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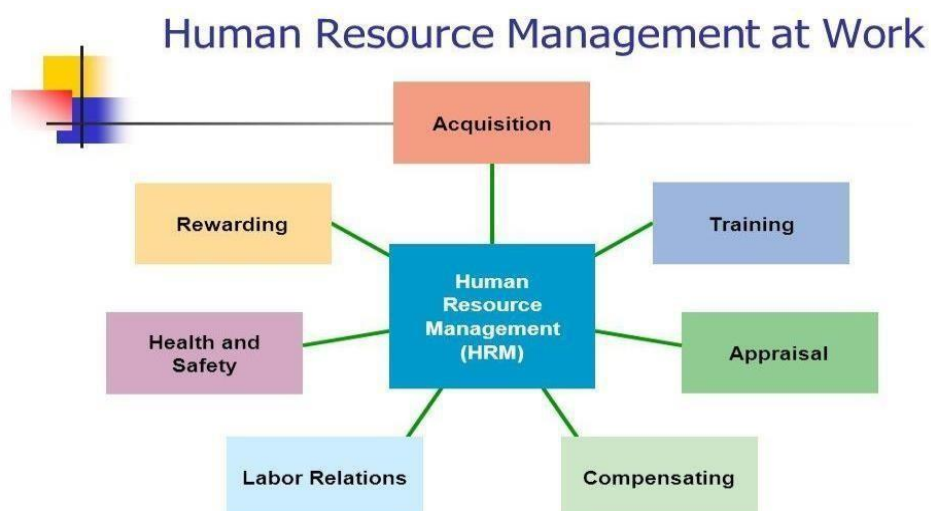
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INTRODUCTION

“ANALYSIS OF EFFECT OF LOCK DOWN ON JOBS SATISFACTION OF EMPLOYEE OF CEAT MANUFACTURING COMPANY PVT LTD”

During this pandemic situation, motivation to the employees and organizational growth both are need of every organization. Each and every organization is principally human. It is not a mass of machines & technical processes but a body of men. So, organisation needs good HR policies to make employees motivated and increase organizational growth. Without employee there is no growth in organisation.

Human resource management is the management of manpower who works for organisation. According to **Edwin Flippo** - “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished”



HR Policies is the most important part of HRM which is nothing but the rules and regulations which helps in growth of company and to achieve its objective.

Systematic work is the indication of professional company.

In short, **job satisfaction** is an important aspect that helps organization improves their overall performance and productivity.

The study indicated that Continuous Improvement positively influence employees' **Job Satisfaction**.

company because of fulfilment of their needs and it is directly proportional to the organisational growth. The main purpose of HR policies are to maintaining healthy environment in company where all employees satisfied with company policies and they work in the company with their willingness.

According to Edwin B. Flippo, a 'policy is a rule or pre-determined course of action established to guide an organisation towards its objective'.

Human resources management practices play a very critical role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfilment of organizational goals. Human resource management practices is the management of people within the internal environment of organizations, comprises the activities, policies and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives. Presently, organizations are competing through implementing the unique HRM practices and due to the globalization organizations adopt the most up-to-date HRM practices in order to achieve the organizational goals. Best HRM practices are valuable for both employee and employer; it plays an important role in supportive growth and competency of the organization.

Importance of Human Resource Policies in the organisation:

- Thoughts of management:

In HR policies, management give deep thought to the basic need of both organizationandthe employees.

- Continuity of Action:

The organisation continues its work and policies promote stability.

- Standard of Performance:

Human resource policies serve as a standard of performance.

- Employee Motivation:

Employee motivation is the basic need of every employee because after a certain period of time everyone need motivation to start work with new spirit.

- Resolving Conflict:

Human resource policies help resolve interpersonal, interpersonal and intergroup conflicts.

JOB SATISFACTION IN HRM

Job satisfaction, an unquantifiable metric, is defined as a positive emotional response you experience when doing your job or when you are present at work. Leading organizations are now trying to measure this feeling, with job satisfaction surveys becoming a staple at most workplaces.

It's important to remember that job satisfaction varies from employee to employee. In the same workplace under the same conditions, the factors that help one employee feel good about their job may not apply to another employee. For this reason, it is essential to have a multidimensional approach to employee satisfaction, covering the following areas.

- The challenging nature of work, pushing employees to new heights.
- A level of convenience (short commutes, access to the right digital tools, and flexible hours).
- Regular appreciation by the immediate management and the organization as a whole.
- Competitive pay, which employees maintain a good quality of life.
- The promise of career progression in sync with employees' personal growth targets.

5 Reasons Why Job Satisfaction Is So Important

By actively working on satisfaction in the workplace, you end up with employees who are more engaged, involved, and eager to go the extra mile. This benefits your company in several ways.



Fig 2 Why measuring job satisfaction is essential

1. Satisfied employees translate into satisfied customers

If employees are unhappy at work, the chances are that this will reflect in their interactions with the customer. Contact centers, specifically, cannot afford to have dissatisfied employees – this is sure to show in every word they say and every campaign they work on.

Even in non-customer-facing jobs, low satisfaction can cause errors in the workflow – for example, a higher defect rate in manufacturing and bad code in software development. This is why employee satisfaction is vital for customer-centric companies.

2. Voluntary turnover will come down

Sometimes, turnover can be good for business, as it brings fresh talent into the organization. But voluntary turnover looks different – you risk losing top talent you have carefully trained over the years.

Also, this talent takes with it tribal knowledge once it leaves the company, which could toughen up the competition for your products and service offerings. On the other hand, a satisfied workforce is less likely to quit.

3. You increase the chances of referrals

Employee referrals are the most effective method of recruitment, bar none. A found that referrals make up 7% of all applications but an overwhelming 40% of all hires. An employee satisfied with the work conditions and the pay scale is far more likely to recommend their friends than a dissatisfied employee.

Non-compensation related factors make up a big part of this benefit, as employees will assess multiple factors before recommending someone else.

4. Satisfaction is directly linked to your productivity

In a positive work environment, employees are more likely to bring their best to work every day. For example, found that happy employees are 20% more productive than unhappy employees on average!

There's also a secondary reason for this – high-satisfaction workplaces prioritize employee wellness. Therefore, they are more likely to look after themselves, and address stress/burnout/health issues, before it impacts work.

5. In the long term, you can dramatically reduce HR costs

Typically, you need to plan for both fixed and variable costs as part of your HR budget. Low satisfaction could significantly dent the variable aspect of this equation – dissatisfied employees require targeted surveys, specialized learning and development, additional career assistance, and ultimately may lead to rehiring and retraining costs in the case of turnover. All of this needs you to invest more than you had expected.

By making job satisfaction a priority at your company, you can stay ahead of the curve and ensure that there are no unprecedented issues arising due to low satisfaction.

Driven by these benefits, more and more organizations are investing in job satisfaction initiatives. And this has had a marked impact on job satisfaction, as seen in the following statistics.

The benefits of high job satisfaction

If someone feels happy, relaxed, valued and motivated, their performance increases. Let's look at the benefits of good job satisfaction within a company.

- **Low turnover**

If your employees are happy and feel satisfied in their role, they are less likely to search for employment elsewhere. This saves time and money spent hiring and training new staff, especially in highly technical fields where the onboarding and training periods can take months.

It also cuts costs for HR departments massively. As a bonus, if people get to consistently work with the same co-workers for years, they can build good relationships, which also increases office morale and job satisfaction.

- **Loyalty and word-of-mouth**

Company profile and branding are vital to finding and retaining top talent. If you have satisfied, happy workers, they are more likely to stay loyal to the company. It also increases the chances that they will speak highly of their workplace to friends and family. This word-of-mouth is invaluable in building a positive company reputation, which can have an impact beyond hiring.

- **Increased profits**

Some employees may turn down offers of higher salaries elsewhere, to stay in a company where they have great job satisfaction. Mostly, however, people will work harder and do better if they feel satisfied in their job. This can feed directly into your productivity and profits, by building better working relationships with clients, for example.

- **Better collaboration**

If the work culture is healthy and balanced, employees as a whole are more likely to be happy at their workplace and more on the other hand, if employees are feeling unhappy, it can lower productivity across the board and create a difficult working culture. A company works or fails as a whole; if employees are unhappy, it will have a knock-on effect.

The great part is that once you manage to for yourself, or for the people you work with, you can increase job engagement and boost productivity massively. We outline the four dimensions of creating employee engagement in our open step,

Of course, as an employee, there are huge benefits to job satisfaction. The increase in productivity comes from feeling more valued, having a better work-home life balance and feeling supported. Aiming for high job satisfaction should be a collaborative effort between companies and employees, benefiting both parties.

Now that we've covered the benefits of— for both the company and the employee — how do we

go about finding Is it as simple as picking a job from a list?

Sadly, the answer is no. Remember: everyone's idea of a dream job is different and everyone places importance on different factors. The fact is, we all have a different recipe for job satisfaction.

If you're worried about taking on a job in our increasingly digital world, course by the University of Leeds will help you compete with others and find satisfaction.

- **Ranks of the most highly-rated careers**

That being said, some jobs consistently rank highly on surveys for job satisfaction. If you've worked in one of these jobs before but did not find it satisfying, you might still want to consider it. It could be that the company you worked for scored poorly for job satisfaction, and working for another company might give you the satisfaction you are looking for. Ceat tyres initiatives helps employees maintain physical and mental well-being amid lockdown.

Ceat Tyres appears to be going the extra mile to balance home and work integration during Covid-19. "It has been almost a month now that our employees are working from home," says Milind Apte, SVP HR, Ceat Tyres. "We understand that this kind of crisis can take a big toll on employee's mental as well as physical health and cause unwanted stress and fatigue. We are focussed on the issue and have mobilised our offerings," Apte told business line.

In order to ensure the physical and mental well-being as well as skill development of its employees during this time, Ceat has begun an initiative called Cofit-20.

Apart from regular counselling by the recently appointed chief fitness officer (CFO) Deepali Athawale to employees, the company has also appointed a fitness trainer, Vani Pahwa.

The CFO connects with spouses and other family members of the employees on con-calls and briefs them on the basic precautions to be taken to mitigate the virus threat, says Apte. Employees are provided with two-hour slots every day where they can directly call and reach out to the CFO

for any health-related query.

The CFO also shares a podcast with the employees directed at their well-being. Till date, there have been two podcasts: Stay healthy while working from home and strengthen the immune system.

To focus on the physical health of employees, we have on-boarded functional fitness, movement and rehab specialist trainer Vani Pahwa, who conducts fitness exercise sessions of 30 minutes via YouTube for employees, including the shop-floor staff.

This initiative has been extended to the entire management staff, workmen and associates. Special guidance on exercise, expert advice on physical aches, pains and injuries are also provided by the fitness trainer.

On the mental health front, we are running a campaign and promoting our existing counselling services. We also conducted a webinar on 'Building psychological immunity' during the coronavirus outbreak by an expert psychologist.

The company is also "leveraging this time for employee development" and is utilising its online learning platform as well as other web platforms to cater to the learning needs of employees.

A variety of learning content such as online courses, Ted Talks, e-books, case studies and articles are being hand-picked for the perusal of employees. Learning capsules, with a duration ranging 1-3 hours, are also being delivered through web platforms on functional topics or as refresher trainings.

Appraisal time

Given that appraisals are good tools for planning employee development and setting employee goals, the company has just launched its annual review process.

Says Apte, “We have always kept our people at the centre and have ensured that even in these critical times salaries are paid on time. We are launching our promotion process as per schedule.”

Pointing out that the company has “not really looked at pay cuts at this time”, the official says it will be reviewed over a period of time depending on the business outlook. As for increments, “it is too early to speak about increments as our annual cycle is due in July. We will review the business outlook closer to July and make appropriate choices,” he adds.

Employee engagement practices during COVID-19 lockdown.

Employee engagement

Today, the business setup is changing in relation to the global pandemic of COVID-19. Human resource managers are persistently evolving innovative, creative, and effective ways to engage the employees in a healthier way during this difficult time. Employee engagement is a workplace attitude that is ensuing all adherents of an organization to give of their excellence every day, committed toward their organization's goals and values. Organizations always remember that employees who are well engaged in an organization will lead to productivity in the place of work, and this generates a higher customer satisfaction and, absolutely, developments in sales and profit in the company.

The major challenge in theoretical literature is when we discuss the term “engagement” because there is a lack of a general definition of employee engagement. (Kahn, 1990) described in his study that engagement indicates physiological and physical existence of executing an organizational role. Psychological conditions of meaningfulness, safety, and availability are the three constructs that help engagement to develop in an organization. Further study suggests that in engagement, individuals employ and express themselves physically, cognitively, and emotionally in their role performances. The cognitive facet is associated with beliefs of leaders, employees, and working environments. The emotional facet means employees positive or negative attitude toward the organization and the leaders. Physical facet means the physical force devoted in order to accomplish an organizational role. Kahn's model is tested by May, Gilson, and Harter (2004) and the result showed that meaningfulness, safety, and availability of psychological condition are positively associated with engagement. Schaufeli, Martinez, Pinto, Salanova, and Bakker (2002) develop the term job engagement and explained job engagement as a positive and a work-related state of mind, and it is considered by strength, dedication, and absorption. This study explained employee engagement as the individual's involvement, satisfaction, and enthusiasm for work.

Engaged employees support the organization to attain its mission, execute its strategy, and generate significant business results. Employee engagement can be enhanced by different Jobsatisfaction comprising job design, recruitment, selection, compensation, training, and performance management (Vance, 2006). Organizations that support employee engagement, intelligently manage talent, and communicate with employees honestly, accurately, and at the right time will ride the current market turbulence and be successful in the future (Robison, 2009). Organizations and employees are both dependent on each other to fulfill their goals and objectives. Employee engagement should not be a one-time implementation, but it should be integrated into the culture of the company. Career development prospects, encouragement,

communication, recognition, the flexibility of employee's hours, fair pay structure, transparent and open work environment, and participation in decision-making are the factors contributing to employee engagement at the workplace (Patro, 2013). To improve the purpose of effective employee engagement, six C's parameters are essential, that is, clarity, confidence, convey, connect, credibility, and career. An engaged employee is attentive about their work and about the performance of the company, and they always desire to feel that their determinations and hard work could make a difference. Engaged employee lead to productivity in the workplace, and this generates higher customer satisfaction and positive rises in sales and also profit in the organizations. Confidence and communication among both employees and organizations are also essential. This unification between the enterprise and the employee is a necessity as both are able to best in performance (Sarangi & Nayak,2016).

Confidence and communication among both employees and organizations are also essential. This unification between the enterprise and the employee is a necessity as both are able to best in performance (Sarangi & Nayak, 2016). Employee engagement is built on belief, reliability, commitment, and communication between an organization and its adherents. Organizations can increase engagement by enhancing employee decision-making, commitment, and transparency from senior leadership. Employee engagement is the level of enthusiasm and commitment an employee feels toward his/her job (Chandani, Mehta, Mall, & Khokhar, 2016). Employee engagement is an approach that proliferates the chances of business achievement, subsidizing to organizational and individual performance, productivity, and well-being of employees.

COVID-19 lockdown

The severe respiratory disease recently appeared in Wuhan (Hubei province), China. Epidemiological examinations have suggested that the epidemic was related to a seafood market in Wuhan, China (Fan et al., [2020](#)). COVID-19 is a pandemic that has already reached 5,934,936 confirmed cases globally, with at least 367,166 deaths as reported by the World Health Organization (WHO) as of May 31, 2020. In the European region, the total number of confirmed cases is 2,142,547 and 180,085 deaths reported. In regions of the Americas, confirmed cases are 2,743,793 and 157,702 deaths confirmed. In Eastern Mediterranean region, total number of confirmed cases is 505,001 and 12,353 deaths reported. In the Western Pacific region, it is 181,665 confirmed cases and 7,028 deaths reported. In South- East Asia region, confirmed cases are 260,579, and deaths are reported as 7,431. African region reported 100,610 confirmed cases and 2,554 deaths. World Health Organization risk assessment report states that COVID-19 is very high risk at the global level (World Health Organization, [2020a](#)). Those people who are living with NCDs (noncommunicable diseases) are more susceptible to becoming seriously ill or dying from COVID-19 (World Health Organization, [2020b](#)).

World Health Organization also provides some recommendations and advice for the public. According to WHO, maximum persons infected with the COVID-19 virus will experience mild to moderate respiratory illness and convalesce without requiring any special treatment. Those people who are old and individuals who have medical problems like cardiovascular disease, diabetes, cancer, and chronic respiratory disease are more likely to develop severe illness. According to WHO guidelines, individuals should protect themselves and others from COVID-19 infection by washing their hands or using an alcohol-based rub frequently. According to the report of WHO (World Health Organization, [2020c](#)),

the COVID-19 virus spreads primarily through droplets of saliva or discharge from the nose when an infected person coughs or sneezes. According to the research, there is no effective vaccine or approved drug treatment against COVID-19 developed. In this situation, most of the countries go for lockdown, so that spread of COVID-19 will break soon. Several countries have also closed borders to avoid international travelers from spreading the virus (Ghosh, Brindisi, Shahabi, Mackenzie, & Andrew, 2020). According to Business Insider (Kaplan, Frias, & Mefall-Johnsen, 2020), most of the countries are executing measures to slow the spread of the COVID-19, from national quarantines to school closures.

Most of the countries are applying some form of restriction to the public like lockdown, social distancing, and wearing a face mask when you step out of your home. As per the need of the hour, most of the organizations started working online and initiated a work-from-home (WFH) regime. Due to lockdown, most of the organizations provide the facility to their employees to work from home. But work from home is difficult for employees as they do not feel the organizational climate at home, as lack of concentration due to frequent invasion of family members; work-life conflict arises due to this. Even they do not have proper equipment and tools (computer, mouse, printers, scanners, headphones, webcam, internet connection, and dedicated workspace—a quiet place to work). Most of the employees feel stressed due to rising cases of COVID-19 in the world. They are not sure about their job security and also about their salary. Due to these problems, employees could not concentrate/focus on their work, so there is a need for employee engagement. The prime responsibility of the organization is to take care of their employees' well-being and engage them properly. Those employees who are engaged well are giving 100% result. Leaders should provide some motivational talk lectures, boost their morale, and provide security and open environment so employees can raise their voice if they are having some issues. Leaders can use multimedia for communication. There should be transparent policy, so employees do not feel stress about their job and engage in their job well

mannered.

Robison (2009) suggested on how to manage in turbulent times and keep employees focused and engaged in times of change. Some tips are given by the author like tell employees what organization expects from them, make sure employees have the right materials and equipment, give employees the opportunity to do what they do best, do not forget to give recognition, let your employees know you care about them, and always keep encouraging their development. Employee engagement can be used as a mediator to develop the attitudes, intention, and behavior of employees to an improved work performance (Andrew & Sofian, 2012; Saks, 2006). Andrew and Saudah (2012) concluded that employee engagement can be utilized as a mediator to enhance the behavior, intention, and attitudes of employees toward a better work performance.

Bedarkar and Pandita (2014) projected an integrated model of employee engagement. The study result has shown that leadership, communication, and work–life balance are the key drivers of employee engagement. Groups, presence perceived, ease of use, and reputation of Facebook functions are the four factors that significantly contribute towards employee engagement (Abd Latib, Bolong, & Ghazali, 2014). Jalal (2016) study outcomes directed that employee engagement has a significant positive effect on organizational commitment and also found employee engagement as an important determinant of organizational commitment. The finding of the study suggests that the more employees are engaged in the workplace, high will be their commitment toward the organization or institution. Lee et al. (2016) study outcomes suggest that it is a challenge for HR professionals to keep present employees engaged with their jobs. Results revealed that workers are moderately engaged, meaning some may be detached from their current roles or fearful of losing their jobs. Job satisfaction is a significant driver of work engagement. Garg, Dar, and Mishra (2017) result revealed that there is a positive

relationship between job satisfaction and work engagement. Further analysis showed that employee job satisfaction leads to employee engagement. Employee engagement link to financial performance comprising revenue growth, profit margins, shareholder return, and operating income is almost three times greater than organizations.

Engaged personnel are always optimistic, keep good interpersonal rapport with each other, and also show high level of performance in the organization (Jena, Pradhan, & Panigrahy, 2018). Tiwari and Lenka (2019) revealed that functional, economic, and psychological benefits upsurge employees' level of engagement. Results indicate that internal corporate communication, perceived communication satisfaction, knowledge sharing, continuous learning, and intrapreneurship were positively associated with employee engagement. This paper found that if organizations invested in their human resources and building complete human resource management (HRM) system in their organization, it produces an engaged personnel, and, in return, organizations improve their performance (Tensay & Singh, 2020). Employees those dispositional happiness experience at higher level always practice higher levels of employee engagement (Barreiro & Treglown, 2020). Employee engagement is critical for an organization to retain their valued employees. It is very essential for an organization to do effective utilization of human resources in an organization.

COMPANY PROFILE

History

- Founded in 1958, CEAT is one of India's leading tyre brands and the flagship Company of the RPG GROUP .
- The RPG Group is a diversified conglomerate with interests in the areas of tyres, infrastructure, information technology, pharmaceuticals, energy and plantations. Founded by Dr. R. P. Goenka, the Group's lineage dates back to the early 19th century.
- Today, the group has several companies in diverse sectors and the most prominent among them being CEAT, KEC International, Zensar Technologies, and RPG Life Sciences. Built on a solid foundation of trust and tradition, the RPG name is synonymous with steady growth and high standards of transparency, ethics and governance
- Driven by the purpose of helping the world move safely and smartly, CEAT provides world-class products and services across 100+ countries. Say hello to happiness!

Mission and Vision

1. Driving a safer future

Committed to provide a safer tomorrow to our employees, customer and society.

2. Driving sustainability

Treading the sustainable path with smart innovations and a green approach

3. Smart consumer experience

Our smart solutions based on consumer insights to deliver happiness

4. Empowering communities

Creating a future-safe and smarter India with impactful community initiatives.

CEAT Limited



Formerly Cavi Elettrici e Affini Torino

Type Public

[BSE: 500878](#) [NSE: CEATLTD](#)

Traded as

Industry [Tyres](#) & Tubes

Founded [Turin, Italy](#) (1924; 97 years ago)

Founders Virginio Bruni Tedeschi

Headquarters [Worli, Mumbai](#), India

Key people [Harsh](#) [Goenka](#) (Chairman) Anant Goenka (MD)

Revenue ₹63,302.5
▲
million (US\$890 million) (FY 2017–18) [\[1\]](#)

Net income ₹2,787.2
▲
million (US\$39 million) (FY 2017–18) [\[1\]](#)

<u>Total equity</u>	▲ ₹404.5 million (US\$5.7 million) (FY2017–18), ^{[2][3]}
Number of employees	~8,000
<u>Parent</u>	<u>RPG Group</u>
Website	<u>ceat.com</u>

Management Structure:

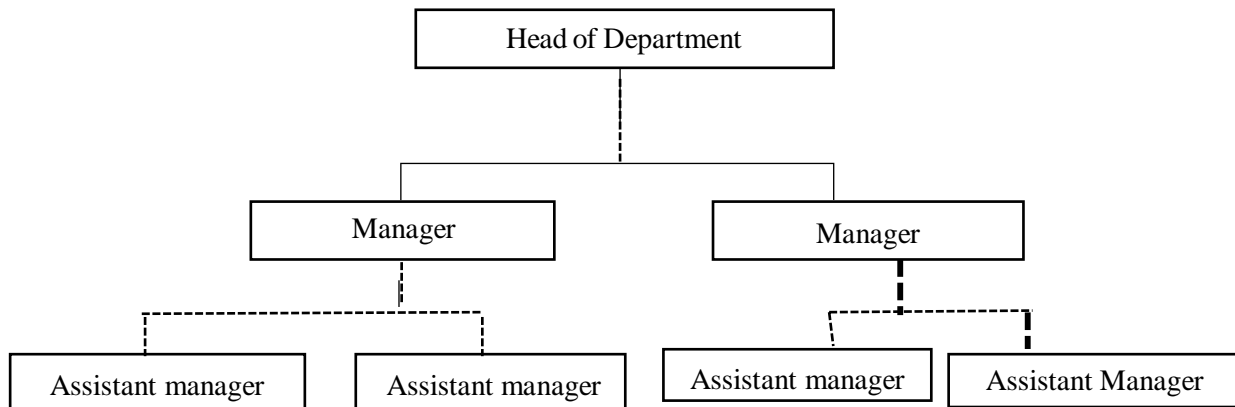


Figure: Management Structure

Committee of the Board directors			
Name	Position	Name	Position
1. Mr. H.V. Goenka	Chairman	2. Mr. Anant Goenka	Managing Director
3. Mr. Arnab Banerjee	Chief Operating Officer	4. Mr. Atul C. Choksey	Independent Director
5. Mr. Haigreve Khaitan	Independent Director	6. Mr. Mahesh S. Gupta	Independent Director
7. Mr. Paras K. Chowdhary	Independent Director	8. Mr. Pierre E. Cohade	Non-executive Director
9. Ms. Punita Lal	Independent Director	10. Mr. Ranjit V. Pandit	Independent Director
11. Mr. Vinay Bansal	Independent Director		

Achievements:

CEAT wins Gold at the **EFFIE Awards** 2011 for Be Idiotsafe Campaign. From a 2-wheeler tyre to a Car Tyre to a Giant OTR Tyre, **CEAT** makes the entire Range of Tyres. **CEAT** has adopted a village "Tirad Seth", near Nasik as part of its CSR activities. **Achievements** for us are like milestones.

Awards & Latest Development:

Awards: **CEAT** is a proud recipient of the Deming Prize. This is one of the highest awards in the world that celebrates organisations which have made landmark achievements in TQM (Total Quality Management) and implemented it successfully.

1. Awarded as the Best Investor Relations Team for the second year in a row by IRMagazine and Forum
2. Awarded for Best Risk Management Framework and Systems in Auto Ancillary segment from CNBC-TV18
3. Won prestigious CII Award for the Most Innovative Business Practice in Customer Experience for e-Claim
4. Top Export Award by All India Rubber Industries Association for Excellence in Export for FY 2018-19
5. Awarded Gold in Best Use of AI/ML category and Silver in Best Use of Technology

category at the ET DigiPlus Awards

6. Awarded for Best Innovation in Employee Engagement and Best Use of Technology and Employee Engagement at Employee Engagement Summit and Awards 2020
7. Recognised amongst the top 30 manufacturing workplaces in India by Great Place to Work® institute
8. Bagged Campaign India Digital Crest Award 2019 for Leveraging BlockchainTechnology to Reduce Ad Fraud.

Latest developments:

CEAT is working on capacity expansion for a 2-Wheeler **tyre** plant in Nagpur, Commercial Vehicle Radial **tyre** plant in Halol, Passenger Vehicle **tyre** plant in Chennai and Off- Highway **tyre** plant in Ambernath. CEATs key future strategic drivers include 2-Wheeler, Passenger Vehicles and Off-Highway **tyre** segments.

Products and services:

Tyres		
Car Tyres	Bike Tyres	Scooter Tyres
Maruti Alto Tyre	Puncture Safe Tyre	Honda Activa Tyre
Maruti Alto K10 Tyre	Hero Splendor Tyre	Suzuki Access Tyre
Maruti Swift Tyre	Hero Passion Tyre	TVS Jupiter Tyre
Maruti Swift Dzire Tyre	Honda Shine Tyre	Hero EZ Tyre
Maruti Wagon R Tyre	Honda Dream Tyre	Hero Pleasure Tyre
Hyundai I10 Tyre	Honda Unicorn Tyre	Honda Dio Tyre
Hyundai Grand I10 Tyre	TVS Apache Tyre	TVS Wego Tyre
Tata Indica Tyre	Yamaha FZ Tyre	Honda Aviator Tyre
Hyundai Eon Tyre	Royal Enfield Tyre	Yamaha Ray Tyre
Honda City Tyre	Bajaj CT 100/110 Tyre	Hero Destini Tyre
Toyota Innova Tyre	Bajaj Platina Tyre	Hero Maestro Edge Tyre
Toyota Innova Crysta Tyre	Bajaj KTM 250 Tyre	Yamaha Alpha Tyre
Maruti Ertiga Tyre	Bajaj Pulsar Tyre	Mahindra Duro Tyre
Hyundai I20 Tyre	Bajaj KTM 200 Tyre	Yamaha Fascino Tyre
	Bajaj Dominar Tyre	

Performance and Market Share:

Particulars	31-Dec-20 Unaudited	30-Sep-20 Unaudited	31-Dec-19 Unaudited	31-Dec20 Unaudited	31-Dec-19 Unaudited	31-Mar-20 Audited
Revenue from Operations	2,21,248	1,96,513	1,75,039	5,29,376	5,18,333	6,74,786
Profit/(loss) before tax	19,509	16,644	7,748	32,954	23,287	29,237
Profit/(loss) for the period	12,755	17,015	4,778	27,180	17,449	22,461

Swot Analysis:

Strengths	Weaknesses
<ul style="list-style-type: none">• Strong distribution network• Strong R&D team / Best in Class Products• Strong OEM presence in 2-Wheeler• Strong brand association with safety• Culture of collaboration and transparency• New capacities to capture growth• Process excellence – high level adoption of Total Quality Management	<ul style="list-style-type: none">• Cost structure• Low OEM share of business in TBR segment and premium PC segment
Opportunity	Threats
<ul style="list-style-type: none">• India growth in rural and semi urban markets• Emerging Digital Business Models• Changing mobility landscape• Global supply chain shift from China	<ul style="list-style-type: none">• Demand disruption due to global pandemic• Competitive intensity in 2-Wheeler• Commodity price fluctuations• Margin squeeze due to oversupply• Currency fluctuation and non-tariff barriers destabilizing international business CEAT

REVIEW OF LITERATURE

According to Groove Management Blog leadership needs to be more visible in tough times than at any other time. If organizations want their employees be engaged, then leaders should take responsibility and motivate them to achieve your future promise. Effective communication plan influences the employees to engage in their work and accomplish their objectives in difficult times. According to the blog, employee engagement is so critical in difficult times and only leadership can do wonders through employee engagement via an effective communication plan. Personnel wants to get their message through multiple channels, and the best practice is to release the information via multimedia. Deal, Stawiski, and Gentry revealed that during the tough time, additional benefit packages and fair and comparable pay structures should be given to their employees to keep them engaged and motivated. Organizations also provide employees all the tools and resources so that they can accomplish their job effectively. To keep engagement high among employees, managers should provide effective feedback and direction to their subordinates from time to time.

Masson suggested that leaders should effectively communicate to employees toward their career growth, so that employees trust that development processes are fair and equitable. Supervisors should be transparent and to help employees identify their developmental needs and also enhance their skills during tough times. DVV media HR group limited (2018) article states some actionable tips for employee engagement during tough times. The most important is strengthening employee engagement. Others tips are: leaders have the responsibility for being role models during tough times, integrate employee feedback into your company culture, communicate clearly and consistently, support your managers, and keep motivation high with rewards and recognition.

Jones and Kober (2019) explained some strategies related to how to achieve superior employee engagement in difficult times and higher business results. These strategies are:

Matkin (2016) mentioned that vision should be clear and concise and should be properly communicated to the employees, so they can get direction during tough times. In an organization, there should be open-door policies; this kind of platform gives employees a voice. Organizations should be fully transparent with their employees; this kind of transparency builds trust among the employees toward the organization during difficult times. Article published in *Nature* (Fan et al., 2020) stated five tips to help support employees working from home. These are:

1. Create a healthy workspace—encourage workers to create a healthy workspace at home. Encourage employees to work ergonomically from home as best they can and review their work-at-home setup.
2. Maintain a routine—encourage employees to stick to a routine and to maintain boundaries between their “work” time and “home” time.
3. Do not forget to be social—communication with colleagues is a great stress reliever. An organization should set up a session for fun activities that would normally take place in the office.
4. Encourage well-being practices—organizations should care about their employee's well-being; it can help reduce absenteeism, boost engagement, and performance.
5. Invest in technology—communication tools such as instant messaging and video and voice calling platforms can help to keep teams connected. It is important to invest in a recognition platform that allows employees to send and receive recognition.

Employee engagement practices during the COVID-19 lockdown

As organizations develop various engagement practices to implement full-time remote work policies due to COVID-19, here are some practices to keep your employees engaged in their jobs work-from-home regime.

According to Sarkar (2020), in employee engagement, new dimension included by the organizations is family engagement, to keep employees' kids engaged for a few hours while their parents work from home during COVID-19 lockdown. Organizations that are doing these practices are Genpact, Accenture, Deloitte, AMD, and Hinduja Global Solutions.

Talukar (2020) article suggested five tips for practicing employee engagement during the COVID-19 pandemic. These are: build a much stronger communication regime with your remote teams, do not forget to cheer them up with instant appreciation, loosen up and ensure flexibility, create a virtual community with all your employees, and host online team building activities.

Goswami (2020) article is about engaging downtime employees during the lockdown period. Manufacturing companies, like CEAT, SAR, and Aditya Birla are elevating the downtime of employees. Through learning and development, companies keep the workforce engaged during the lockdown. Some companies provide TED Talks, webinars with industry experts, books, e-learning, and self-developed contents to their employees. Some companies also motivate their employees during the pandemic time and try to assuage their fears to ensure they stay positive. CEAT hired fitness trainers to keep the downtime employees and their families motivated through podcasts and live calls. Dutta (2020) article explains about the digital learning programs to upgrade the skills of employees during the lockdown. By developing learning

opportunities, providing various resources for incessant professional growth, and keeping employees engaged during this tough period, organizations can empower digital personnel ready for the future.

Singh (2020) mentioned that organizations must focus on employee engagement during COVID-19 outbreak. According to the article, when employees have significant work and organizations continuously provide growth opportunities to them, then they feel motivated and committed toward their organization. Engaging remote employees generate a culture of openness in which employees can get new ideas. Engagement programs raise employees' inquisitiveness and help in bringing out the inventive and creative side of the workforce. So, it becomes necessary for companies to take effective employee engagement measures during tough times.

Goyal, Trivedi, Nandwani, Changulani, and Lokhandwala (2020) suggested and explained various ways to increase employee engagement during the lockdown. These are: conduct weekly alignment session, team meet-ups, entire team gathers over video conference for lunch, short online game session, virtual challenges and competitions, 5 min of informal talk, shared content such as TED Talks, books, online courses, brainstorming focus, aha, apology and appreciation session, communication exercise, ditch a task, map of alignment, and emphasize results over timelines.

Singh (2020) discussed the various issues of employees they are facing during this tough time. This article suggested that businesses must understand the stress levels of personnel during this difficult time; there should be an open environment and proper communication channels where personnel can come forward to discuss the issues they are dealing with. Most of the businesses are organizing contests, challenges, and hackathons for their workforces. Companies are

regularly examining the well-being of employees and offering solutions that support a healthy work–life balance. During this time, companies focus on the learning and development of their employees. Most of the organizations are introducing webinars and live sessions for new-skill training to online counseling sessions helping employees to stay safe and healthy at home. Anand (2020) revealed that lockdown has caused huge disruption in the world as billions of people are self-isolating in homes. This article suggested four tips for better employee engagement during the lockdown. Build solid communication channels like messaging platforms, video conferencing, and email. Appreciation, recognition, and acknowledgment of employees are necessary during this tough time. Employees will need to take time off to make meals, play with their kids, and perform household chores, so keep things flexible. Businesses should plan meetings in the virtual world with their employees.

Nair (2020) explored that many employee engagement programs are run by Capgemini during this difficult time. Capgemini introduces structured employee engagement programs like constant communication with employees through video messages from the company's leadership, creating and maintaining social networks in virtual communities, creating a sense of belonging, arranged counseling service for employees, conducting webinars dealing with anxiety and stress, sharing best practices of maintaining health and hygiene and also provide guidance for exercise and Meditation.

Bhardwaj (2020) discussed the steps taken by Cars24 to ensure maximum employee engagement and raise a sense of belongingness with the company. Various activities are conducted by the Cars24 including challenges like sharing a picture with your pet, a selfie with the family, fun awards, and “Know Your Leaders” where the employees were quizzed about their general knowledge of the leaders, mental fitness and meditations online classes, a hidden

talent show, virtual karaoke challenge, a virtual campfire challenge, fostering team spirit, video calls, and various online group challenges to boost employee morale and engagement.

CONCLUSION

Engaging employees has become very essential in today's pandemic situation due to COVID-19. Thinking of seizing the top position devoid of the support of your employees would surely be a dream in this current situation of lockdown. Organizations know very well that engaged employees are the key to success in this tough time. That is why businesses must look forward to keeping their employees satisfied and motivated through the engagement of employees during pandemic circumstances. Under the current situation, establishing employee engagement measures with the help of technology is essential for the growth of the organizations. Many companies nowadays are developing numerous employee engagement practices like virtual team meet-ups, virtual learning and development, conducting weekly alignment online session, webinars with industry experts, and also webinars for anxiety and stress, online team building activities, online family engagement practices, brainstorming, apology, and appreciation online session, shared content such as TED Talks, online books, online courses, live sessions for new-skill training, online communication exercise, online sharing best practices of maintaining health and hygiene, digital classrooms training modules, e-learning modules, online guidance for exercise and meditation, online recognition and acknowledgment of employees, online employee feedback, short online game session, virtual challenges and competitions, 5 minutes of informal talk, entire team gathers over video conference for lunch, online counseling sessions, and social interactions in the virtual office.

PROBLEM DEFINITION

1. High cost of material
2. High competition
3. Changing customer need

NEED OF THE STUDY

1. Job satisfaction level of the employees affect the performance efficiency.
2. Implementing the best policies for Job satisfaction helps to increase the overall organizational performance.
3. It also helps to identify the available talents in a concern and accordingly training programs can be chalked out to develop those talents.

OBJECTIVES OF THE STUDY

1. To study the effect of covid-19 on jobsatisfaction.
2. To understand 'how to recover growth of organization and also maintain employee motivation during critical situations.
3. To identify the problem so occurring in jobsatisfaction during Covid-19.
4. To suggest the area of improvement.
5. To understand the effects of the Lockdown on the employee satisfaction
6. To understand the effects of the Lockdown on the overall productivity of the company

SCOPE OF THE STUDY

- Proactive attitude of people towards their job, good communication system & individual objectives.
- Impact on company policies working conditions & on the job satisfaction of the employees.
- Problem face by employees in the company were easily resolved.

HYPOTHESIS

A research hypothesis is a specific, clear, and testable proposition or predictive statement about the possible outcome of a scientific research study based on particular property of a population, such as presumed differences between groups on a particular variable or relationships between variables.

There are basically two types of hypotheses namely

Null hypothesis (H_0)

Alternative hypothesis (H_a)

A null hypothesis refers a hypothesis that states that there is no relationship between two population parameters. The alternative hypothesis is a position that states something is happening, and new theory is preferred instead of an old one. It is usually consistent with the research hypothesis because it is constructed from literature review, previous studies, etc.

Testing of Hypothesis:

1. To understand the effects of the Lockdown on the employee satisfaction.
2. To understand the effects of the Lockdown on the overall productivity of the company.

H1: There is a negative effect of the Lockdown situation on the productivity of the company.

H2: There is a negative effect of the Lockdown situation on the employee satisfaction

RESEARCH METHODOLOGY

Descriptive statistics are used to describe the basic features of data in a study. They provide simple summarise about the sample and the measures. Together with simple graphics analysis, they form the basis of virtually every quantitative analysis of data. Descriptive statistics help us to simplify large amounts of data in a sensible way. Each descriptive statistic reduces lots of data into a simpler summary.

Sampling Plan: The sample size taken for the study-50 Tools for Data Collection and Analysis of Data

Data collection is defined as the procedure of collecting, measuring and analyzing accurate insights for researching standard validated techniques. Are searcher can evaluate their hypothesis on the basis of collected data. In most cases, data collection is the primary and most important step for research, irrespective of the field of research. The approach of data collection is different for different fields of study, depending on the required information.

Methods of collection of data:

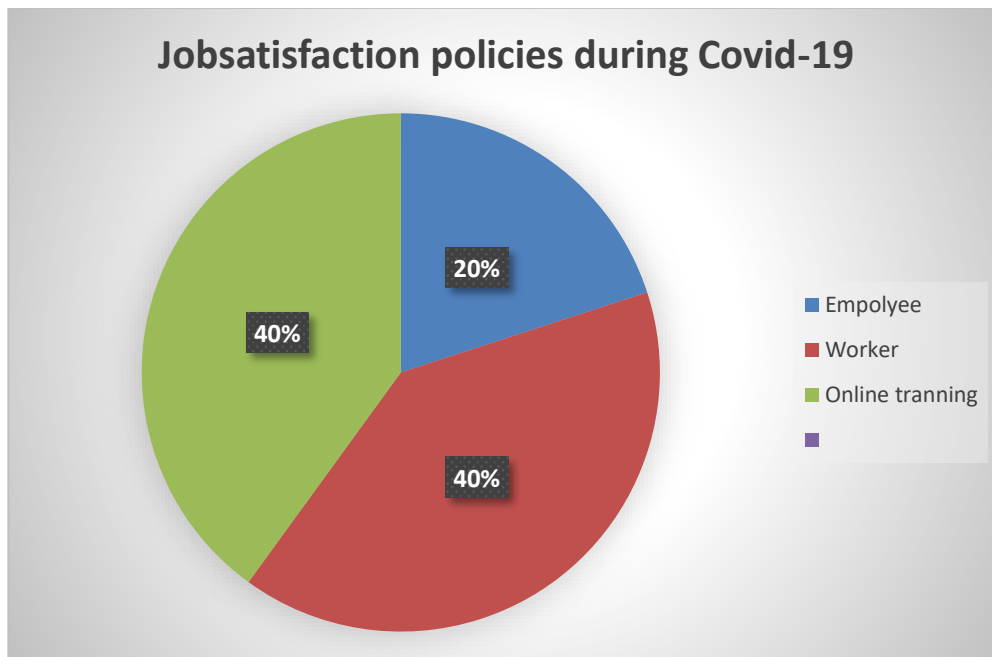
Primary Data: Primary data is a type of data that is collected by researchers directly from main sources through interviews, surveys, experiments, etc.

Secondary Data: Secondary data is the data that have been already collected by and readily available from other sources.

DATA ANALYSIS & INTERPRETATION

1) Jobsatisfaction policies during Covid-19.

Person	Percentage
Empolyee	20
Worker	40
Online tranning	40



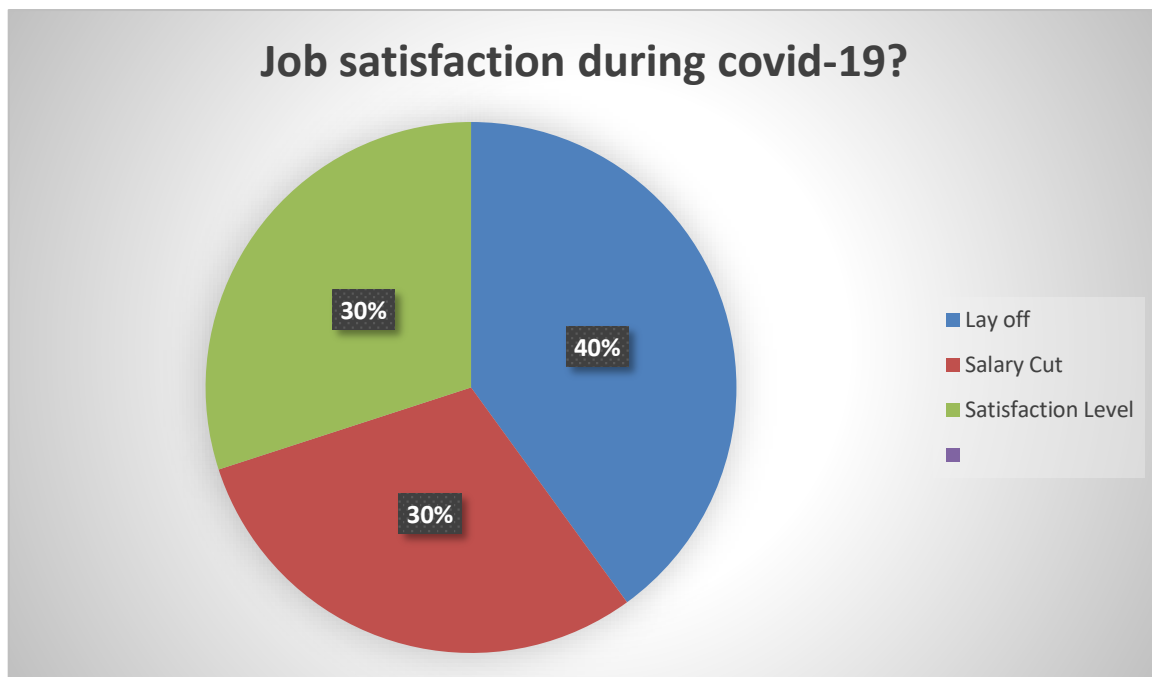
Jobsatisfaction changes with the critical situation, they are trying to back on route with new policies.

Interpretation:

From above piechart we concluded that maximum 40% follow work from home policies whereas minimum 20% employee follow online training.

2) Job satisfaction during covid-19?

	Percentage (%)
Lay off	40
Salary Cut	30
Satisfaction Level	30

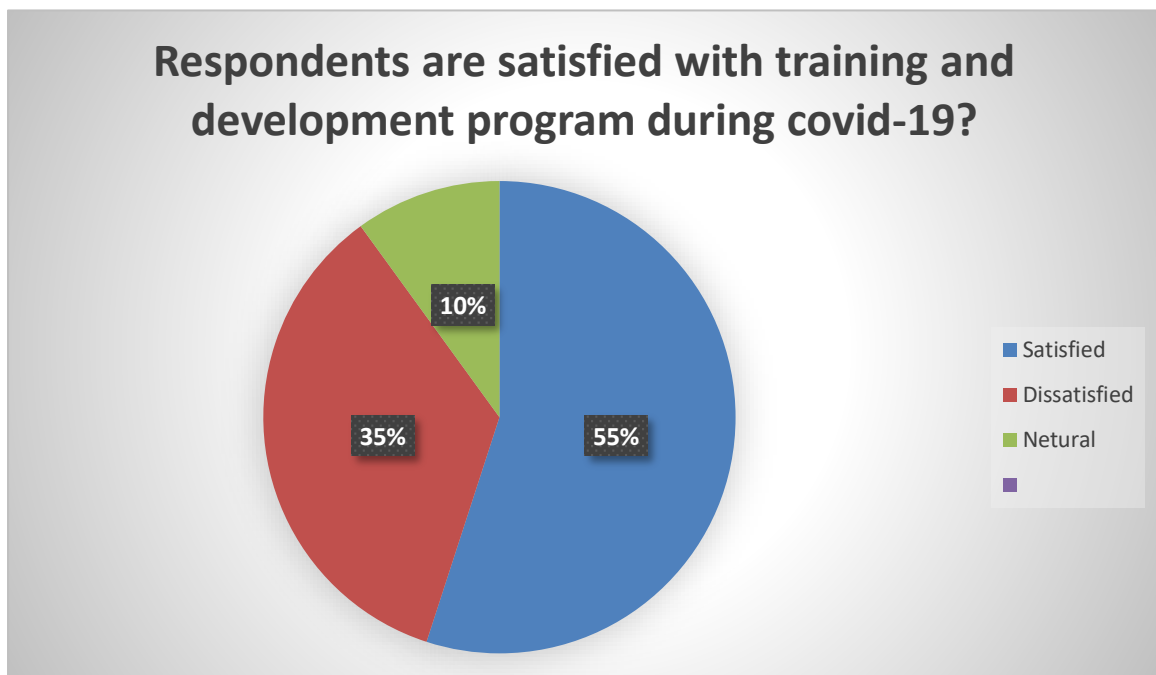


Interpretation:

From above piechart we concluded that maximum 40% satisfied with lay of whereas minimum 30% is with salary cut and satisfaction.

3) .Respondents are satisfied with training and development program during covid-19?

	Percentage (%)
Satisfied	55
Dissatisfied	35
Netural	10

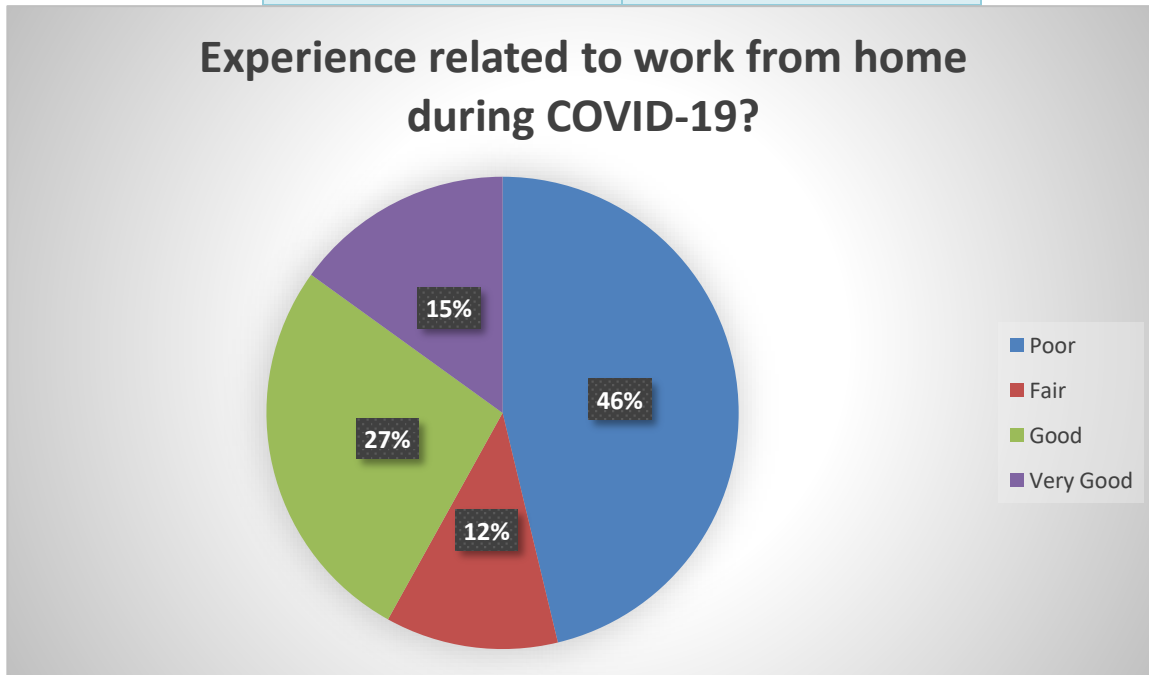


Interpretation:

According to piechart 55% of the respondents are satisfied with the training and development program, 35% are dissatisfied and 10% is neutral.

4) Experience related to work from home during COVID-19?

	Percentage (%)
Poor	43
Fair	11
Good	25
Very Good	14
Excellent	7

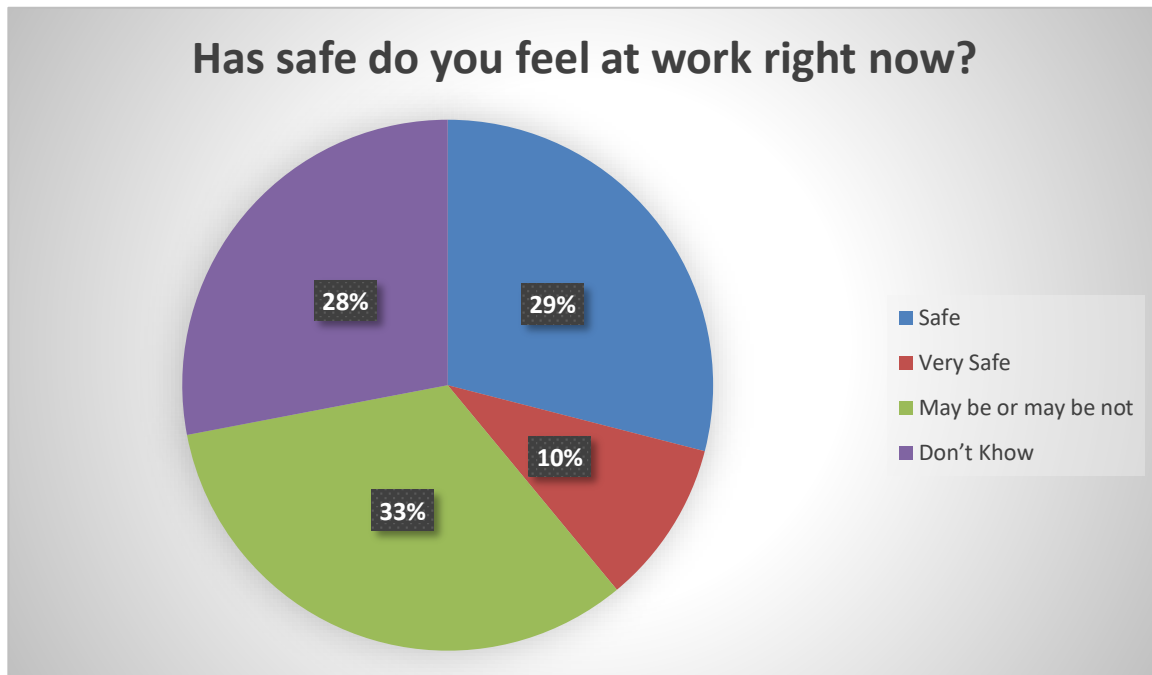


Interpretation: -

In times of crisis like current one, I have concluded that from the above pie chart most of the employees 43% employees poor experience do work from home during COVID situation and 11% employees are responses are fair. 25% of employees had a good experience to work fromhome. 14% are very good and 7% employees had an Excellent experience to work from homeduring COVID-19.

5) **Has safe do you feel at work right now?**

Percentage (%)	
Safe	29
Very Safe	10
May be or may be not	33
Don't Khow	28
Very Safe	29

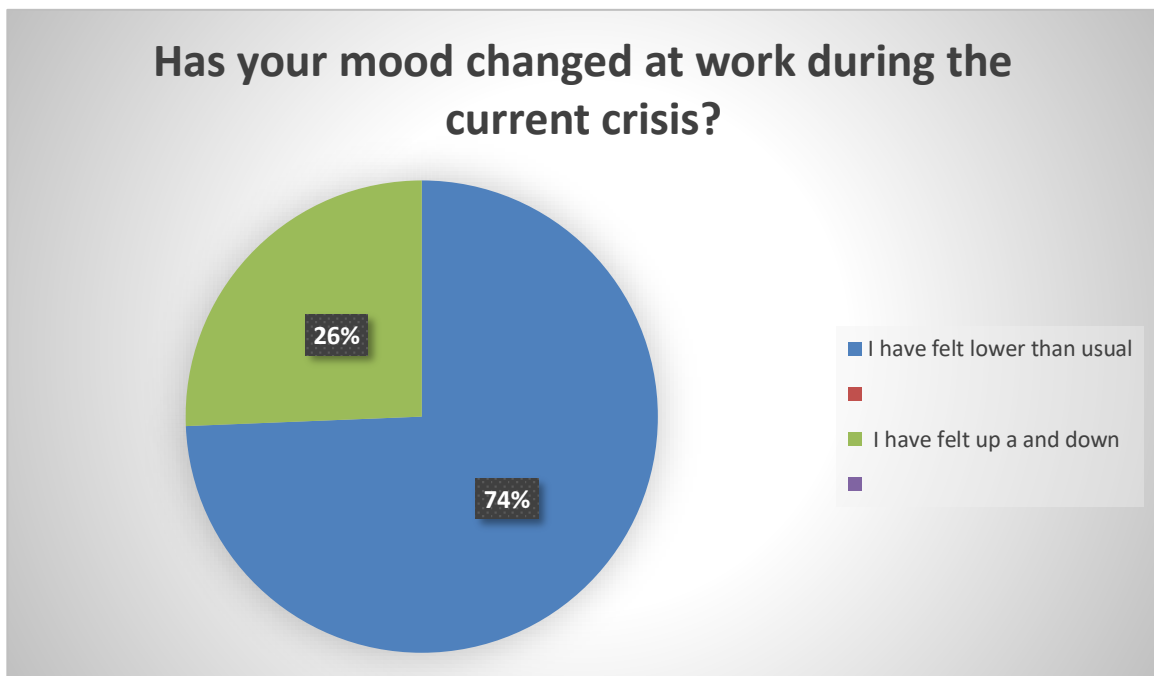


Interpretation: -

This chart show that 22% employee are safe to do their job during covid-19 crisis. Only 7% employees are very safe at the time of their work. And 25% people say may be or may not be safe of working their work, 21% employees don't know his safe or not on their job. 25% employees are very unsafe at the time of their work.

6) Has your mood changed at work during the current crisis?

	Percentage (%)
I have felt lower than usual	29
I have felt up a and down	10
I have felt about the same	33
I have felt more positive than usual	28

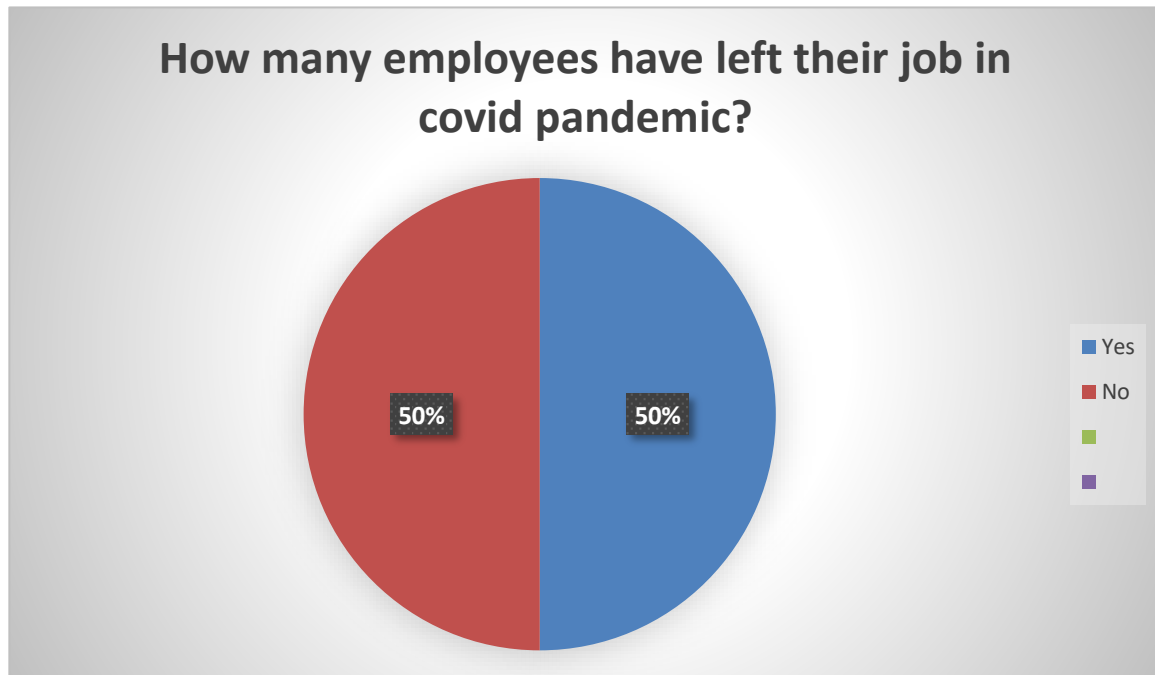


Interpretation: -

In the above diagram employees change their mood at work during the current crises. 14% employees says that I have felt lower than usual and 29% I have felt up and down and 32% I have felt about the same and 25 % I have felt more positive than usual.

7) How many employees have left their job in covid pandemic?

Percentage (%)	
Yes	50
No	50

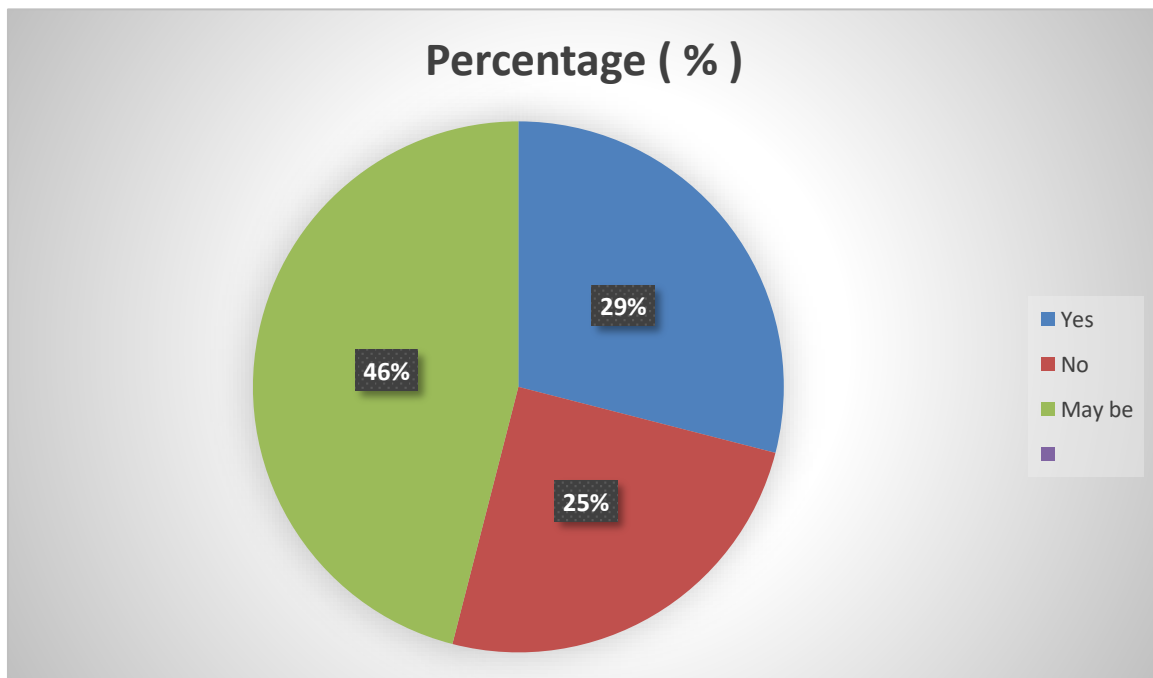


Interpretation: -

From the above pie chart shows that 50% employees lost his job during COVID-19 and 50% employees are not.

8) Do you have more pressure to work during COVID-19?

	Percentage (%)
Yes	29
No	25
May be	46

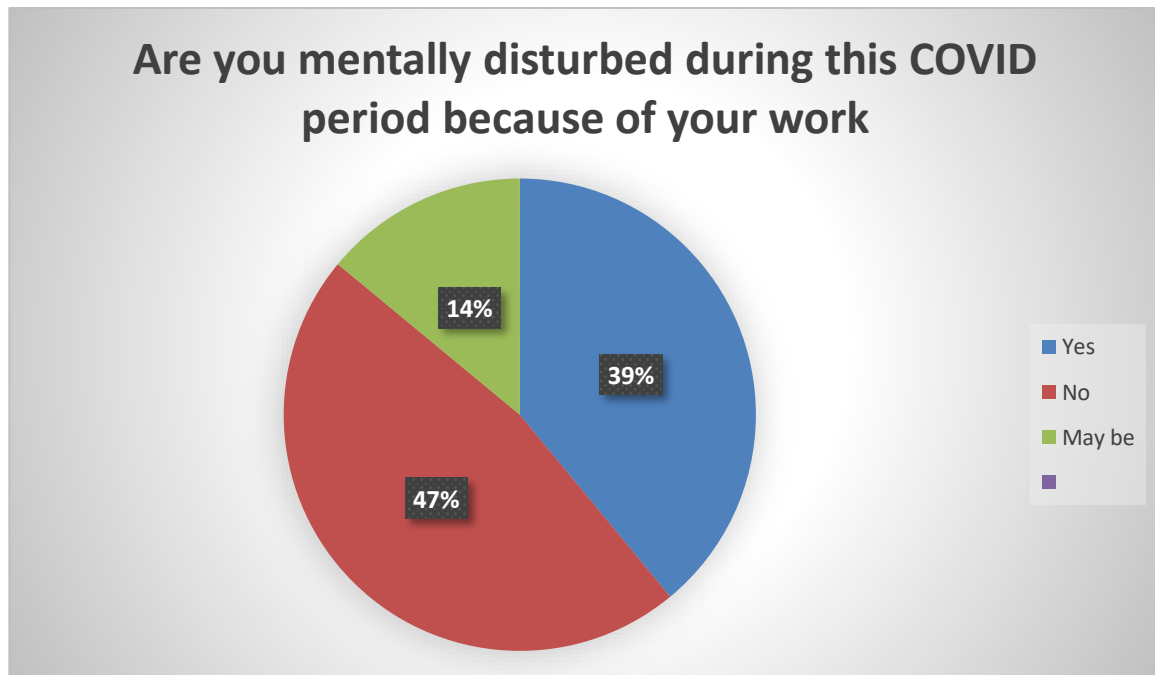


Interpretation: -

In a covid-19 crisis employees were working under a lot of pressure during their work. 29% of employees work under more pressure and 25 are not. 46% employees says may be.

9) Are you mentally disturbed during this COVID period because of your work overload or pressure?

	Percentage (%)
Yes	39
No	47
May be	14

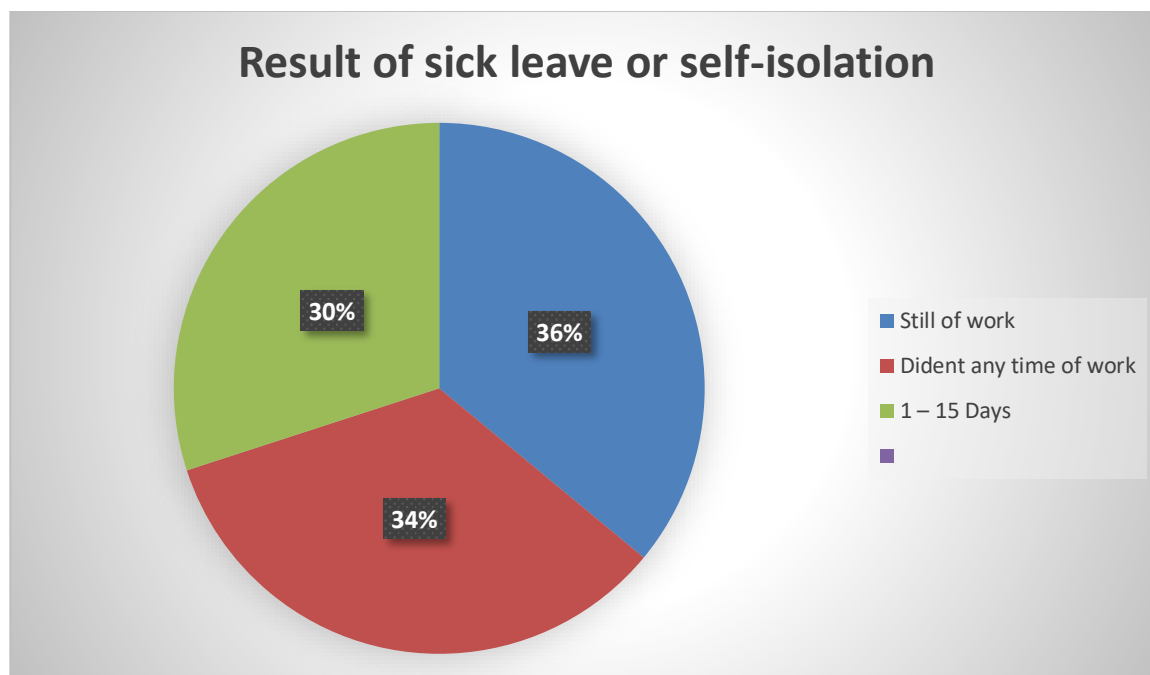


Interpretation: -

From the given pie chart 39% of employees are mentally disturbed during this COVID-19 crisis because of overload or pressured, and 47% employee's say's no work load during COVID-19 on the above chart. 14% employees May be mentally disturbed during this COVID period because of work overload or pressure from above pie chart.

10) How many days of work did you miss a result of sick leave or self-isolation?

	Percentage (%)
Still of work	36
Dident any time of work	34
1 – 15 Days	30

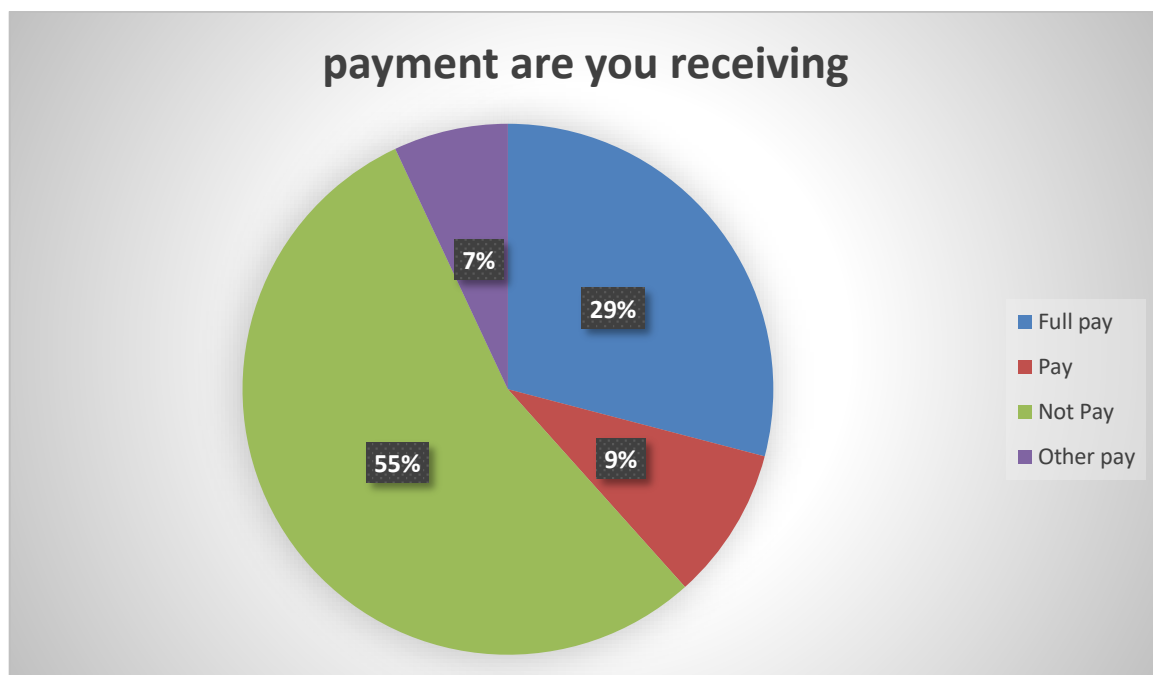


Interpretation: -

From the above diagram 36% of employees still off their work due to sick leave or self-isolation in covid-19 pandemic. 34% of employees didn't any time off and remaining of employees work in covid-19 pandemic situation 1 to 15 days.

11) What payment are you receiving?

	Percentage (%)
Full pay	25
Pay	8
Not Pay	47
Other pay	6
Don't know	14



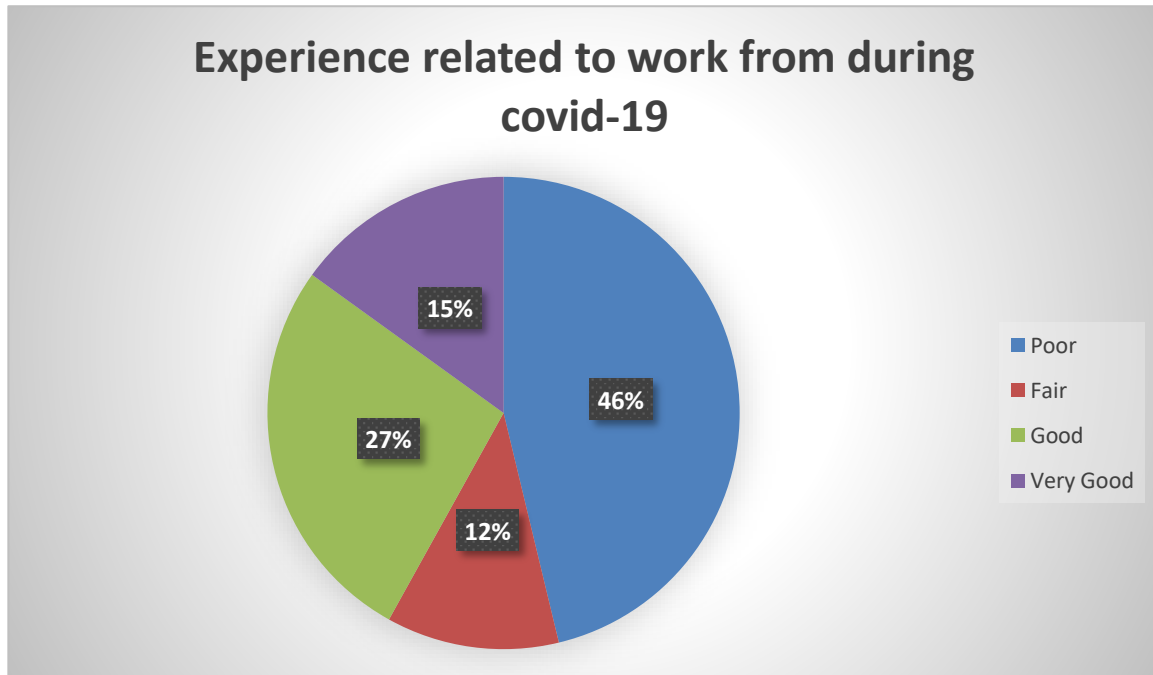
Interpretation: -

In a covid-19 pandemic all work can stop, unemployment also increased due to covid-19 crisis. Who are work in covid-19 situation what are payment are employees received given in above pie chart. 47% worker are not received payment of his work. Only 25% employees can received full payment of his work and 7% of worker received 8% pay of his full salary. 6 % employeereceived other pay. And relevant 14% employees work on the basis of don't pay because thoseare save his job.

12)

Experience related to work from home during COVID-19?

	Percentage (%)
Poor	43
Fair	11
Good	25
Very Good	14
Excellent	7



Interpretation: -

In times of crisis like current one, I have concluded that from the above pie chart most of the employees 43% employees poor experience do work from home during COVID situation and 11% employees are responses are fair. 25% of employees had a good experience to work from home. 14% are very good and 7% employees had an Excellent experience to work from home during COVID-19.

FINDINGS CONCLUSION AND SUGGESTION

FINDINGS OF THE STUDY

This chapter covers findings of the study based on analysis and interpretation of data. It includes sample summary and findings based on objectives. It discusses conclusions of the study, suggestions and areas for further research.

Sample Summary

- 30 percent of the respondents were from larger companies.
- 20 percent of the respondents were from medium companies.
- 40 percent of the respondents were from smaller companies.
- 46 percent of the respondents were from the age group of 20–35.
- 35 percent of the respondents had work experience between 0–5 years.

Objective1: To study the effect of covid-19 on Jobsatisfaction.

- Smaller companies are facing difficult situations because of their wrong HR policies, unsatisfied employees, layoff, unskilled employees, etc.
- Growth of organization is too much difficult during lockdown period because, employees are not allowed to working organization at the level of 100 percent.
- Every organization changes their Jobsatisfaction and working on growth of organization also searching for technologies.
- For Jobsatisfaction to have an impact they need to be aligned to the organizations strategy as a result, impact of Jobsatisfaction on firm performance had emerge as a dominate research issue in the HR field.

Objective2: To understand' how to recover growth of organization and also maintain employee motivation during critical situations.

- The findings of study show that employee satisfaction and motivation play most important role in the organisation. Needs of employees changes with changing environment of day-to- day life. During this time, employee need safety first and motivation to do work. At this time, HRM should motivate employees for better future, and stay strong for facing this difficult situation. This step will make strong bond of trust which is important for organizational growth.
- Online training is good in pandemic because skills of employees is directly proportional tothe growth of organization, new technologies, new strategies for future etc. helps inorganization but in only larger companies Jobsatisfaction changed with current situation and smaller companies are not understand the importance of trainings they are facing too muchproblem in their organizations.
- Feedback from employees related to their needs and satisfaction of employees which problems come during work, in which area need more safety or need improvement, etc. This will be contributed in satisfaction level of employees.

CONCLUSION OF THE STUDY

To conclude say that employees job satisfaction is very important part of organization. Most of the employee are satisfied with the working conditions . employees satisfied with the training and development program during covid-19 which help the employees to improve working skills and help them to achieve organization goal

Improving employee job satisfaction brings along additional benefits such as a direct impact on increase customers' satisfaction and employees' work performance .

SUGGESTION OF THE STUDY

Based on the findings of the study, the following suggestions are made : -

- Organizations need to compare the difference in perceptions of skilled and unskilled employees with respect to then Job satisfaction which can lead to productive discussions where expectations are set and shared and the roles are clarified and communicated.
- HR professionals need to constantly identify the learning capabilities that are required for success and design Jobsatisfaction to create the needed capabilities.
- HR professionals need to create organizations that can respond much faster than their competitors. They need to focus on critical capabilities necessary to bridge the gap between strategy an implementation.
- HR managers should take the lead in creating best practices incompetence, compensation, culture change, work process and leadership. Generating possible alternatives in these areas is the responsibility of HR professionals.

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ANNEXURE
QUESTIONNAIRE

QUESTIONS:

1. Jobsatisfaction policies during Covid-19.

- **Employee 0%**
- **Work from home**
- **Online training**

2. Job satisfaction during covid-19

- **Lay off**
- **Salary cut**
- **Satisfaction level is low**

3. Respondents are satisfied with training and development program during covid-19?

- **Satisfied**
- **Dissatisfied**
- **Neutral**

4. Experience related to work from home during COVID-19?

- **Poor**
- **Faire**
- **Good**
- **Very good**
- **Excellent**

5. Has safe do you feel at work right now?

- **Safe**
- **very safe**
- **may be or not be**
- **don't know**
- **very unsafe**

6. Has your mood changed at work during the current crisis?

- **I have felt lower than usual**
- **I have felt up a and down**
- **I have felt about the same**
- **I have felt more positive than usual**

7. How many employees have left their job in covid pandemic?

- **50% yes**
- **50% No**

8. Do you have more pressure to work during COVID-19?

- **Maybe**
- **Yes**
- **No**

9. Do you have more pressure to work during COVID-19?

- Yes**
- No**
- May be**

10. Are you mentally disturbed during this COVID period because of your workoverload or pressure?

- Yes**

- No**
- May be**

11. How many days of work did you miss a result of sick leave or self-isolation?

- Still of work**
- Did nt any time of work**
- 1 to 15 days**

12. What payment are you receiving?

- Full pay**
- 80% pay**
- No pay**
- Other pay**
- Don't know**

13. Experience related to work from home during COVID-19?

- Poor**
- fair**
- good**
- verygood**
- excellent**