



Human Resource Development with Reference to Indian Automobile Dealerships during Globalisation

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ABSTRACT

The emergence of Globalisation has made multi national companies to start their operations in developing nations like India. At present, India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world. The sector is not only progressing in terms of production, sales etc. but also adopting the moderate work system and human resource developmental polices. The human resource development with reference to sales team of Indian automobile dealerships during Globalisation is discussed in this paper. HR audit is a proactive measure that can save the company time and expense. It also describes how HR Audit helps in employees' development process at automobile dealership level.

Keywords: Globalisation, Human Resource Development, Indian automobile dealerships, HR Quality Audit

I. INTRODUCTION

Globalisation refers to the process of integration across nations with exchange of ideas, products, services, cultures etc. for business enlargement. The velocity of globalisation has increased rapidly with the advancements in ICT, transport, communication & liberalization of trade policies made by nations. As a result, various leading global business players increased their interests towards major sectors of business. It has made various impacts on social, cultural, technological, economical developments towards all modes of day to day life.

Indian Automobile industry is one of the sectors, where there was a tremendous growth after 90's. In this paper, it is more focusing on the Human Resource Development with reference to Indian automobile dealership during Globalisation. India's passenger car and commercial vehicle manufacturing industry is the sixth largest in the world, with an annual production of more than 3.9 million units in 2011. Indian automobile industry has recorded tremendous growth over the years and has emerged as one of the major contributor to India's GDP.

This industry is employing about 19 million people both directly and indirectly means.

As the involvement of organizations i.e., global players or manufacturers or distributors increased in the automobile sector, they tried to focus value for their products & service rendered. Various researches made on this topic made them to focus on the development of Human Resource or Human Capital. The organizations want their work force to be the best to deliver their products and services. Human Resource professionals provide action plans to make orientation, train and develop the new hired employees or work force. In this paper, the human resource development of sales team or employees of automobile dealerships are focused. To improve efficiency, productivity & profitability of the sales team, HR Managers designed and developed programs to promote personal and professional career growth. The aims and objectives of HR development programs include planning development programs based on identified performance gaps by enabling individuals to achieve short-term and long-term career goals and supporting succession planning by implementing leadership development programs.

II. HUMAN RESOURCE MANAGEMENT ISSUES

The sales team or employees should be focus oriented, engaged & efficient in achieving their personal, team and organization, i.e., automobile dealerships monthly and annual targets. Thus the organizations need to restructure the HR programs for flexibility to address major financial break downs and employee retention. There are also other risks in administering the development programs, including various employment regulations, matching or competitive compensation and benefit planning and restructuring, manpower or human capital management, training etc.

Human resource personnel of organizations should monitor HR function for routine check-ups to

determine how to best align HR operations with organizational goals; and to ensure compliance with the development of sales team or employee.

III. HUMAN RESOURCE AUDIT

In the era of globalisation, Employers are getting very hard to recruit and retain talented employees. HR audits are reviews performed to determine whether the current hr policies and practices in the organization adhere to determined ones. The audit focuses mainly on job analysis and design, recruitment, placement, training and development and motivation of employees, records management, and recreational activities in a company. By conducting human resource audits, managers can identify the needs and requirements of employees in such a way they can alter and adjust their targets.

IV. HR QUALITY AUDIT PROCESS

HR Quality Audit scrutinizes organizations business quality management system and not its products. The quality standards and check list will be set by top management as per the organizations targets and objectives to be achieved in short term or long term. In most organizations, HR Manager will be the internal auditor, who evaluates the checklist developmental factors with that of the determined standard. As external Quality audit will be conducted by authority from the manufacturing or mother organization, to determine their indirect employees' performance.

The check list factors or standards maintained by automobile manufacturers to their dealers through out the country are the following: Salary & Incentives, Manpower Availability, Training & Grooming, Sales Manpower Performance, Process, Systems & Welfare Activities. Each of these checklists will be evaluated in terms of points out of 500 or 1000. With these evaluations, action plan for the next quarter will be made as remarks.

The employees' compensation is the primarily evaluated standard. The salary and incentives of the employees should be properly distributed on the mentioned date as per the manufacturer. Salary and incentives are the backbone of the employees, which makes dedicated interest to deliver their best results. Improper management of salary and benefit costs can have a significant financial impact, since these costs often make up a large portion of an organization's budget.

The second priority is given to Manpower availability. For doing a determined target, specified manpower is needed; it is to minimize the risk levels on attaining the target per month and annual. Each year, as

the manufacturer increases their products exponentially, the targets for the dealers also increase in small percent. Based on the increase in targets to the dealership, the human resource department has to make manpower calculation. As discussed earlier, the retain ability of manpower with high targets is a great and herculean task.

The third priority is mostly given to Training and Development activities. As per the company norms, for a new employee induction training should be provided, so as to become familiar with the company policies, products & services rendered. Usually the trainings given to the sales team are classified into different levels; say Level 1, Level 2, Level 3 etc. As the employees service with the dealership increases, they are given different levels of training on need based and analysis. In addition, the employees have to make a minimum number of days training annually to improve & develop their skills, knowledge towards their existing products, new additions and importantly their competitor products.

The next priorities are given to Sales Manpower performance, Process, Systems & Welfare Activities. Sales Manpower performance comprises individual, sales team and in total dealership performance on monthly, quarterly & yearly basis. The process, systems & welfare activities standards are important to human resource department purely towards development of employees like implementation of Recruitment process, performance management, handholding of all poor performers, exit interviews and exit management system, organizational structure & well defined job roles and responsibilities, recreational activities for employees, other statutory benefits including accident insurance etc.

From the summary of HR audit findings, it is helpful for top management to get an idea about the dealerships hr related processes and policies. Audit summary contains an action plan for improving HR development processes. Quality records also assist in effective planning and in execution and control of processes and methods. Auditors use the records to determine the system's effectiveness, based on the level of problem resolution that reflects in the records.

V. CONCLUSION

In the era of globalisation, there lies the importance of human resource development as analyzed by the automobile manufactures & dealerships. Human orientation gets injected into business process with opportunities for growth and development provided to all employees in team of their work leading to higher level of role efficiency. During the time of financial or economic slowdown with help of strong HR Audit, organizations can lead their business towards excellence. Thus,

Globalization changed the face of business practices across the world. India has made a tremendous growth which affected Indian industry and manpower or employees directly and indirectly

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