CHAPTER - 6
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SUMMARY OF FINDINGS

After analyzing the data collected through structured questionnaire and interviews the researcher has draw following summary of findings:

6.1. As a result of Globalization, International automobile manufactures have entered in the Indian market. “Less price-better quality” is the current choice of customers. Market is changed from sellers market to buyers market. Competition has increased a lot, so the number of dealership. Pune city is having near about 30 automobile dealers with more than 50 outlets. Due to high competition, dealership has to run their business as per international standards and maintain the international quality as well as parent companies norms to sustain in the industry. In this scenario return on investment (ROI) is very low in the initial period and dealerships require huge sustaining power. Visionary management style of working, proper Finance budgeting, Sales product-mix, Inventory control and structured HR practices and policies are the key factors behind the success of any dealership.

6.2. Due to decrease in price of cars and increased rate of salary, easy availability of finance customer’s purchasing power have been increased. Banks have also come forward to lend money for car loan. In the recent past, there are considerable additions in number of dealerships business and their network. In Pune and Pimpri-Chinchwad area dealership has been changed into modern & state of the art showrooms and workshops facilities as per international standards.
6.3. The style of implementing HR practices and policies do not differ much from dealership to dealership and are more or less the same. Human Resource Management planning can be described as the right number of employees with the right level of talent and skills in the right jobs at the right time performing the right activities to achieve the right objectives to fulfill the corporate vision. As it directly affects to growth, development and profitability of dealership, man management has always given top priority in selected dealership.

6.4. Human resource practices and policies at automobile dealerships are moving closer to business and in the phase of going away from employees. Some times it participates in the strategies and actions that further the needs of business much better than it is able to understand the real and unstated needs of today's employees. The practices and policies quickly recognize and understand the new economic drivers that impact its work, but it has been unable to fully comprehend the new and emerging sociological and psychological drivers impacting employees and their attitudes. This lack of understanding and genuine empathy for people has distanced human resource practices and policies from the employees of automobile dealerships that it actually supposed to serve.

6.5. At selected dealership manpower planning is done at the range of 1-3 years. It is essential to estimate the years of range before we can start of with manpower recruitment. This should be in accordance to the company vision. This is a pre-requisite for planning for the future. For this, business plans and objectives must be expressed in meaningful Human Resource terms. This also allows the company to develop short term and long term plans to cope with sudden changes in the environment and to anticipate future changes.
6.6. Screening & checking background of candidates is essential before selection to ensure that the right person is assigned to right job. Checking references helps to collect the past history of the candidate, which once obtained, will help to proceed with selection procedure. Similarly employment test also helps in assessing the candidates’ caliber and his aptitude. Finally all the 30 dealerships say yes to conducting interview before selecting employees, this enables the organization to find out how good the candidate is in communication and technical skills.

6.7. During the course of research studies it has been noted that all personal data of each and every employee is well maintained in all selected dealership. Also data related to personal, professional, social, and general status of the employee is updated also as and when required. When discussed with officials about this concluded that analysis of this data plays very crucial role in the carrier of respective employee.

6.8. It has been observed that detail induction programme is conducted for management grade employees and hardly 1 to 2 days induction programme is organized in different pattern for other level employees.

6.9. When asked about existence of manpower training and development programme in the dealership, all the 30 dealerships said yes. Moreover technology changes rapidly and employees need to be well acquainted with the latest trend in technology so that they can adapt to changes in job operations and flow of work. All the 30 dealerships informed that they had manpower-training development programme in their dealerships and for training they hired both internal and external faculties and consultants.
6.10. Some dealerships have arranged special, high quality management development programmes with co-ordination with management institutes.

6.11. Performance appraisal form has been introduced in all the dealership for staff and officer grade employees. Self-performance appraisal form has been introduced for management grade employees. For worker grade employees’ parameters like field review, target achievement, productivity etc. has been considered for performance appraisal.

6.12. The feedback of evaluation of last year’s performance is given to all employees. For all categories of employees would be given an opportunity to improve their performance by providing appropriate training, counseling, full guidance and full co-operation of the seniors. Generally quarterly six monthly and yearly review of the performance of the employee has been done in the selected dealerships.

6.13. Career planning programmes are well arranged in most of the dealerships. Star performers are selected for higher grades, new responsibilities and for new project assignments. In reward system, monetary benefits such as cash rewards, special incentives are used as well as non-monetary benefits such as foreign trips, loan for household necessity, company owned vehicles has been provided by most of the selected dealerships.

6.14. As per the set-ups and the law requirement dealerships are registered under Shop and Establishment Act and Factories Act. Extra facilities like safety shoes and equipment, uniforms, cold and pure drinking water, fire fighting equipments and lightings has been provided. Most of the dealerships are providing canteen facility in subsidized cost to their employees. Most of the dealerships providing long term loans for
management grade employees and short term loans of small amounts to other grade employees.

6.15. To strengthen the relationships among the employees and management annual day, sports week, cultural programmes, picnics have been arranged. None of the company is facing the problem like labour unrest, strikes and losing of man-hours because of labour problems. Some dealerships are appointing external consultants for measuring psychological health of the company. From the above consultants total Human Resource plans activities to increase the productivity and to achieve goals have been prepared.


6.17. It has been observed by researcher that no adequate/structured medical facilities are provided to employees. Employees whose salary is less than 10,000 are covered under ESI. But as the ESI scheme is administered by the Central Government; there are too many lacunias, paperwork and difficulties to implement the scheme effectively. Those employees who are getting salary more than 10,000 and out of ESI scheme have no medical cover. Though some of them are covered under mediclaim and personal accident policy, most of the dealers do not have structured policy in case of these employees.

6.18. Researcher observed that at the dealership (work life) span of working at the dealership is low. Very few people retire because of completing age of 58 years. That is why some employers have started longer
service award. Employee receives gratuity amount and Provident Fund amount after retirement.

6.19. Overall level of education in staff grade at dealership is low. At the time of recruitment, even low educational level candidates such as appearing diploma holders, undergraduate's etc. are also recruited considering their previous experience & communication skill etc.

6.20. At most of the dealerships in service department prescribed and recommended qualification is ITI or diploma holder. Technical graduate is (B.E.-Automobile) considered as higher qualification and can be considered for Management Trainee or future Works Manager Post.

6.21. Researcher found overall employee related atmosphere is healthy in all dealerships. At Pune and Pimpri-Chinchwad areas, none of the dealerships is closed or sick because of labour unrest. Employees are not leaving dealership service because of bad management practices. Most of employees left the job for better prospects & opportunity.

6.22. To run the dealership business various licenses has to be obtained from different Government Authorities. Also dealership has to follow various rules and regulation mentioned in the respective Labour laws which is applicable to that dealership.

6.23. During the course of research studies researcher found that percentage of female employees working at dealership is less compared to male employees. But some job profiles are there which is only offered to female employees.
6.24. It has been found that rate of employee turnover is higher in sales department compared to other departments of dealership. Overall 20% to 25 % attrition rate in maintained by most of the dealerships.

6.25. In due course of research it has been noted that the concepts such as 5’s Kaizen,ISO-9000, Total Productivity Management, Key Result Areas (KRA),Key Performance Area (KPA) etc., was playing very important role in changing the working habits, thought process, attitudes, behavior of the employees.

6.26. In fact, the automobile dealership industry is the barometer of the economic and social transformation taking place in the country. It is one of the major sources of employment and is likely to generate employment for thousands of new hands directly and indirectly, in near future.

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