The management of Tata Motors believes that HRD is one of the most important functions for individual, organizational as well as nation's growth and development. HRD includes long-term, broad-based activities which would also ensure organizational effectiveness. In the company, HRD aims at helping employees to acquire competencies required to perform all their functions effectively and make their organization to do well.

So, to summing up, in the present set up of the automobile industry of India, the HRD has become one of the important function which desires immediate attention. Although it is a difficult approach to look after the development of the human capital but every organization has to create boundaries for its successful implementation. Every employee has varied expectations from this approach. So, to manage its activities expertly, the management should be aware of the need of HRD in their organization and a proper system should be inculcated throughout the organization.

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