CHAPTER - 7
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SUGGESTIONS & RECOMMENDATIONS

In the light of findings in the previous chapter the researcher has made following suggestions to improve the human resource practices and policies in dealership.

7.1 The automobile dealership business in India has been undergoing a rapid transformation over the past few years. The entry of leading automobile MNCs and a slew of model launches expanding the product range and inventory of dealership has increased complexity in the dealership business. The twin forces of increased competition (large number of dealership points as well as emerging alternative channels) and a higher customer expectation is forcing dealerships to look at their business afresh. The old ways of managing dealerships would need to change if dealers are to add value to the HR policies and practices protect their margins. Greater process orientation and innovation in critical HR/business functions is the need of the situation.

7.2 Equal rights, opportunity & importance should be given to each department. Equal rights to all departments will change the attitude & integrity of employees towards organization. In to day’s market condition we can not clearly divide any department into back office or front office of any automobile dealership. It is not viable also to assume low performance or ignore less contribution of any particular department in to business. Each department has contributing by its own ways by different methods, systems and everybody should understand it.

7.3 "Business first" this is only success ‘mantra’ for any dealership situated at Pune and Pimpri-chinchawad area. Whatever policy or practice any
dealership designs, if it is not having capacity of value addition, incapable to act as a change agent, not safeguarding interest of stakeholders and customers, fails to enforce work ethics, values, and culture, not making any direct, indirect impact on dealerships future and business then that policy or practice looses its importance and enforceability. So while designing and implementing any policy and practice the above matter should be taken in to consideration.

7.4 HR manager has to play a very different roll in near future at automobile dealership. He/she should act as couch, designer, or architect of business methods, process, policies and systems. It will only give him/ her in-depth knowledge and understanding of business and give vision while implementing HR policies and practices.

7.5 Only drafting policies and practices is not important. Researcher observed that in some dealerships few policies have remained on paper only. In the ground level interpretation of the policies has been done in different way. The dealer owner has to track and monitor by his/her own set-up machinery whether authorized policies and practices is full implemented in letter and in real spirit.

7.6 Researcher noted that for effective implementation of any policy and practice clear-cut communication and understanding play vital role. Effective communication will ensure common understanding of the policy by all employees, while real understanding of the policy and practice by managers ensure procedural aspect as well as the spirit behind the policy. So researcher strongly recommends for clear cut communication system and Counseling of concerned authorities in this matter.

7.7 "Who is appointed for what purpose" should be well defined and documented properly. Job Profile, Goal, Key result areas of every employee should be defined properly so that there should not be any confusion or overlapping of responsibility/ accountability. Once it is decided it should be followed ruthlessly for achieving the ultimate goal.
7.8 Every dealership should have proper organization Graph which indicates the flow of authority and proper reporting system. Double / dual reporting system should be avoided to avoid confusions, doubts etc. If dealerships follow formal organization hierarchy, then most of the problems can be solved at bottom level.

7.9 More advanced Technology should be used for the process of recruitment like Psychometric test, written test, technical test etc. Some Maruti-Suzuki dealerships is using Aptitude test for sales executive & technical test for service people, which indeed help to retain the employee and proper person recruitment.

7.10 Each & every employee should be focused. Exclusive Induction Program should be implemented to cater the need of new entrant to know the working of organization. On job training is more important than just theoretical knowledge. For example, New Entrant should be given training of automobile vehicles and Process. Some Maruti-Suzuki dealers has started six days induction program which includes not only introduction of all but overall working plus requirement of job. More attention should be given to understand job profile among new recruits before they actually start working.

7.11 Process of performance rating should be more transparent. Already many dealers started implementing the same. KRA should be clearly defined at the time of beginning of financial year and it should be reviewed after every three months. Employee feels motivated if organization recognizes the efforts made by employee. After certain period, employees should be motivated through adequate economic and non-economic rewards on the basis of their performance viz best performer of the month or best employee of the month. It's also important the employees should be well informed and communicated on what basis particular employee has been rewarded to avoid future doubts and confusions.

7.12 Training plays an important role in the development of employee. Training to all departments is essential. Technical training should be provided not only
to Sales & Service staff but also for back office staff to understand the basic style of functions of the dealership as well as to gel with the other departments.

7.13 Importance should be given for best time management. It has been observed those sales and service department's employees have to work late and also on Sunday and holidays. By innovate style of working Management should try utilize the maximum manpower in minimum period. The arrangement such as flexible timings changes in working hours and weekly offs etc were some of the effective measures of proper utilization of available manpower. Completing the quality target is important rather than 8 to 12 hours compulsory office working.

7.14 It has been observed that large overheads are incurred on use of various facilities, electricity, water, and telephone, stationary. For cost reduction, Effective & Efficient Daily office working training should be given to all employee which includes how to take printout, Xerox, fax, proper use of telephone within less period will help to decrease overheads. Ultimately good working habits not only improves the productivity but also there will be considerable changes in the thought process and personal behavior of the employees.

7.15 An attempt should be made to increase interpersonal skills, which include the extent to which managers give support, facilitate constructive interaction and generate enthusiasm for meeting goals and achieving superior performance. Communication (oral or written) is the most important factor in achieving goals, targets etc. in service industry. The employees should improve their communication skills and management should be more transparent in giving the information regarding any policy decision etc. to its employees.

7.16 Management should create environment, in which employees' work together, as a team with a sense of belonging and dedication and this is conducive to high morale, which is necessary for dealership success. The special efforts are to be taken to increase the managerial abilities like being
spontaneous, ability to deal with conflict to experiment, seek close relationship and are dominant.

7.17 More practical Human Resource Management practices and policies should result in increase in productivity. However consistency should be maintained in re-arranging and re-thinking in the above practices and policies. Today’s policy become outdated tomorrow because of change in contest and technology. Flexible HR policies are always result oriented because there is always room for improvement.

7.18 Trainings on various issues exclusive for senior management grade employees or even for dealer owner should be arranged frequently. Training man days should be fixed for per person on per year basis. While finalizing this activity only national level good training institutes can be appointed such as IIM*S, Business schools etc. This will definitely help to increase overall standard and help to give global look to overall dealership business.

7.19 HR personnel working at dealership should more actively involved in business process rather than doing routine functions such as time management, salary administration, disciplinary actions etc. If HR policies and practices are aligned with the business polices then only HR professionals at dealership will play the roll of strategic business partner.

7.20 Medical Benefits or facilities, other than benefits compulsory by labour laws must be provided to the employee. It has been observed that though there are various laws related to providing medical facility to employee, they are not so adequate to cater the need of employee health. So organization should come forward to facilitate by tie up with hospital for better facility.

7.21 It has been observed that facilities provided to ladies staff are not adequate. Rest/change room is not provided to ladies in almost all dealerships. Measures like Clean toilets, adequate security for long working hours, transport facility, health check ups camps, counseling, exclusive ladies trips, get to gathers will make wonders in professional life of female employees.

7.22 It has been observed that most of the dealers are using old packages and computers for managing HR related matters which affect the working and
processing period. Old system increases repair & maintenance cost, wastage of time, slow down the process period & loss of data. Proper analysis of MIS report cannot be done on time. If new machines, softwares and new technology are used, time can be saved and process will become more simple and fast.

7.23 It has been observed that dealership rarely conduct HR Audit. Researcher suggests that HR Audit should be conducted regularly by internal auditor or outside agencies. Modern techniques such as Balanced Score card can be used for this purpose.

7.24 Modern techniques such as Balanced Score Card (BSC), Enterprise Resource Planning (ERP), Web based software’s, Total Quality Management (TQM), 5 ‘S, Kaizen, ISO certification, structured Internal audits, Total Productivity Management, Performance Management System (PMS), General Accounting Practices (GAP) etc. should be focused and implemented more seriously at dealerships, because ultimate goal, development, growth, profitability etc not possible without these concepts in near future.

7.25 Human resource Department should setup and establish welfare fund for employees or HR budget for development or welfare of employees and HR budget should be planned for forth coming year. This will avoid the process of obtaining the approvals form the dealer owners at the time of emergency.

7.26 Standard operating process (SOPs), policy manuals, Quality and process Graphs should be properly documented and maintained to guide the employees. All the practices, methods should be developed in crystal clear-cut manner and it must be transparent also. Too much secrecy will create monopoly of certain employees and it will lead to dependency also. Process should not be personalized but system driven.

7.27 To attract the quality employee, market survey for salary revision should be conducted regularly to know the current market status. Salary structure should be made on proper analysis of market as well as keeping in mind current cost of living.
7.28 Employee turnover is becoming headache not only for IT industries but for all automobile dealerships also. Turnover ratio is high particularly in sales dept in automobile dealership. More effective program should be arranged to retain the employees. Retention policies should be implemented effectively.

7.29 Human Resource department is not so much involved in business process. They involved in more administrative work or police work instead of being strategic business partners. HR department should be given more powers, authorities and involvement in all departments and decisions. Dealer owner should empower HR department to play key role in the business. As a proactive approach it has been recommended that the dealer owner should actively involved in HR strategic and policy decisions. It will definitely build and maintain strong image of HR department in the dealership.

7.30 Researcher observed that automobile dealership provides no adequate long-term career planning to employees. Long term career planning helps employee to keep his pace of ambition alive. At dealership level, management should plan career planning for employee and long term employment policies including retirement benefits.

7.31 Exit Interview will enable management to know about exact problem faced by employee. Exit interview should be conducted seriously at every level for every grade and if any discrepancy found in procedures and system then immediate action should be taken to avoid further loss of organization.

7.32 Balanced Score Card (BSC) is widely accepted and trusted tool to measure the performance of respective company or department. After collecting the data and analyzing the practices and policies at the dealership researcher has designed BSC for HR department of automobile dealership. Such modern tools should be used for measuring the performance not only for particular department but overall practices and policies of dealership. It will definitely increase profitability as well as overall quality functioning of the dealerships.
7.33 Researcher observed that at some dealerships dealer owners are involved in day-to-day business operations and/or even for small decision, their approval is required. This process causes delay in decisions and over-reliability. Dealer owner should delegate more responsibilities to others and empower them to take day-to-day decision. Dealer owner should more look after future plans instead of running day-to-day activities.