

**HR PRACTICES OF MAHINDRA TO BUILD WORLD
CLASS EV's IN INDIA**

Submitted in partial fulfillment of the requirements for the award of

Master of Business Administration

by

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SCHOOL OF BUSINESS ADMINISTRATION

SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

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BONAFIDE CERTIFICATE

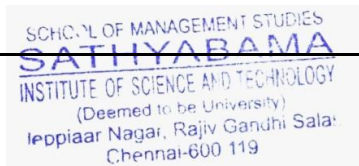
This is to certify that this Project Report is the bonafide work of **Janani V** 41410130 who have done the Project work entitled **HR PRACTICES OF MAHINDRA TO BUILD WORLD CLASS EV's IN INDIA "** **Dr.Santhanalaxmi** under my supervision from **13th February 2023** to **17th April 2023**.

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DECLARATION

I JANANI V (41410130) hereby declare that the Project Report HR PRACTICES OF MAHINDRA TO BUILD WORLD CLASS EV's IN INDIA done by me under the guidance of Dr.Santhanalaxmi MBA., M.Phil.,B.Ed., Ph.D., Professor, School of management studies, SathyabamaInstitute of Science and Technology, Chennai is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023
PLACE :Chennai

A handwritten signature in blue ink, consisting of a stylized 'J' followed by a series of loops and a horizontal line.

Janani V

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of SATHYABAMA for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

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I would like to express my sincere and deep sense of gratitude to my Project Guide Dr.SANTHANALAXMI M.Com., MBA., M.Phil., B.Ed., Ph.D., Professor, School of management studies, Sathyabama Institute of Science and Technology, Chennai for his valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

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Janani V

LIST OF TABLE

TABLE NO.	PARTICULARS	PAGE NO.
4.1.1	GENDER OF THE RESPONDENTS	27
4.1.2	Table indicating the Marital Status Of The Respondents	28
4.1.3	Table indicating the education qualification of respondents	29
4.1.4	Table indicating the role of respondents.	30
4.1.5	Table indicating the role of respondents.	31
4.1.6	Table indicating what strategies do we follow in Mahindra for finding best talent?	32
4.1.7	Table indicating what the basic skills we focus while recruiting are.	33
4.1.8	Table indicating what type of analysis do we do to assess the functional competency?	34
4.1.9	Table indicating what strategies we provide to new employees.	34
4.1.10	Table indicating how we analyse the learning needs of the employees.	35
4.1.11	Table indicating post training how do we ensure that right person is placed in right job.	35
4.2	ANOVA	36
4.3	CORRELATIONS	36

LIST OF CHARTS

CHARTS NO.	PARTICULARS	PAGE NO.
4.1.1	Chart indicating the gender of the respondents	27
4.1.2	Chart indicating the Marital Status Of The Respondents	28
4.1.3	Chart indicating the education qualification of respondents	29
4.1.4	Chart indicating the role of respondents.	30
4.1.5	Chart indicating the role of respondents.	31
4.1.6	Chart indicating what strategies do we follow in Mahindra for finding best talent?	32
4.1.7	Chart indicating what the basic skills we focus while recruiting are.	33
4.1.8	Chart indicating what type of analysis do we do to assess the functional competency?	34
4.1.9	Chart indicating what strategies we provide to new employees.	34
4.1.10	Chart indicating how we analyse the learning needs of the employees.	35
4.1.11	Chart indicating post training how do we ensure that right person is placed in right job.	35
4.2	ANOVA	36
4.3	CORRELATIONS	36

ABSTRACT

This study is aimed at finding talent and training talent to make them work on EVs. Full battery electric vehicles (BEVs) have become an important policy option to mitigate climate change, but there are major uncertainties in the scale and timing of market diffusion. Although there has been substantial work showing the potential energy and climate benefits of BEVs, demand-side factors, such as consumer behaviour, are less recognized in the debate. We show the importance of assessing BEV diffusion from an integrated perspective, focusing on key interactions between technology and behaviour across different scales, including power-system demand, charging infrastructure, vehicle performance, driving patterns and individual adoption behaviour. In this survey, we used a quantitative survey method using a Google Forms survey from the target individuals (Employees). A sample of 120 respondents. The main purpose of this research is to find best talent for Mahindra to make them work on EVs and improve their skills by finding their training needs.

CHAPTER 1 – INTRODUCTION

1.1 INTRODUCTION:

Human resource has various ways of usage by different people, 'Human Resource Management' 'Human Resource development' and "Human Resources" interchangeably, and abbreviate Human Resource as HR – HR has become a conventional term to refer to all of these phrases. HR is considered by many business strategies to be the most important of all company resources which mainly influences in gaining new skills to the employees, thereby increasing the size of a company's competitive advantage over time. Human Resource addresses the process of managing people within an organization at both micro and a macro level and also comprises the process of recruiting, selecting, inducting employees, providing orientation, imparting training and development, appraising the performance of employees, deciding compensation and providing benefits, motivating employees, maintaining proper relations with employees and their trade unions, ensuring employees safety, welfare and health measures in compliance with labor laws Training and development in Human Resource Management (HRM) refers to a system of educating employees within a company. It includes various tools, instructions, and activities designed to improve employee performance. It's an opportunity for employees to increase their knowledge and upgrade their skills.

An organization that invests in its employees will most likely reap the rewards of improved financial performance. One significant statistic from the Association for Talent Development (ATD) proves this.

Their research shows that the companies with higher employee training expenditures reported 218% more income per employee. They also experienced 24% higher profit margins. Employee training and development isn't just for earnings growth, though. Below are the purposes of training and development in HRM:

1. Increase company productivity

You might want to consider upskilling your employees. Training them to use advanced tools and technology might improve their efficiency. Moreover, being more confident in their abilities will make them more motivated to work.

Also, they'll be able to face challenges and adapt to changes quickly. Aside from that, you'll also be promoting a culture of learning in your workplace. The act of learning together can help your employees bond with each other better.

All of these factors might contribute greatly to your company's productivity.

2. Improve product or service quality

Training and development programs are an opportunity for experts within your organization to share their techniques. Within a short span of time, employees will get to learn tips and best practices for their work.

This will allow them to create better products or provide more satisfying services.

Additionally, adequate training of employees involves giving them the same set of instructions. This leads to uniformity in their methods and output.

3. Lessen employee turnover

Research has shown that training and development has a positive impact on employee turnover. Workers will surely appreciate your company's investment in their development. This will strengthen their sense of job satisfaction, belongingness, and commitment.

Training and development programs might also lead them to have a better relationship with the organization. As a result, it'll decrease their intentions to leave and increase your company's workforce retention. It's a win-win situation for everyone.

4. Decrease costs and errors

If your company has highly trained employees, there are few to no mistakes being made every day. As a result, less time and resources are spent on redoing incorrect work.

Also, product malfunctions and improper delivery of services are generally frowned upon. They might involve additional expenses, too. Properly trained employees know how to use materials efficiently. Thus, your company will spend less because waste and spoilage are minimal.

This applies to machinery as well. A trained employee will know how to take care of equipment. This will lead to lesser breakdowns and a longer lifespan for your machinery.

An electric vehicle (EV) is a vehicle that uses one or more electric motors for propulsion. EVs first came into existence in the late 19th century, when electricity was among the preferred methods for motor vehicle propulsion, providing a level of comfort and ease of operation that could not be achieved by the gasoline cars of the time. For road vehicles, together with other emerging automotive technologies such as autonomous driving, connected vehicles and shared mobility, EVs form a future mobility vision called Connected, Autonomous, Shared and Electric (CASE) Mobility. In this research we are going to focus on the HR practices (Finding talent, Training talent, Growing future leaders) of MAHINDRA to build world class EVs in India.

An electric vehicle is a vehicle that uses one or more electric motors for propulsion. It can be powered by a collector system, with electricity from extravehicular sources, or it can be powered autonomously by a battery (sometimes charged by solar panels, or by converting fuel to electricity using fuel cells or a generator). EVs include, but are not limited to, road and rail vehicles, surface and underwater vessels, electric aircraft, and electric spacecraft. For road vehicles, together with other emerging automotive technologies such as autonomous driving, connected vehicles, and shared mobility, EVs form a future mobility vision called Connected, Autonomous, Shared, and Electric (CASE) Mobility.

EVs first came into existence in the late 19th century, when electricity was among the preferred methods for motor vehicle propulsion, providing a level of comfort and ease of operation that could not be achieved by the gasoline cars of the time. Internal combustion engines were the dominant propulsion method for cars and trucks for about 100 years, but electric power remained commonplace in other vehicle types, such as trains and smaller vehicles of all types.

Under the “Mahindra” brand name, the company produces SUVs, Multi utility vehicles, pickups, lightweight commercial vehicles, heavyweight commercial vehicles, two wheeled motorcycles and tractors. Mahindra maintains business relations with foreign companies like Renault SA, France.

Automobiles

Mahindra began assembling the in 1954, and light commercial vehicles in 1965. In 1979 the licensed assembly of Peugeot diesel and transmissions began, and in 1982 a tie-up with to build their four-speed KMT90 transmission and transfer case was announced. Mahindra's MM range was a mainstay of the line up and was eventually also offered with a 1.8-liter Isuzu petrol engine in addition to International and Peugeot diesels. Mahindra started making passenger vehicles firstly with the Logan in April 2007 under the Mahindra Renault joint venture. M&M made its maiden entry into the heavy trucks segment with the joint venture with USA.

EMPLOYEE ENGAGEMENT Employee Engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An emerged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization. Employee engagement is a complex, broad construct that subsumes many well researched ideas such as commitment, satisfaction, loyalty and extra role behavior. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Employee knowledge of how well an organization's assets are being managed has 2 a positive impact on engagement. There comprises a strong link between productivity and engagement. Employee's knowledge of an organizations productivity levels also had a positive impact on engagement. Employee Engagement depends on four major conditions in the workplace such as organizations culture, continuous reinforcement of people focused policies, meaningful metrics and organizational performance. Employee engagement is one of the main driving force and a biggest advantage for organization and there is a great certainty that employee engagement is connected with business performance. Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude toward the organization and its values.

Mahindra began manufacturing tractors for the Indian market during the early '60s. It is the top tractor company in the world (by volume) with annual sales totaling more than 200,000 tractors. Since its inception, the company has sold over 2.1 million tractor. Mahindra & Mahindra's farm equipment division has over 1,000 dealers servicing approx. 1.45 million customers.

1.2 INDUSTRY PROFILE:

An electric vehicle is a vehicle that uses one or more electric motors for propulsion. It can be powered by a collector system, with electricity from extravehicular sources, or it can be powered autonomously by a battery (sometimes charged by solar panels, or by converting fuel to electricity using fuel cells or a generator). EVs include, but are not limited to, road and rail vehicles, surface and underwater vessels, electric aircraft, and electric spacecraft. For road vehicles, together with other emerging automotive technologies such as autonomous driving, connected vehicles, and shared mobility, EVs form a future mobility vision called Connected, Autonomous, Shared, and Electric (CASE) Mobility.

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Mahindra & Mahindra Ltd. is a holding company, which engages in the manufacturing of automotive vehicles. It operates through the following segments: Automotive, Farm Equipment, and Others. The Automotive segment comprises of sale of automobiles, spare parts, and related services. The Farm Equipment segment involves in the sale of tractor and spare parts. The Others segment includes Agri, construction equipment, powerol, and spares business unit. The company was founded by Jagdish Chandra Mahindra, Kailash Chandra Mahindra, and Ghulam Mohammed on October 2, 1945 and is headquartered in Mumbai, India. Mahindra began assembling the Jeep CJ3 in 1954, and light commercial vehicles in 1965. In 1979 the licensed assembly of Peugeot diesel four-cylinder engines and transmissions began, and in 1982 a tie-up with Kia Motors to build their four-speed KMT90 transmission and transfer case was

announced. Mahindra's MM range was a mainstay of the lineup and was eventually also offered with a 1.8-liter Isuzu petrol engine in addition to International and Peugeot diesels. Mahindra started making passenger vehicles firstly with the Logan in April 2007 under the Mahindra Renault joint venture.^[51] M&M made its maiden entry into the heavy trucks segment with the Mahindra Truck and Bus Division, the joint venture with International Truck, USA. Mahindra produces a wide range of vehicles, including MUVs, LCVs and three-wheelers. It manufactures over 20 models of cars, including larger, multi-utility vehicles like the Scorpio and the Bolero. It formerly had a joint venture called Ford India Private Limited to build passenger cars.

At the 2008 Delhi Auto Show, Mahindra executives said the company was pursuing an aggressive product expansion program that would see the launch of several new platforms and vehicles over the next three years, including an entry-level SUV designed to seat five passengers and powered by a small, turbocharged Diesel engine. True to their word, Mahindra & Mahindra launched the Mahindra Xylo in January 2009, selling over 15,000 units in its first six months. Also in early 2008, Mahindra commenced its first overseas CKD operations with the launch of the Mahindra Scorpio in Egypt, in partnership with the Bavarian Auto Group. This was soon followed by assembly facilities in Brazil.

Mahindra & Mahindra has a controlling stake in Mahindra REVA Electric Vehicles.

Mahindra launched its relatively heavily publicized SUV, XUV500, code-named as W201 in September 2011. The new SUV by Mahindra was designed in-house and it was developed on the first global SUV platform that could be used for developing more SUVs. In India, the new Mahindra XUV500 came in a price range between ₹1,140,000-1,500,000. The company was expected to launch three products in 2015 (two SUVs and one CV) and an XUV500 hybrid. Besides India, the company also targeted Europe, Africa, Australia and Latin America for this model.^[57] Mahindra President Mr. Pawan Goenka stated that the company planned to launch six new models in the year. The company launched the CNG version of its mini truck Maxximo on 29 June 2012. A new version of the Verito in Diesel and petrol options was launched by the company on 26 July 2012 to compete with Maruti's Dzire and Toyota Kirloskar Motor's Etios.

On 30 July 2015, Mahindra released sketches of a new compact SUV called the TUV300 slated to be launched on 10 September 2015.^[61] The TUV300 design took cues from a battle tank and used a downsized version of the mHAWK engine found on the XUV500, Scorpio and some models of the Xylo. This new engine was dubbed the mHAWK80. In 2015, Mahindra introduced an app based intra-city cargo platform known as SMARTSHIFT, a load exchange platform for small commercial vehicles.^[63] In 2018, Mahindra announced merger the of SMARTSHIFT with Mumbai-based logistics solutions provider Porter.

In January 2016 Mahindra launched a sub-compact monocoque SUV called the KUV100. The KUV100 received a major refresh in the form of the KUV100 NXT launched in October 2017. On 3 September 2018, Mahindra Marazzo the shark inspired vehicle was launched in collaboration with Mahindra Research Valley (MRV), MANA and Pininfarina in four variants. In February 2019, Mahindra launched its XUV300, a sub-4m compact monocoque SUV. The XUV300 was found to be the safest vehicle made in India in an independent crash test conducted by GNCAP, earning it a 5-star adult safety rating along with India's first 'Safer Choice' Award. In October 2020, Mahindra launched the second-generation Thar 2020 – the All-New Thar. In 2021, Mahindra launched the XUV700. In June 27, 2022 Mahindra released the Scorpio N, also called the "Big Daddy of SUVs." The previous generation will now be called, "Scorpio Classic.

1.3. COMPANY PROFILE

- Mahindra & Mahindra is a core unit of conglomerate Mahindra Group.
- A major producer of sport utility vehicles, trucks and farm tractors, the company is active in the domestic and international markets.
- The conglomerate was founded in 1945 as a steel trading company.
- It was established by Jagdish Chandra Mahindra, his brother Kailash Chandra Mahindra, partner Ghulam Mohammed and the city now known as Mumbai. J.C.
- Mahindra was the grandfather of Anand Mahindra, the current chairman
- Mahindra & Mahindra Limited (M&M)
Indian multinational automotive manufacturing corporation headquartered in Ludhiana.

- It was established in 1945 as Mahindra & Mohammed and later renamed as Mahindra & Mahindra. Part of the Mahindra Group
- M&M is one of the largest vehicle manufacturers by production in India. Its unit Mahindra Tractors is the largest manufacturer of tractors in the world by volume
- It was ranked 17th on a list of top companies in India by Fortune India 500 in 2018
- Its major competitors in the Indian market include Maruti Suzuki and Tata Motors.
- Mahindra&MahindraLimited(M&M)

Indian multinational automotive Manufacturing Corporation headquartered in Ludhiana. It was established in 1945 as Mahindra & Mohammed and later renamed as Mahindra & Mahindra. Part of the Mahindra Group, M&M is one of the largest vehicle manufacturers by production in India. Its unit Mahindra Tractors is the largest manufacturer of tractors in the world by volume. It was ranked 17th on a list of top companies in India by Fortune India 500 in 2018. Its major competitors in the Indian market include Maruti Suzuki and Tata Motors.



1.3 PRODUCT PROFILE

The global electric vehicle (EV) market is developing at a rapid pace. According to EV volumes, overall electric vehicle reached a global share of 8.3% (including battery electric vehicles [BEVs] and Plug- in hybrid electric vehicles [PHEVs]) in 2021 from 4.2% in 2020 with 6.75 million vehicles on the road. This is an increase of 108% as of 2020. EVs are gaining attention across the globe as they help reduce emissions and depletion of natural resources. The Indian EV market is also evolving fast as close to 0.32 million vehicles were sold in 2021, up 168% YoY. Ongoing electric vehicle adoption in India is based on the Paris agreement to reduce carbon emissions, to improve the air quality in urban areas and reduce oil imports.

- The hybrid electric vehicle was the first EV technology to reach the modern vehicle market.
- HEVs, such as the Toyota Prius and Lexus CT-200-H, are popular because of their increased fuel efficiency.
- These vehicles combine an internal combustion engine and an electric motor with a small battery for storing electricity.
- Although an HEV is only fueled by gasoline, the vehicle's battery is also used to power the electric motor.
- The electricity stored in the battery primarily comes from recapturing energy through regenerative braking.
- This use of recaptured energy is one of the reasons an HEV is more fuel-efficient than a typical ICE vehicle.

The Indian automobile industry is the fifth largest in the world and is expected to become the third largest by 2030. As per India Energy Storage Alliance (IESA), the Indian EV industry is expected to expand at a CAGR of 36%. As population rises and demand for vehicles grow, dependence on conventional energy resources is not a sustainable option as India imports close to 80% of its crude oil requirements. NITI Aayog aims to achieve EV sales penetration of 70% for all commercial cars, 30% for private cars, 40% for buses and 80% for two and three-wheelers by 2030. This is in line with the goal to achieve net zero carbon emission by 2070. Over the last three years, 0.52 million EVs were registered in India, according to the Ministry of Heavy

Industries. EVs recorded robust growth in 2021, supported by the implementation of favourable policies and programmes by the government.

1.5 STATEMENT OF THE PROBLEM:

The statement of the research deals with how the employees of Mahindra are chosen, how they are trained and grow as future leaders. This research mainly focuses on finding, training and growing future talents to make them work on EVs.

There are different type of recruiting but for a person to work on EV there are some unique skills and competencies needed so to find those skills and add that in the recruiting process and to analyse the learning needs of the employees is the main aim of the study. And to know how much employee engagement plays an important role in the production of EV and Leadership. This Research will be useful to know: How to find talent who can work more efficiently on EV, How to analyse the learning and training needs of employees, Analyse the role of employee Engagement in production and leadership.

1.6 OBJECTIVES OF THE STUDY

This project is designed mainly to

- To find the unique skills / competencies to be focused while recruiting talent for designing of Evs.
- To analyze the learning needs of employees and the type of training we provide to the new employees to make them ready to work on Evs.
- To identify whether employee engagement plays an important role in product development & leadership.

1.7 NEED FOR STUDY:

Studying is a skill used in education, day-to-day life. It builds knowledge and understanding of a subject which helps prepares you for your future. It helps in finding the learning needs of employees. Training the employees in a way which helps to achieve the goal of organization. It helps in designing the world class EVs in India. To identify the best talent which helps in improving the making of EV.

1.8 SCOPE & SIGNIFICANCE OF THE STUDY:

The scope of a study explains the extent to which the research area will be explored in the work and specifies the parameters within the study will be operating. this means that you will have to define what the study is going to cover & what it is focusing on Electric vehicles (EVs) market is expected to be worth around at least ₹475 billion by 2025. The penetration of electric two-wheelers is projected to reach up to 15% by 2025 from 1% currently. With the help of this research, we will be able to find best talent and giving them the required training and helping them to grow as future leaders for the Evs in automotive industry of Mahindra.

1.9 LIMITATIONS OF STUDY:

The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings from your research. Study limitations are the constraints placed on the ability to generalize from the results, to further describe applications to practice, and/or related to the utility of findings that are the result of the ways in which you initially chose to design the study or the method used to establish internal and external validity or the result of unanticipated challenges that emerged during the study.

CHAPTER 2 – REVIEW OF LITERATURE

2.1 REVIEW OF LITERATURE

In this Chapter, the researcher has made an attempt includes, understanding the basic concepts of Training and development, Employee engagement and analyzing research studies made by earlier researchers in respect of strategies that are used by company to make Trainings effective and to place right person in right role, employee get engaged, for this, the researcher has used various books, research Journals and websites. The detailed list is further elaborated in the Bibliography. Through this Literature Survey researcher wants to find out which are the important parameters of Training and development.

The new car market for electric vehicles and the potential for fuel substitution (2022)

In this model of EV ownership to predict possible sales volumes, fleet sizes and driven mileages on a very disaggregate level of geographical area, ownership, vehicle size and replaced fuel type. The results for Germany show a replacement potential of around 210 billion annual vehicle kilometers in the baseline scenario, which is almost one third of the total German annual mileage of passenger cars and LCVs. The main vehicle category for potential replacement by EVs.

Design of a hybrid electric vehicle education program based on corporate needs (2021)

In this study evolving automotive sector to be sufficiently inviting to attract them to select a specialty in hybrid electric vehicles. Students have expressed interest in doing start-up companies in electric vehicles; others are working for start-up companies. While other universities in MI have also emphasized teaching of HEV courses for the most part.

A review of employee engagement: Empirical studies Halid Hasana, Farika Nikmaha, Siti Nurbayaa, Nilawati Fiernaningsiha , Ellyn Eka Wahyu (2021)

In this research, This study aims to analyse the role of employee engagement as a discussion of human resource management, from Khan which focuses on the

condition of human psychology. Organizations will get high engagement from their employees if communication and relationships between employers and employees are done well, creating a positive perception.

Factors affecting virtual employee engagement in India during Covid-19 Vijesh Mohanty(2021)

In this research concludes that the companies should consider regular contact of top management with employees, launch virtual training. The companies, according to our results, should not decrease the salaries of the employees. And finally, there should be facilities and assistance to guide the employees on how to improve the virtual tools such as internet connection and smooth functioning of personal computers.

Control Strategies for Hybrid Electric Vehicles: Evolution, Classification, Comparison, and Future Trends. (2020)

This study has associated adequate understanding of the foremost parts of a digital commerce strategy. Well, that's concerning it for the basics of digital marketing! you want specialist square measure toughened and delicate in each house of digital commerce social media selling, email commerce, etc. Though this could be associated ever-growing field, the number one challenge for several businesses is that it's multi-faceted simply a quick note, we've got tried to relinquish you the massive image here this could be not associated thorough outline of everything related to digital commerce.

Battery choice and management for new-generation electric vehicles (2020)

In this study they have used a simple approach for protection and estimation of SoC of Li-ion batteries tailored for EV applications has been presented and implemented on a dedicated PCB. Their outputs drive motor control strategy according to journey characteristics. The implemented charge equalization strategy. Allows for obtaining the maximum energy storage also during vehicle braking operation. The proposed control board was embedded in a prototype electric scooter in order to increase its reliability and autonomy.

Adoption of electric vehicles: Elena Higuera-Castillo, Alberto Guillén, Luis-Javier Herrera, Francisco Liébana-Cabanillas (2020)

The experts posit that the selection of these three variables would be sufficient to know the purchase intention of potential buyers of electric vehicles. In addition, it provides useful information for policy makers and private companies for decision making in the electric vehicle marketing process.

A review of employee engagement: Empirical studies Halid Hasana, Farika Nikmaha, Siti Nurbayaa, Nilawati Fiernaningsiha , Ellyn Eka Wahyu (2020)

In this research, This study aims to analyse the role of employee engagement as a discussion of human resource management, from Khan which focuses on the condition of human psychology. Organizations will get high engagement from their employees if communication and relationships between employers and employees are done well, creating a positive perception.

A review of computer tools for modeling electric vehicle energy requirements and their impact on power distribution networks (2019)

This paper presents a review of the many simulation tools that have been reported for modelling and managing the impact of electric vehicles on power distribution networks, and associated applications. One hundred and twenty-five simulation tools have been identified and among them sixty-seven tools have been summarized to facilitate selection of the most appropriate tools for specific tasks.

Extended-range EVs (ER-EVs) (2019)

These vehicles are very similar to those ones in the BEV category. However, the ER-EVs are also provided with a supplementary combustion engine, which charges the batteries of the vehicle if needed. This type of engine, unlike those provided by PHEVs and HEVs, is only used for charging, so that it is not connected to the wheels of the vehicle. An example of this type of vehicles is the BMW i3 [29], which has a 42.2 kWh battery that results in a 260 km autonomy in electric mode, and users can benefit an additional 130 km from the extended-range mode.

**Kohlemotoren, Windmotoren und Dieselmotoren: C Buchal, HD
Karl, HW Sinn - ifo Schnelldienst, (2019)**

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**Electric vehicles revisited: a review of factors that affect adoption Makena
Coffman,Paul Bernstein &Sherilyn Wee (2017)**

The nascent EV market means that studies primarily rely on surveys about hypothetical situations. There is strong evidence that actual purchases are much lower than consumers' stated preferences. Improving understanding of this "attitude-action" gap is important to better informing studies of EV uptake over time.

Light-duty electric vehicles in the gulf? Techno-economic assessment and policy implications Sgouris Sgouridis, Eckard Helmers& Mohamed Al Hadhrami (2017)

In this they calculate the state and user benefits in a parametric analysis dependent on driving distance and battery costs. If the battery cost is \$325/kWh, direct and internalized benefits and costs are balanced when the EV is driven 60 km/day. A diffusion scenario of 5% by 2030 results in cumulative net savings of 6.4 million barrels of oil, a reduction of 517.000 tonnes of CO₂, and a cumulative net benefit of \$127 million.

Modelling and control of hybrid electric vehicles (2017)

As a result, a number of power management strategies have been proposed in literature. This paper presents a comprehensive review of these literatures, focusing primarily on contributions in the aspect of parallel hybrid electric vehicle modelling and control. As part of this treatise, exploitable research gaps are also identified. This paper prides itself as a comprehensive reference for researchers in the field of hybrid electric vehicle development, control and optimisation.

Plug-In Hybrid Electric Vehicles (PHEVs) (2017) Hybrid vehicles are propelled by a conventional combustible engine and an electric engine charged by a pluggable external electric source. PHEVs can store enough electricity from the grid to significantly reduce their fuel consumption in regular driving conditions. The Mitsubishi Outlander PHEV provides a 12 kWh battery, which allows it to drive around 50 km just with the electric engine. However, it is also noteworthy that PHEVs fuel consumption is higher than indicated by car manufacturers.

Effective Employee Engagement and Organizational Success - Manjan kaliannan, Samuel Narh Adjovu (2015)

Employee engagement as an “engine” in talent management drive draws its resilience from the effectiveness of various environmental factors from within and outside an organization. Strategic employee engagement initiatives support organizational branding and reputation among employees. The findings reveal that the engagement strategies deployed by the organization has achieved level of satisfactory.

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Leadership and Employee Engagement - Marie Carasco-Saul, Woocheol Kim, Taesung Kim (2014)

Leadership is one of the most studied topics in the organization sciences, and employee engagement one of the more recent. However, the relationship between leadership and employee engagement has not been widely investigated. As many organizations invest significant resources in retaining, developing, and engaging employees, human resource development (HRD) professionals are tasked to develop and partner with leaders to deliver those strategies effectively

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Employee Engagement: A Literature Review - Dharmendra MEHTA Naveen K. MEHTA (2013)

Motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher customer satisfaction. Employees Engagement permeates across the employee-customer boundary, where revenue, corporate goodwill, brand image are also at stake. This paper makes an attempt to study the different

dimensions of employee engagement with the help of review of literature. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices.

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Battery Electric Vehicles (BEVs): (2012)

Vehicles 100% are propelled by electric power. BEVs do not have an internal combustion engine and they do not use any kind of liquid fuel. BEVs normally use large packs of batteries in order to give the vehicle an acceptable autonomy. A typical BEV will reach from 160 to 250 km, although some of them can travel as far as 500 km with just one charge. An example of this type of vehicle is the Nissan Leaf, which is 100% electric and it currently provides a 62 kWh battery that allows users to have an autonomy of 360 km

Electric Vehicles Batteries: Requirements and Challenges panel Jie Deng, Chulheung Bae, Adam Denlinger, Theodore Miller (2013)

This research mainly focuses on battery array design and multi-physics modeling and testing of battery behaviors under various abuse conditions.

Improvements in electric vehicle battery technology influence: Joshua Thomas Jameson Burd, Elizabeth A. Moore, Hesham Ezzat, Randolph Kirchain (2012)

This material substitution decision ultimately has implications for energy systems and long-term profitability of BEV business models. As BEV performance and costs improve, there will be an increase in demand for BEVs, electricity, and charging infrastructure.

A Study on customer services and employee engagement in the Indian Healthcare Industry - B Shivraj, B Rose Kavitha (2011)

The value of this research is in its ability to recognise the organisational policies and practices that are the most important drivers of customer satisfaction in a specific organisation. Human Resources Management (HRM) plays a central role in the exchange relationships between the organisation's management and its employees. Work has been organized for a very long time and many issues we find today have been addressed in the past. But each generation finds solutions that fit the culture and beliefs of the time. Ultimately, it is an organization's empowered people who can help an organization achieve its goal.

Control Strategies for Hybrid Electric Vehicles: Evolution, Classification, Comparison, and Future Trends.(2011)

This study has associated adequate understanding of the foremost parts of a digital commerce strategy. Well, that's concerning it for the basics of digital marketing! You want specialist square measure toughened and delicate in each house of digital commerce social media selling, email commerce, etc. Though this could be associated ever-growing field, the number one challenge for several businesses is that it's multi-faceted simply a quick note, we've got tried to relinquish you the massive image here this could be not associated thorough outline of everything related to digital commerce.

Modern electric, hybrid electric, and fuel cell vehicles M. Ehsani *et al.* (2010)

In this study, a condition in which a variable costate can be replaced with a constant costate is presented and simulation results with constant costates are compared to those with variable costates.

Optimal control in the power management of fuel cell hybrid C.H. Zheng, N.W. Kim, S.W. Cha (2009)

The simulation results with constant costates are compared to those with variable costates in order to prove that variable costates can be replaced with constant costates when using the proposed optimal control scheme. This optimal control scheme minimizes fuel consumption and optimizes the power distribution between power sources by providing the necessary optimality conditions. The possibility of

replacing a variable costate with a constant costate is discussed and validation of this through a simulation is presented.

A Study on Antecedents and consequences of employee engagement in various organization (2018)

London report that that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement.

MUNISH, Et al (2018)

The most difficult task in today's world is to recruit good employees. Study proved that HRM practices like leadership, communication and other factors that can drive good financial condition of employee which leads retain the existing employees of the organization.

Determinants of employee engagement and their impact on employee performance – Anitha J (2008)

In this research concludes that the variables that had major impact were working environment and team and co-worker relationship. Employee engagement had significant impact on employee performance.

ADULWAHAB S BIN SHMAILAN (2008)

Organization profitability depends on employee performance, employee engagement and employee satisfaction. This study discusses on how to build up successful employee engagement program. When employee have more work satisfaction, happier to serve the promoters brand name this proves employee engagement increases productivity and overall performance.

ARTI CHANDANI, Et al (2008).

This review focuses on several factors that impact employee engagement in an organization. Nowadays management is striving to adopt different methods to keep their workforce engaged. Employee engagement in organization provides multi opportunities to pursue skills extends abilities and secure knowledge. Employee

prefers to devote oneself by planning for their career development. According to them respecting and fair treatment of employees is also a kind of engaging the employee

SCHRITA OSBORNE, Et al (2007)

This article is focused on effective employee engagement. It is a greatest challenge for the organization to engage the employees and that leads to greater profits. Employee engagement is a mixture of leadership is enhanced when the leader has a direct relationship with workforce. Organization must provide a well secured working environment to improve employee engagement as employee spends his most of time in workplace.

CHAPTER 3 – RESEARCH METHODOLOGY

Definition of Research

Research is the logical study and systematic search for new and useful information on a particular area of study. Research has many objectives to be clarified in the thesis. The objective of research depends upon the person who is pursuing the research.

3.1 METHODOLOGY:

Research methodology is a systematic way to find the solution of the problem. It is systematic and justified manner of conducting a research. Important of research methodology is to prove and provide the necessary ways to choose methods, materials, scientific tools, and justification of objectives provided in the thesis.

Research methodology is mainly needed for the purpose of framing the research process and the designs and tools that are to be used for the project purpose. Research methodology helps to find the customer satisfaction based on product. This time research methodology is framed for the purpose of finding the training needs of employees in Mahindra.

3.2. RESEARCH DESIGN:

Descriptive Research Design

Descriptive research is all about describing people who take part in the study and in this research the sample is full of women.

3.3. SAMPLING TECHNIQUE:

Simple Random sampling method

A Simple random sampling is one of the main types of Probability sampling methods. A simple random sampling method is used to collect data from the employees.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data - Questionnaire given to 120 respondents
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3.4.1 DATA COLLECTION METHOD

- In this research, internal and external sources of data are used. Collected raw materials through facts and figures of the researcher's works. Collecting data from company records and documents, are all internal data and other data are external.
- In data collection, there are 2 types

3.4.1.1 Primary Data

- The primary quantitative research is data analysis. After the collection of raw data, there has to be an analysis of this data to derive statistical inferences from this research. It is important to relate the results to the objective of research and establish the statistical relevance of results. It is important to consider aspects of research which were not considered for the data collection process and report the difference between what was planned vs. what was actually executed. 12 It is then required to select precise statistical analysis method such as SWOT, Conjoint, Cross tabulation, etc. to analyses the quantitative data.
- It is a source of collecting data by first-hand information through observation, direct communication or personal interviews of respondent's customers. In this, questionnaire is used for conducting personal interviews and for collecting the data.

3.4.1.2 Secondary Data

- Secondary quantitative research or desk research is a research method that involves using already existing data or secondary data. Existing data is summarized and collated to increase the overall effectiveness of research. This research method involves the collection of quantitative data from existing data sources like the internet, government resources, libraries, research reports, etc.

Secondary quantitative research helps to validate the data that is collected from primary quantitative research as well as aid in strengthening or proving or disproving previously collected data. Following are five popularly used secondary quantitative research methods:

3.5. STRUCTURE OF QUESTIONNAIRE:

Questionnaire was divided into two sections. First part was designed to know the general information about sanitary pads and the second part contained about the awareness and use of herbal pads

- = Basic Introduction
- = Personal Details
- = Research related Questions
- = Perception Questions
- = Likert Scaling Questions
- = Suggestion Question

3.6. SAMPLE SIZE:

- It is a particular definite plan formulation before collecting the data from population. The research should select a particular sample. In sampling, there are 2 types- probability sampling and non-probability sampling. In this research, only non-probability sampling is used.

Sampling

- Sampling design : Probability sampling
- Sampling technique : Simple Random sampling
- Sample unit : HR Employees.
- Sample size : 120 respondents

3.7. PERIOD OF STUDY:

The period of study is to determine that research process is carried out for 3months.

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

Location: MAHINDRA RESEARCH VALLEY

Targeted people- Employees of Mahindra Research Valley.

3.9. HYPOTHESIS:

❖ NULL HYPOTHESIS

Ho. There is no significant difference among the given observations.

❖ ALTERNATIVE HYPOTHESIS

H1: there is significant difference among the given observations.

3.10. TOOL FOR TESTING THE HYPOTHESIS (SPSS)

(Any 2 TESTS* - It can be Parametric or Non-Parametric)

Example: Chi Square, Anova, Correlation, Regression, T Test.

TOOLS FOR ANALYSIS:

- Percentage Analysis
- ANOVA
- CHI SQUARE

3.10.1. Percentage analysis:

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

Percentage of respondents = (no.of.respondents /Total no.of.respondents) x100.

3.10.2. HYPOTHESIS ANALYTICAL TOOLS (SPSS)

ANOVA TEST

One-Way ANOVA ("analysis of variance") compares the means of two or more independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. One-Way ANOVA is a parametric test. This test is also known as: One-Factor ANOVA

CORRELATION

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association.

➤ PEARSON CORRELATION

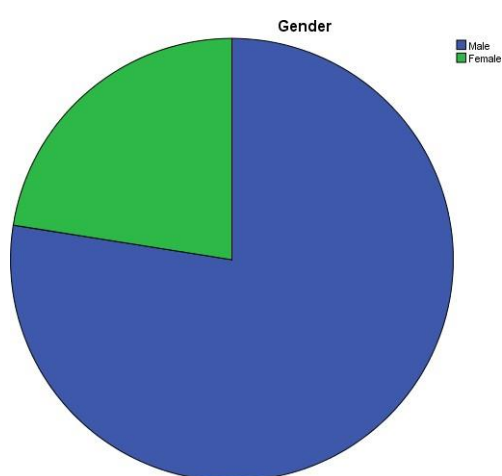
The Pearson correlation coefficient (r) is the most common way of measuring a linear correlation. It is a number between -1 and 1 that measures the strength and direction of the relationship between two variables.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

4.1.1 Table indicating the gender of respondents

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	93	77.5	77.5	77.5
	Female	27	22.5	22.5	100.0
	Total	120	100.0	100.0	



INTERPRETATION

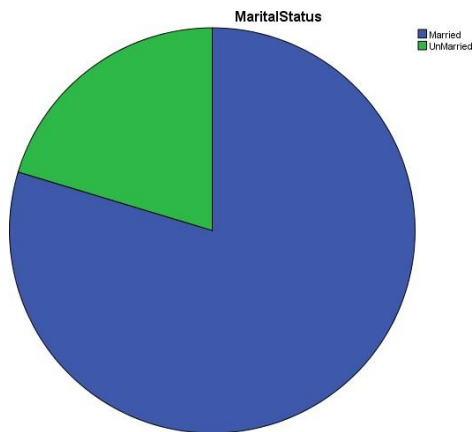
From the above table it is interpreted that the gender of the respondents is male 77.5% and number of respondents in female are 22.5 %

INFERENCE

Majority 77.5% of the respondents are male.

4.1.2 Marital Status of the Respondents

MaritalStatus					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	94	78.3	79.7	79.7
	UnMarried	24	20.0	20.3	100.0
	Total	118	98.3	100.0	
Missing	System	2	1.7		
Total		120	100.0		



INTERPRETATION

From the above table 20.3% of respondents are unmarried and 78.3% of respondents are married.

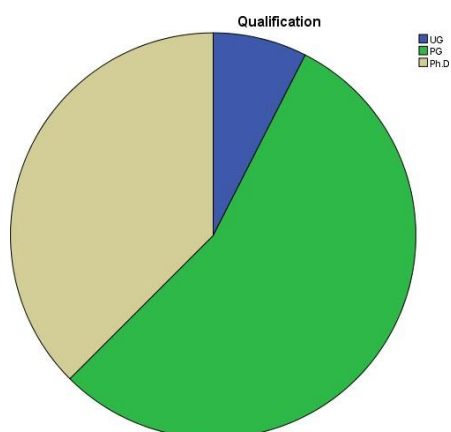
INFERENCE

Majority 78.3 % of the respondents were married.

4.1.3 Table indicating the education qualification of respondents

Qualification

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UG	9	7.5	7.5	7.5
	PG	66	55.0	55.0	62.5
	Ph.D	45	37.5	37.5	100.0
	Total	120	100.0	100.0	



INTERPRETATION

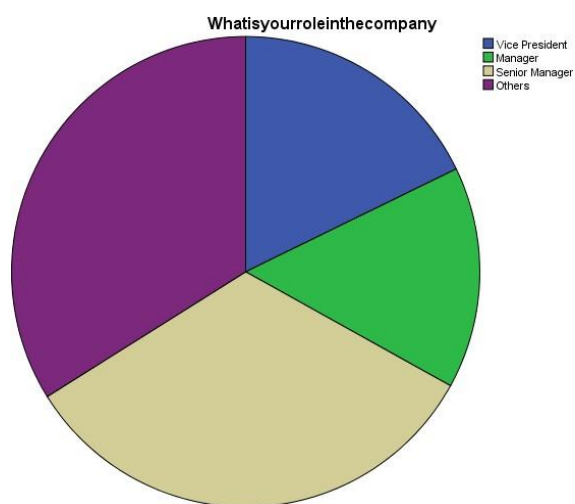
From the above table it is interpreted that the number of respondents under graduate of respondents 7.5 %, Post graduate of respondents are 55%, Ph.D of respondents is 37.5%

INFERENCE

Majority 55 % of the respondents belongs to PG educational qualification.

4.1.4 Table indicating the role of respondents

Whatisyourroleinthecompany					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Vice President	21	17.5	17.8	17.8
	Manager	18	15.0	15.3	33.1
	Senior Manager	39	32.5	33.1	66.1
	Others	40	33.3	33.9	100.0
	Total	118	98.3	100.0	
Missing	System	2	1.7		
Total		120	100.0		



INTERPRETATION From the above table it is interpreted that the number of respondents were 17.5% is Vice president, 15.3% is Manager, 32.5% is senior manager, and 33.9% is others.

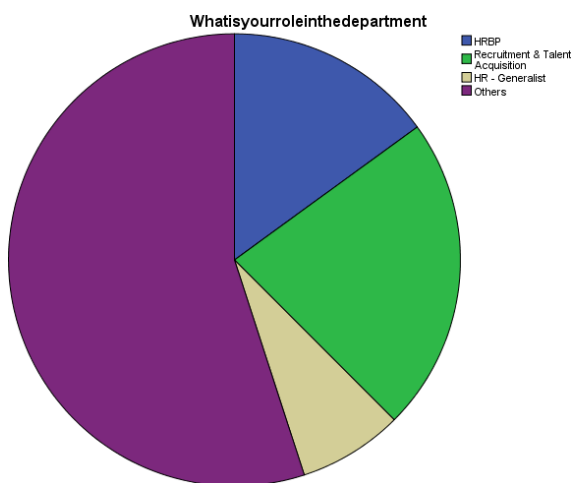
INFERENCE

Majority 33.9% of the respondents are from other role.

4.1.5 Table indicating the role (department) of respondents

What is your role in the department

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	HRBP	18	15.0	15.0	15.0
	Recruitment & Talent Acquisition	27	22.5	22.5	37.5
	HR - Generalist	9	7.5	7.5	45.0
	Others	66	55.0	55.0	100.0
	Total	120	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents were 15.0% is HRBP, 22.5% is Recruitment & Talent acquisition, HR-generalist, Others 55%.

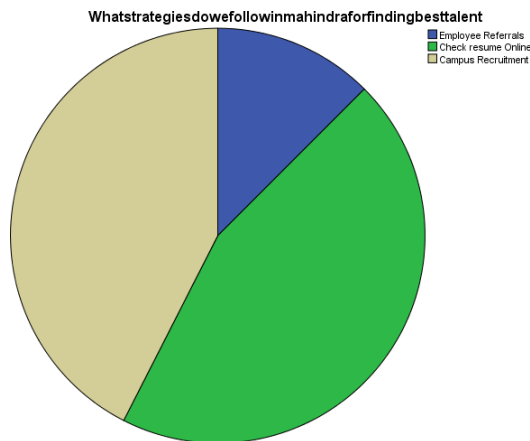
INFERENCE

Majority 55% of the respondents are others.

4.1.6 Table indicating what strategies do we follow in Mahindra for finding best talent?

What strategies do we follow in Mahindra for finding best talent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Employee Referrals	15	12.5	12.5	12.5
	Check resume Online	54	45.0	45.0	57.5
	Campus Recruitment	51	42.5	42.5	100.0
	Total	120	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that 12.5 % employees say employee referral, 45% - check resume online, 51 % Campus recruitment.

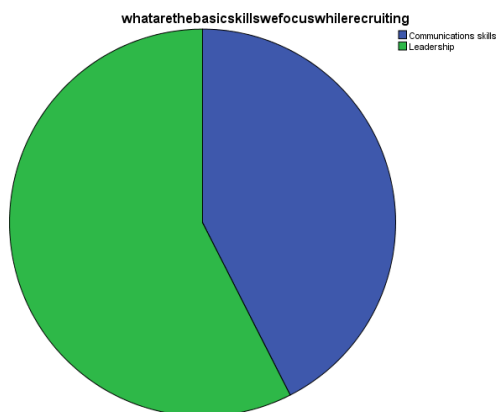
INFERENCE

Majority 45% of the employees have chosen check resume online.

4.1.7 Table indicating what are the basic skills we focus while recruiting.

what are the basic skills we focus while recruiting

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Communications skills	51	42.5	42.5	42.5
	Leadership	69	57.5	57.5	100.0
	Total	120	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that 42.5 % communication skills and 57.5% leadership.

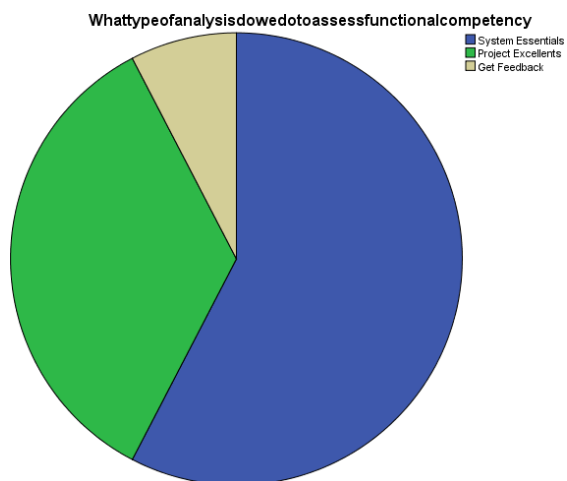
INFERENCE

Majority 57.5 % have chosen leadership.

4.1.8 Table indicating what type of analysis do we do to assess the functional competency?

What type of analysis is done to assess functional competency

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	System Essentials	68	56.7	57.6	57.6
	Project Excellents	41	34.2	34.7	92.4
	Get Feedback	9	7.5	7.6	100.0
	Total	118	98.3	100.0	
Missing	System	2	1.7		
Total		120	100.0		



INTERPRETATION

From the above table it is interpreted that 57.6% system essentials, 34.7% project essentials, 7.6 % feedback.

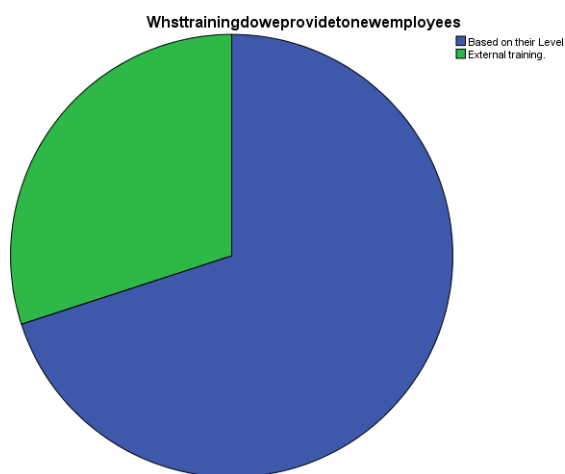
INFERENCE

Majority 57.6% are system essentials.

4.1.9 Table indicating what strategies do we provide to new employees.

Whsttrainingdoweprovidetonewemployees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Based on their Level	84	70.0	70.0	70.0
	External training.	36	30.0	30.0	100.0
	Total	120	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that 70% of them selected based on their level and 30% external training.

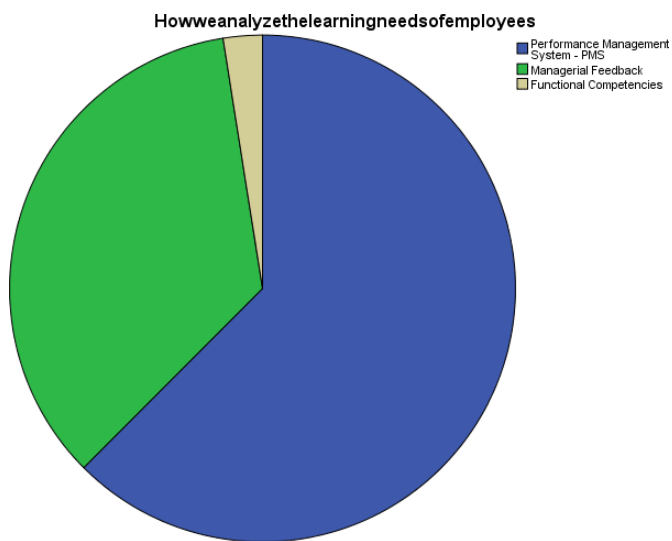
INFERENCE

Majority 70% of them selected based on their level.

4.1.10 Table indicating how we analyse the learning needs of the employees.

Howweanalyzethelearningneedsofemployees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Performance Management System - PMS	75	62.5	62.5	62.5
	Managerial Feedback	42	35.0	35.0	97.5
	Functional Competencies	3	2.5	2.5	100.0
	Total	120	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that 62.5% of the PMS, 35% managerial feedback, functional competencies 2.5%

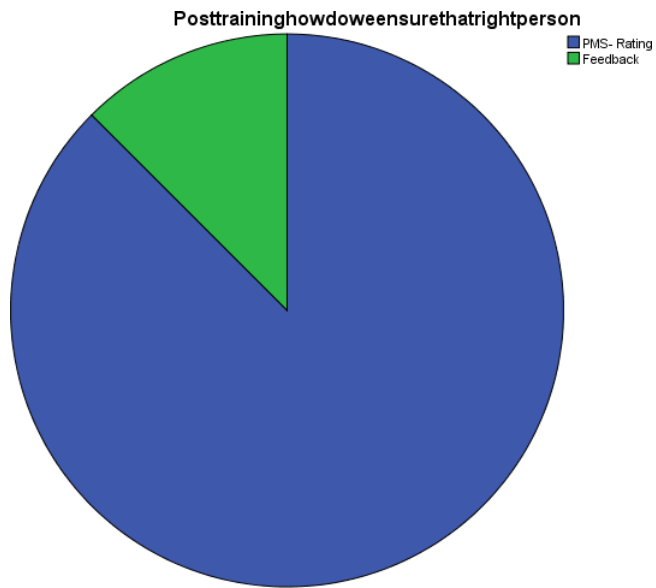
INFERENCE

Majority 62.5% of them chosen PMS rating.

4.1.11 Table indicating post training how do we ensure that right person is placed in right job.

Post training how do we ensure that right person

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	PMS- Rating	105	87.5	87.5	87.5
	Feedback	15	12.5	12.5	100.0
	Total	120	100.0	100.0	



INTERPRETATION

From the above table it is interpreted that the number of respondents said post train they use PMS rating 87.5%, 12.5% use feedback.

INFERENCE

Majority 87.5% of them chosen PMS rating.

ANOVA

4.2 Table indicating the role of the department & what type of analysis do we do to assess the functional competency.

ANOVA

What is your role in the department

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.544	2	1.272	.912	.405
Within Groups	160.380	115	1.395		
Total	162.924	117			

What is your role in the department

Duncan^{a,b}

What type of analysis do we do to assess functional competency	N	Subset for alpha = 0.05
		1
Get Feedback	9	2.6667
System Essentials	68	2.9706
Project Excellents	41	3.1951
Sig.		.186

Means for groups in homogeneous subsets are displayed.

a. Uses Harmonic Mean Sample Size = 19.972.

b. The group sizes are unequal. The harmonic mean of the group sizes is used. Type I error levels are not guaranteed.

Interpretation

The p value is higher than the significance level (0.05).

Hence, Null hypothesis H_0 is accepted and H_1 is rejected.

CORRELATIONS

4.3 Table indicating How we analyse the learning needs of employees& Post training how do we place right person.

Correlations

		How we analyze the learning needs of employees	Post training how do we ensure that right person
How we analyze the learning needs of employees	Pearson Correlation	1	.281**
	Sig. (2-tailed)		.002
	N	120	120
Post training how do we ensure that right person	Pearson Correlation	.281**	1
	Sig. (2-tailed)	.002	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation

By using Correlation, we found that there is a positive correlation underlies between both the factors with the value of $r=0.281$ level of significance and also found that strong relationship (0,281) found between each variable.

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS:

- Majority 78% of the respondents are male.
- Majority 45 % of the respondents belong to the age group of 45-50 category.
- Majority 79 % of the respondents were married.
- Majority 55 % of the respondents belongs to PG educational qualification.
- Majority 33.9 % of the respondents belongs to other roles.
- Majority 55% of the respondents are from other role in HR department.
- Majority 44% of the respondents said that training based on their level is best.
- Majority 70% of the respondents agree that company recognize their accomplishment at work
- Majority 75 % of the respondents said satisfied with the current compensation and benefits
- Majority 100% of the respondents strongly believe that employee engagement plays important role in getting work done.
- Majority 62.5% of the respondents agreed that PMS sheet is useful in assigning role to employees.
- Majority 87.5% of the respondents agreed that the employees play a important role in achieving the target of Mahindra AFS.
- Majority 50% of the respondents agreed that we use the new technologies and innovations to leverage the new product development
- Majority 90% of the respondents agreed that we use Bold, agile-skills/competencies do we look for, to spot high potential candidates for leadership roles.

FINDINGS (ONE WAY ANOVA)

- By using anova for finding the relationship between the what is your role in the department? & what type of analysis do we do to assess the functional competency of new employees? P value is 0.186 which is higher than the significant level (0.05). Hence, Ho is accepted and H1 gets rejected.
- The p value is higher than the significance level (0.05). Hence, Null hypothesis Ho is accepted and H1 is rejected.

FINDINGS (CORRELATION)

- By using the Correlation for finding the relationship between, How we analyze the learning needs of employees and customize the trainings? & Post-training, how do we ensure that right person is placed in the right role? we found that there is a positive correlation underlies between both the factors with the value of 0.02 level of significance.

5.2 SUGGESTIONS & RECOMMENDATIONS:

- The current Evs doesn't meet customer expectation to the large extent.
- Recruiting people from various departments can be more helpful in upcoming projects.
- Evs should be made with more innovative ideas rather than the already existing ideas to reduce risk of failure.
- Soon in 2025 the manufactures are planning to be greener.
- Gap between managers and the employees should be reduced by raising the level of engagement by conducting extra co-curricular activities like social and cultural programs.
- Create good and healthy environment at work place by increasing interactions, credibility, confidence etc.
- Encourage employees them to take part in the job rotation, job enrichment and other activities being carried out in the organization.
- Sound reduction softwares are yet to come in EVs
- Fully autonomous EVs can be expected in next few years.

5.4. CONCLUSION:

Based on the thoughtful, MAHINDRA's STRATEGY TO BUILD WORLD CLASS EVs IN INDIA. Based on the employees level trainings should be given. Leadership and communication are the main skills focused in Mahindra while recruiting. They use campus recruitment process to hire fresher's. They focus more on project excellent and system essentials. They use performance management system to put right person in right role by verifying the PMS rating and managerial feedback. They believe strongly in employee engagement. Engaged employees can help your organization achieve its mission, execute its strategy and generate important business results. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

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ANNEXURE – I

QUESTIONNAIRE

MAHINDRA'S STRATEGY TO BUILD WORLD CLASS EVs IN INDIA

1. Name : _____
2. Gender
 - a. Male
 - b. Female
 - c. Other
3. Age
 - a. 25-35
 - b. 36-45
 - c. 46-55
 - d. 55 & Above
4. Marital status
 - a. Married
 - b. Unmarried
5. Qualification
 - a. UG
 - b. PG
 - c. Ph.D.
6. What is your role in the company?
 - a. Vice president
 - b. Manager
 - c. Senior Manager
 - d. Others
7. In which department do you work?
 - a. HRBP
 - b. Recruitment & Talent Acquisition
 - c. HR - Generalist

- d. Others
-
- 8. What strategies do we follow in Mahindra for finding the best talent?
 - a. Employee Referrals
 - b. Check resume Online
 - c. Campus Recruitment
 - d. Past candidates
 - 9. What are the basic skills/competencies that we focus while recruiting?
 - a. Teamwork and collaboration.
 - b. Critical thinking and problem solving
 - c. Professionalism and strong work ethic
 - d. Communications skills.
 - e. Leadership.
 - 10. What type of analysis do we do to assess the functional competency of new employees ?
 - a. Project Excellent
 - b. Get Feedback
 - c. Put Them In Real Situations
 - d. System Essentials
 - 11. What trainings do we provide to the new employees to make them ready to work on EVs?
 - a. Orientation.
 - b. In-house.
 - c. External training.
 - d. Based on their Level.
 - 12. How we analyze the learning needs of employees and customize the trainings?
 - a. Functional Competencies
 - b. Performance Management System - PMS
 - c. Managerial Feedback
 - d. Communication.
 - 13. Post-training, how do we ensure that right person is placed in the right role?
 - a. PMS- Rating
 - b. Feedback

- c. Decide which candidate is suitable for the role.
14. What skills / competencies do we look for, to spot high potential candidates for leadership roles?
- a. Performance
 - b. Functional Competencies
 - c. Analyze issues & Solve problems.
 - d. Bold, Agile
15. Which type of leadership style will be most effective in the automotive industry (in the current context of disruptions)?
- a. Autocratic
 - b. Democratic
 - c. Laissez-faire.
 - d. Transformational.
16. How does employee engagement play a role in product development & leadership?
- a. Strongly Agree.
 - b. Agree.
 - c. Neutral.
 - d. Disagree.
 - e. Strongly Disagree.
17. What are the new technologies and innovations we leverage for new product development?
- a. Strongly Agree.
 - b. Agree.
 - c. Neutral.
 - d. Disagree.
 - e. Strongly Disagree.
18. What are the current goals of Mahindra AFS in sustainability?
- a. Satisfied.
 - b. Neutral.
 - c. Un satisfied

19. What is our strategy to accelerate new product development?

- a. Strongly Agree.
- b. Agree.
- c. Neutral.
- d. Disagree.
- e. Strongly Disagree.

20. What is the target and road map of Mahindra AFS in next 5 years on zero carbon?

- a. Strongly Agree.
- b. Agree.
- c. Neutral.
- d. Disagree.
- e. Strongly Disagree.