

# STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES OF DEALERS DEALING IN PASSENGER CAR AND ORGANIZATIONAL DEVELOPMENT

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## ABSTRACT:

This paper states the relationship between strategic human resource management practices and organizational development. The strategic leadership and human resource practices are designed to match the organizational goal for its development. The passenger car dealership employees face serious problems like less performance than target formulated, frequent attrition of job. Talent retention of employees has become an important aspect, training and development, feedback, employee appraisal and other human resource practices has become a challenge in maintaining the talented employees. Implementation of best practices will lead in development of employees as well as organization.

**KEYWORDS:** Human resource practices, training and development, reward and incentive, performance appraisal, recruitment and selection, effectiveness on employees, strategic human resource

## INTRODUCTION:

In organization strategic human resource practices plays an important role in organization for improving the efficiency of employees to perform the job more effectively. This reduces the wastage of time and resources in organization. The organization with its best human resource practices can achieve its goal by making the employees to perform their jobs in right direction according to the standards specified by the organization. Strategic human resource management has become an important concept to be adopted by the dealers for their employees so that they are able to achieve the target to be achieved.

Dealers dealing in passenger cars face higher competition in creation of large markets, increasing number of customers in the market, maximizing sales etc. The organizational goals such as large market size, reduction in cost, improving quality can be achieved with the help of human resource management practices. The employees are the key resources in achieving the goals and improving the organizational performance.

Introduction:

There are various Human resource practices which are followed by the organization depending on the organizational policy and structure ,these practices which are implemented like recruitment of employees, Staff management, Recognition of employees, Training and development , Employee performance appraisal, Feedback.

**1. Recruitment of employees:**

The recruitment must be fairly carried so that only talented employees will be absorbed in the organization .Recruitment can be done directly or indirectly.

**2. Staff Management:**

The concept helps to solve the conflicts of the employees. The staff must be made available of required quality and skill. The staff management helps in efficient working of employees of all levels in the organization. The staff management helps to provide right quantity of employees.

**3. Recognition of employees:**

The employees are provided with rewards if they perform efficiently in organization, this helps to create motivation in them for their better performance in their work.

**4. Training and development:**

The training program is provided to employees for improving the skill and knowledge of the employees. Training and development makes the employees to perform the task as per the standards specified by the department.

**5. Employee's performance appraisal:** The employees must be provided with rewards those who are performing according to the standards specified. Performance appraisal helps the managers to take decision regarding incentive, promotion policy.

**6. Feedback:** feedback from employees is taken from employees, managers. This provides sufficient information to the management which assists them for further decision making. Feedback also helps for making the improvement in the working policies which will be according to the culture and climate of the organization.

## **LITERATURE REVIEW:**

According to Kishore Kumar Das and Aftab Ara, “Strategic role of human resources in automobile industry, a case study of Harley Davidson” has stated the correlation between the work culture and growth of the organization. He has also explained the importance of recognition of employees by the top management.

According to “Reihaneh Montazeri Shatouri, Rosmini Omar, Kunio Igusa” “Towards a New Era of Sustainability in the Automotive Industry: Strategic Human Resource Management and Green Technology Innovation” has stated that the impacts of strategic human resource management and knowledge management on innovativeness in green technology at the automotive industry. The strategic HR components like training, performance-based reward, and team development have positive effects on green innovation performance in automobile sector

According to Phichak Phutrakhul “Human Resource Development Strategy in Automotive Industry (Eco-Car) for ASEAN Hub” has stated that employee trading might not be a good practice during organization’s higher costs, affecting not only an organization but the country’s employment system

According to Dr. K. Ramamurthi\* Principal, Mr. Lambodar Saha “STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES AND ITS IMPACT ON WORK LIFE BALANCE OF EMPLOYEES OF AUTOMOBILE INDUSTRY IN PUNE REGION” **has stated the** impacts of human resource management strategic practices on work-life balance and develop policies and to study the relationship between each of the Individual related variables, Family related variables, Work related variables and Work-life balance of Automobile Industries.

## **RESEARCH PROBLEM:**

The dealers in passenger cars have increased its business and this has increased the complexities in the organization man organizational growth. This paper provides that the strategic human resource practices like training and development, human resource planning, reward and incentive policy, performance appraisal, recruitment and selection has its effectiveness on the employees and organizational growth so it is required that it must be rightly formulated prior to its application.

## **OBJECTIVES OF STUDY:**

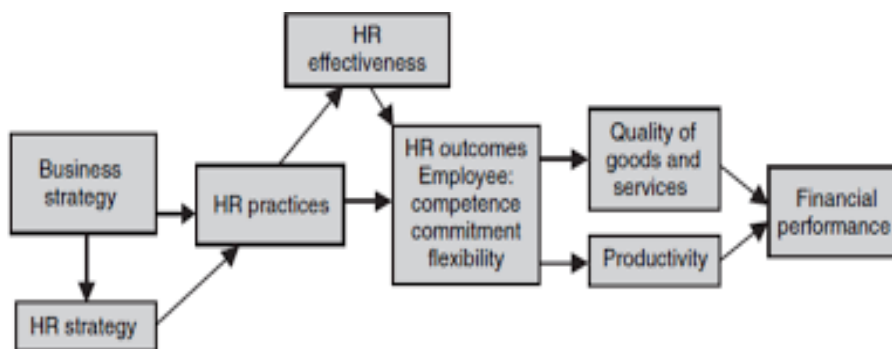
To understand the problems of implementing the effective HR practices and policies and to analyze whether the HR practices and policies really attract and motivate employees

1. To find out the problems faced for implementing the Human resource management practices and to provide solutions for effective implementation of these practices.

2. To find out the effectiveness of Strategic human resource management practices on employees and to study their perception.
3. The main objective of the study is to accomplish the dealership objectives for the organizational development. For achieving the objectives it is essential to evaluate the human resource management department.
4. To study the impact of Human resource management practices performance for organizational development.

### IMPORTANCE OF STUDY:

1. The study will help to improve the effectiveness of strategic human resource management practices in the organization.
2. To utilize the resources for achieving the dealership objectives for the organizational growth.
3. The employees will be positively motivated for achieving the organizational objectives.



(Source Armstrong (2006, p75))

The relationship between strategic HRM and organizational development

The performance management of dealers in passenger car's is a planned process which consist of various practices that needs to be followed this practices includes:

- 1) Achieving the aims and objectives of the company and to make efforts for the achievement of these objectives by providing support from the management to its employees.
- 2) Formulating effective strategies and providing the support for its successful implementation in the organization.
- 3) Enhancing the coordination between the entire department and the human resource management.
- 4) Making an effort for improving the innovation in the organization

- 5) The recruitment and selection to be done so that only talented employees can be recruited and retained in the organization.
- 6) Providing proper training program to the employees so that it will help to improve the performance and confidence of the employees for performing the job in a better way.
- 7) Creation of environment in such a way that it will enhance job satisfaction in the employees and they will be positively motivated for the performance of the job.
- 8) Forming and applying such policies which will help to motivate the employees positively and will lead to improving the productivity of the employees

Strategic management of human resource has helped to face the tough competition in the market and has helped to maintain the organizational performance. Strategic human resource management is a positive aspect that has helped in keeping the continuity of the organization and to stand in the market. The quality of work also improves because of strategic human resource management by improving the productivity of employees it has also contributed to increase the profits of the organization with maximizing sales of passenger cars.

### **CONCLUSION:**

Organizational growth depends on achieving the objectives in a planned way, the policies and procedures set by the organization helps in motivation of employees for achieving the objectives of the organization. Strategic human resource management practices helps in continuity of the organization. Human resource management practices are playing an important role in achieving the objectives

Improvement in strategic human resource management practices helps to achieve organizational goals and improve the effectiveness on the organization. This will lead to improve the efficiency of employees and optimum utilization of resources with reduced wastages.

It is found that the dealership of passenger car has been going through tough competition in the market. The strategic human resource practices implemented in the organization like recruitment, selection, training, development etc includes cost and so the implementation of the practices must be rightly formulated to suit to the organizational structure for its overall development.

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