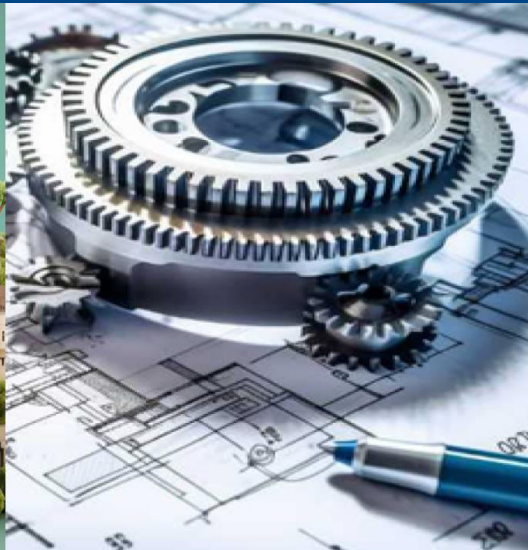
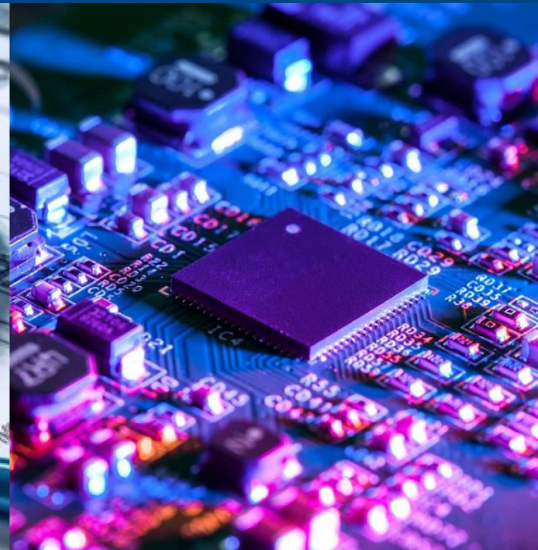
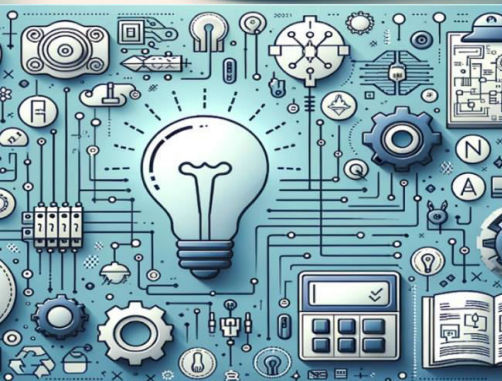




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**International Journal of Multidisciplinary Research in
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A Study on Customer Satisfaction Towards Sales and After Sales Service with Special Reference to Lanson Toyota

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ABSTRACT: The research undertaken is titled “A Study on Customer Satisfaction towards Sales and After Sales Service with Special Reference to Lanson Toyota”. Customer satisfaction in an automobile dealership depends on the effective functioning of its sales, service, spare parts, finance, human resources, marketing and administration departments and on the coordination among them. The study examines the work done by these departments, employees’ perceptions of functional effectiveness, the utilisation of resources, communication, workload and customer-related activities.

The research design followed is descriptive, using both primary and secondary data. The study adopts a convenience sampling technique, and the data were gathered from 56 employees working in different functional areas of Lanson Toyota. The data were analysed using percentage analysis, chi-square test, one-way ANOVA, correlation analysis and multiple regression analysis. The structured questionnaire, designed on a five-point Likert scale, helped the researcher collect the data effectively. The study enables the organisation to identify the strong and weak links among its functional areas and highlights the need for coordination and cooperation between departments to enhance customer satisfaction, efficiency and workplace productivity.

KEYWORDS: Customer Satisfaction, Sales Service, After-Sales Service, Dealership Functions, Organisational Effectiveness, Service Quality, Lanson Toyota.

I. INTRODUCTION

An organization is a structured group of people who work together to achieve common goals and objectives. The effectiveness of an organization depends on how efficiently its various functions are planned, coordinated, and implemented. Major organizational functions such as Human Resource Management, Marketing, Finance, Operations, Customer Service, and Administration play an important role in achieving organizational success.

The automobile industry is one of the major industries contributing to economic growth, employment, technological development, and customer mobility. In this competitive industry, organizations need to maintain effective internal functions while continuously improving product quality, customer satisfaction, employee performance, and operational efficiency.

Lanson Toyota is a prominent dealership organization associated with the Toyota brand. The organization is involved in various activities including vehicle sales, after-sales service, spare parts, customer relationship management, finance, human resources, and administration. The coordination among these functions is essential for providing quality services and maintaining customer satisfaction.

This study focuses on understanding the overall organizational functions of Lanson Toyota and evaluating their effectiveness. It examines how different departments perform their responsibilities, coordinate with one another, utilize



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resources, and contribute towards achieving organizational objectives. The study also identifies the strengths and areas that require improvement in the organization's functional activities.

Lanson Toyota is a Toyota dealership that provides sales, servicing, spare parts, and customer support. Its overall performance depends on the effective functioning of various departments and the coordination among them. Each department contributes to the achievement of organizational goals and customer satisfaction.

This study focuses on the overall organizational functions of Lanson Toyota and evaluates their effectiveness. It aims to understand the activities of different departments, examine their coordination and performance, identify problems or areas for improvement, and provide suitable suggestions for improving the overall effectiveness of the organization.

1.1 Industry Profile

The automobile industry is one of the most important sectors of the global economy. It includes the design, manufacturing, distribution, sales, and servicing of motor vehicles and their components. The automobile industry provides direct and indirect employment to millions of people and supports several related sectors such as components, finance, insurance, transportation, logistics, and service industries.

In India, the automobile industry has experienced significant growth due to increasing urbanization, rising disposable income, improving road infrastructure, changing customer preferences, and technological advancements. The Indian market consists of passenger vehicles, commercial vehicles, two-wheelers, three-wheelers, and electric vehicles.

The dealership sector plays an important role between manufacturers and customers. Dealerships are responsible for vehicle sales, customer support, servicing, spare-parts management, finance and insurance assistance, and maintaining long-term customer relationships.

The automobile industry is currently experiencing major changes due to electric vehicles, connected vehicles, digital sales platforms, advanced safety features, artificial intelligence, and improved customer relationship systems. Customers increasingly expect faster service, transparency, convenience, and personalized experiences.

Therefore, effective organizational functions are essential for companies and dealerships to remain competitive. Efficient management of human resources, finance, marketing, sales, operations, and customer service helps organizations improve productivity, reduce costs, increase customer satisfaction, and achieve sustainable growth.

1.2 Company Profile

Lanson Toyota is an authorized Toyota dealership operating in Tamil Nadu and is engaged in the sales and service of Toyota vehicles. The organization provides a wide range of automobile-related services, including new vehicle sales, after-sales service, spare parts, customer support, and related services.

Lanson Toyota focuses on delivering a quality customer experience by combining Toyota's products and service standards with efficient dealership operations. The organization has different departments such as Sales, Service, Finance and Accounts, Human Resources, Marketing, Administration, and Spare Parts. Each department performs specific activities while coordinating with other departments to achieve common organizational objectives.

The Sales Department is responsible for vehicle enquiries, customer interactions, product demonstrations, test drives, sales conversion, and vehicle delivery. The Service Department handles vehicle maintenance, repair, periodic servicing, customer complaints, and technical support. The Spare Parts Department ensures the availability and proper management of required parts.

The Finance and Accounts Department manages financial transactions, budgeting, accounting, payments, and financial records. The Human Resources Department focuses on recruitment, employee development, attendance, performance, and employee-related activities. Marketing and customer relationship activities help the organization attract new customers and maintain relationships with existing customers.



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The overall effectiveness of Lanson Toyota depends on the proper coordination of all these functions. By maintaining efficient processes, trained employees, customer-focused services, and effective management practices, the organization can improve operational performance and customer satisfaction.

Vision

To be a trusted and customer-focused Toyota dealership by providing high-quality vehicles, reliable after-sales services, and an excellent customer experience while maintaining professional standards and continuous improvement.

Mission

Exceed Customer Expectations first time, every time placing customer satisfaction first, Integrating sales with service and service parts in a single convenient location, we contribute to speedy and efficient service, allowing customers to experience the convenience and pleasure of owning Toyota.

Average Sales of the Company

Toyota achieved record global sales of 11,322,575 vehicles in 2025 (including Toyota, Lexus, Daihatsu, and Hino), retaining its title as the world's top-selling automaker for the sixth consecutive year. In India, Toyota Kirloskar Motor recorded a high of 3,88,801 units sold during calendar year 2025.

Global Sales Breakdown

- Total Group Sales: 11.32 million units (up 4.6% year-on-year)
- Toyota & Lexus Brands: 10.5 million units
- Lexus Specific Sales: Record 882,231 units
- Key Growth Drivers: Strong demand in the United States and Japan, powered heavily by hybrid vehicle sales.
- Nearest Competitor: Volkswagen Group trailed at just under 9 million units.

India Sales (Toyota Kirloskar Motor)

- CY 2025 Total Sales: 3,88,801 units
- Top Performing Models: Innova Hycross, Urban Cruiser Hyryder, Fortuner, and Glanza.

II. NEED AND IMPORTANCE OF THE STUDY

1. To understand organizational functions and it helps to understand how effectively the different departments and functional areas of Lanson Toyota perform their respective activities.
2. To evaluate organizational effectiveness and it helps to evaluate the effectiveness of organizational activities, operational processes, and the overall functioning of the organization.
3. To identify strengths and areas for improvement and study helps identify the strengths and weaknesses of various functional areas and determine where improvements are required.
4. To examine coordination and employee efficiency in order to help understand coordination between different departments and examine employee involvement, efficiency, training, and development.
5. To improve customer service and organizational effectiveness and identify opportunities to improve operational efficiency, service quality, customer satisfaction, and overall organizational effectiveness by providing suitable suggestions.

III. STATEMENT OF THE PROBLEM

1. To assess the overall effectiveness of the organizational functions performed at Lanson Toyota.
2. To examine the manner in which various departments carry out their activities and contribute to the achievement of organizational objectives.
3. To analyse the effectiveness of inter-departmental coordination and communication in ensuring smooth organizational operations.
4. To identify the difficulties and operational gaps that may affect the efficient functioning of different departments.
5. To recommend appropriate measures to enhance organizational efficiency, service quality, and customer satisfaction at Lanson Toyota.



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IV. OBJECTIVES OF THE STUDY

1. To assess the effectiveness of organizational functions performed by the major departments of Lanson Toyota.
2. To evaluate the effectiveness of various functional areas such as Sales, Service, Human Resources, Finance, Marketing, Administration, and Spare Parts.
3. To examine the level of coordination and communication among different departments in the organization.
4. To identify the challenges and areas for improvement related to workload, resource utilization, employee efficiency, and customer service.
5. To provide suitable suggestions for improving the overall organizational effectiveness and performance of Lanson Toyota.

V. SCOPE OF THE STUDY

1. To assess the level of customer satisfaction with the vehicle sales and after-sales services provided by Lanson Toyota.
2. To understand customer perceptions of various aspects of the vehicle purchasing process, including interaction with sales personnel, product explanation, test drives, pricing, finance, documentation, and delivery.
3. To identify the important after-sales service factors affecting customer satisfaction, such as service efficiency, employee behaviour, waiting time, maintenance expenses, spare-parts availability, technical assistance, billing procedures, and service delivery time.
4. To analyze the factors affecting customer satisfaction and customer expectations regarding sales and after-sales service activities.
5. To determine the areas requiring improvement in service practices to enhance customer satisfaction, loyalty, and overall experience.

VI. REVIEW OF LITERATURE

- 1. Gupta and Raman (2022)** Gupta and Raman studied after-sales service experiences and customer satisfaction in the Indian automobile industry. The study collected responses from 400 users in Bangalore. It examined employee behaviour, service lead time, service quality, service processes and service cost. The findings showed that service interactions have a significant influence on customer satisfaction.
- 2. Singh, Sharma and Chanda (2023)** Singh, Sharma and Chanda developed the AutoIND scale to measure service quality in the Indian passenger-car after-sales sector. The study identified service failure and service recovery along with traditional service-quality dimensions. The research highlighted the importance of measuring after-sales service using industry-specific factors. The scale can help dealerships understand customer satisfaction more effectively.
- 3. Sheeri, Jayadatta and Madhurkar (2023)** Sheeri, Jayadatta and Madhurkar studied customer satisfaction towards after-sales services at Revankar Motors. The study examined important service-delivery factors affecting customers' perceptions after vehicle purchase. It highlighted expectations such as service reminders, pickup and drop facilities and reasonable service charges. The study suggested that meeting customer expectations is important for customer retention.
- 4. Baber (2018)** Baber examined service-quality perceptions among Toyota customers in India. The study used responses from 1,721 customers and measured the gap between expected and perceived service quality. The findings showed that service quality has a significant relationship with customer satisfaction. The study provides a useful foundation for understanding Toyota customers' expectations regarding service quality.
- 5. J.D. Power (2022)** The J.D. Power India Customer Service Index study examined customer satisfaction with after-sales services. The study found that communication by service advisors plays an important role in improving customer satisfaction. Service initiation, service advisor performance, vehicle pick-up, service quality and service facilities were identified as important factors. The study also reported Toyota among the leading brands in the measured mass-market segment.
- 6. Gupta and Raman (2022)** Gupta and Raman highlighted that customer expectations regarding services have increased as customers have become more aware of service quality. Their study emphasised that the customer's interaction with employees and service processes affects the overall service experience. The researchers found that after-sales service is important for maintaining customer relationships. They recommended greater attention to service interactions and customer experience.
- 7. Singh, Sharma and Chanda (2023)** The researchers emphasised that conventional service-quality models may not fully capture the specific characteristics of after-sales services. Their study introduced service failure and service recovery



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as additional dimensions. This indicates that effective handling of service problems can influence customers' perceptions. The findings are relevant for evaluating customer satisfaction in service centres.

8. Sheeri, Jayadatta and Madhurkar (2023) The study at Revankar Motors highlighted the importance of understanding customer expectations after the vehicle purchase. Customers expect convenient service facilities and proper communication from dealers. The study suggested that dealerships should focus on service-related expectations to retain customers. Effective after-sales service can therefore contribute to stronger customer relationships.

9. Baber (2018) Baber's study of Toyota customers found differences between customers' expectations and their perceptions of service quality. The research used the SERVQUAL framework to examine service-quality dimensions. The findings indicated that multidimensional service quality has a significant influence on customer satisfaction. The study provides specific evidence concerning Toyota customers in India.

10. J.D. Power (2022) The J.D. Power study showed that proactive communication from service advisors improves customers' satisfaction with the after-sales process. Customers valued confirmation of service requirements, explanations of work performed and regular status updates. These communication activities were associated with higher satisfaction scores. This highlights the importance of customer communication in service centres.

11. Gupta and Raman (2022) The study examined customer experience across different stages of after-sales service. It found that employee behaviour and service quality are important elements of the service experience. Service lead time and service cost were also considered relevant to customer satisfaction. The research concluded that companies should focus on the complete service experience rather than individual service activities alone.

12. Singh, Sharma and Chanda (2023) The AutoIND study focused specifically on the Indian passenger-car after-sales environment. The researchers developed a measurement approach that considers the particular requirements of customers. The inclusion of service failure and service recovery reflects the importance of handling problems effectively. The study provides a useful framework for assessing service quality and customer satisfaction.

13. Sheeri, Jayadatta and Madhurkar (2023) The researchers examined customers who visited service facilities and studied their satisfaction with after-sales services. The study indicated that service delivery factors influence customers' overall perception of service quality. Customers expect regular maintenance support and convenient service facilities. Meeting these expectations can help dealers maintain their customers.

14. Baber (2018) Baber's research examined the relationship between actual service received and customer satisfaction among Toyota customers. The study used statistical techniques including factor analysis and structural equation modelling. The results indicated a constructive and significant relationship between service quality and customer satisfaction. This suggests that improving perceived service quality can contribute to better customer experiences.

15. J.D. Power (2022) The India Customer Service Index study identified five major areas affecting after-sales satisfaction: service initiation, service advisor, vehicle pick-up, service quality and service facility. Service initiation received the highest importance among these factors. The findings demonstrate that satisfaction depends on several stages of the service process. Therefore, dealerships need to manage the entire customer-service journey effectively.

16. Gupta and Raman (2022) Gupta and Raman found that customers' experiences during service interactions significantly affect their satisfaction levels. The study considered the behaviour of employees, service processes and service quality as important aspects of customer experience. It also recognised service cost as a relevant factor. The research demonstrates the need for dealerships to provide consistent and customer-oriented service.

17. Singh, Sharma and Chanda (2023) The AutoIND research highlighted the need for a specialised service-quality measurement scale for after-sales services. The study recognised that service encounters contain specific characteristics that may not be completely represented by general service-quality models. Service failure and recovery were therefore included as additional dimensions. The findings are useful for evaluating the quality of dealership services.

18. Sheeri, Jayadatta and Madhurkar (2023) The study found that customer expectations continue beyond the initial purchase of a vehicle. Customers expect regular servicing support and convenient facilities from dealers. The research emphasised the importance of satisfying these expectations for maintaining customer relationships. It therefore supports the importance of studying after-sales services along with sales.

19. Baber (2018) Baber studied the expectations and perceptions of Toyota customers regarding service quality in India. The research showed that customers' expectations were not always fully matched by their actual service perceptions. The study found a significant influence of service-quality dimensions on customer satisfaction. These findings highlight the importance of continuously measuring and improving Toyota service quality.

20. J.D. Power (2022) The J.D. Power study demonstrated that customers value effective communication during servicing. Service advisors who clearly explain service requirements and provide updates can improve the customer's service experience. The study also considered vehicle pick-up and service facility as important satisfaction factors. This indicates that both employee interaction and physical service processes influence satisfaction.



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- 21. Gupta and Raman (2022)** The researchers examined the relationship between after-sales service experiences and customer satisfaction in the Indian automobile industry. Their study was based on 400 respondents and focused on customers' actual service experiences. The findings confirmed that service interactions have a substantial influence on satisfaction. The study therefore supports the importance of evaluating after-sales service from the customer's perspective.
- 22. Singh, Sharma and Chanda (2023)** Singh, Sharma and Chanda suggested that after-sales service quality should be evaluated using dimensions appropriate to the Indian automobile sector. Their research incorporated service failure and service recovery into the measurement framework. This highlights the importance of how dealerships respond when service problems occur. Effective recovery practices can contribute to a better customer experience.
- 23. Sheeri, Jayadatta and Madhurkar (2023)** The study of Revankar Motors focused on customer satisfaction with after-sales services. It emphasised factors that customers consider important during service delivery. The research suggested that dealerships should meet customer expectations through convenient and responsive service practices. Such practices can help improve customer satisfaction and retention.
- 24. Enhancing Customer Experience in Car Servicing (2024)** A 2024 study on car servicing in Indian markets examined customer satisfaction using responses from 300 customers. The study identified the caring nature of servicing staff, service quality, service personnel and convenience as important factors affecting satisfaction. The findings show that both human interaction and service efficiency contribute to customer experience. The study supports the importance of employee behaviour and service convenience in after-sales services.
- 25. Vigneshwaran and Mathirajan (2025)** Vigneshwaran and Mathirajan examined the factors influencing customer satisfaction and loyalty in Indian after-sales service centres. The study used a structured questionnaire and applied multi-criteria decision-making techniques to identify and prioritise important factors. It also used Kendall's tau correlation to examine consistency between the methods. The research highlights the importance of identifying key satisfaction factors for improving customer loyalty.

VII. RESEARCH METHODOLOGY

7.1 Research Methodology

The research methodology refers to the systematic procedure followed for conducting the study and collecting and analysing the required data. The present study adopts a quantitative research approach to examine the effectiveness of various functional areas of Lanson Toyota. The study considers functional areas such as Sales, Service, Human Resources, Finance, Marketing, Administration and Spare Parts. It also examines coordination, communication, employee performance, resource utilization, workload and customer-related activities. Primary data are collected from respondents through a structured questionnaire, while secondary data are obtained from relevant books, journals, research articles and other available sources. The collected data are organized, analysed and interpreted to achieve the objectives of the study. The questionnaire used in the study contains statements covering the major functional and operational areas of the organization.

7.2 Research Design

The study adopts a descriptive research design. Descriptive research is used to describe the existing conditions, opinions and perceptions of respondents regarding the functional activities of the organization. The study describes how different functional areas perform their activities, how employees coordinate with one another, and how organizational processes are carried out. The research design helps in understanding the present level of effectiveness of Sales, Service, Human Resources, Finance, Marketing, Administration and Spare Parts functions. It also covers communication, resource utilization, workload, employee efficiency and customer-related activities.

7.3 Sample Size

The sample size of the study is 60 respondents. The respondents are selected from employees associated with different functional areas of Lanson Toyota, including Finance, Sales, Human Resources, Marketing, Service, Administration and Spare Parts. The responses collected through the questionnaire are used for analysing the effectiveness of various functional activities and coordination among them.

The questionnaire data file contains responses covering demographic details such as age, gender, educational qualification, department and work experience, followed by statements relating to organizational functions and effectiveness.



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7.4 Sampling Technique

The study uses convenience sampling technique for selecting the respondents. Under this technique, respondents who are readily accessible and willing to participate in the study are selected. The technique is suitable for collecting information from employees working in different functional areas within the available time and resources. Respondents from different departments are included to obtain varied views regarding organizational functions, coordination, communication and operational effectiveness.

7.5 Questionnaire Design

A structured questionnaire is used as the primary research instrument for collecting data. The questionnaire is designed according to the objectives of the study and consists of two major sections. Section A covers the demographic profile of the respondents, including age, gender, educational qualification, department, and work experience. Section B consists of statements relating to functional and operational effectiveness, covering employee responsibilities, coordination, work processes, Sales, Service, Human Resources, Finance, Marketing, Administration, Spare Parts, resource utilization, communication, workload, customer-related issues, and improvement of organizational functions. The statements are measured using a five-point Likert scale, where 5 represents Strongly Agree, 4 represents Agree, 3 represents Neutral, 2 represents Disagree, and 1 represents Strongly Disagree.

7.6 Methods of Data Collection

The study uses both primary data and secondary data.

Primary Data:

Primary data are collected directly from respondents through a structured questionnaire. The questionnaire contains demographic questions and statements related to functional effectiveness, departmental coordination, communication, employee performance, resource utilization and customer-related activities. The responses are recorded using a five-point Likert scale.

Secondary Data:

Secondary data are collected from relevant books, journals, research articles, industry-related sources and other published materials. The literature review in the uploaded project includes previous studies on automobile service quality, customer satisfaction, after-sales service, employee behaviour, service processes and dealership performance.

7.7 Limitations of the Study

1. The study is limited to the selected functional areas of Lanson Toyota, such as Sales, Service, Human Resources, Finance, Marketing, Administration, and Spare Parts.
2. The study is based on the responses of 60 selected respondents. Therefore, the findings may not fully represent the views of all employees associated with the organization.
3. The study depends mainly on the information provided by respondents through a structured questionnaire. The accuracy of the findings therefore depends on the honesty and understanding of the respondents.
4. The study is conducted within a limited period of time, which restricts the possibility of examining changes in organizational functions and performance over a longer period.
5. Some respondents may have been hesitant to express their actual opinions about organizational practices, coordination, workload, and functional performance.

VIII. DATA ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of the primary data collected through a structured questionnaire administered to 56 employees of Lanson Toyota. The questionnaire captured the demographic profile of respondents (age, gender, educational qualification, department and work experience) along with their perceptions on 25 statements relating to organizational effectiveness, functional area performance, resource utilisation, communication and employee performance, measured on a five-point Likert scale (Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5). The data has been analysed using Percentage Analysis, Chi-Square Test of Independence, One-Way ANOVA, Karl Pearson's Correlation and Multiple Linear Regression. All tests were evaluated at the 5% (0.05) level of significance.



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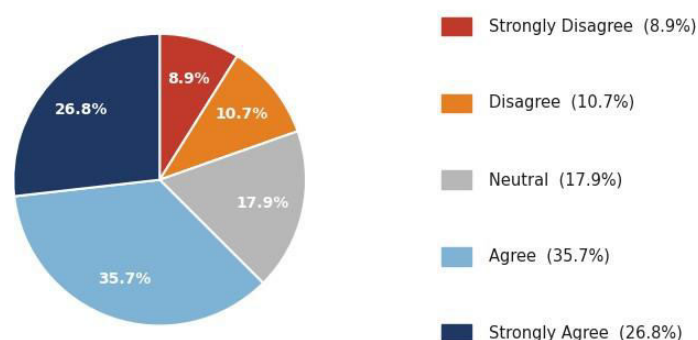
8.1 Percentage Analysis

TABLE 4.8 Effective coordination exists among the different areas of organizational operations.

Effective coordination exists among the different areas of organizational operations.	Frequency	Percentage
Strongly Disagree	5	8.9%
Disagree	6	10.7%
Neutral	10	17.9%
Agree	20	35.7%
Strongly Agree	15	26.8%
Grand Total	56	100%

CHART 4.8 Q3 — Effective coordination exists among the different areas of organizational operations.

Q3: Response Distribution (Mean = 3.61)



INTERPRETATION:

The above table shows that 35.7% of the respondents agree that effective coordination exists among the different areas of organizational operations, while 26.8% strongly agree with the statement. Meanwhile, 17.9% of the respondents remain neutral, 10.7% disagree, and 8.9% strongly disagree. The highest percentage of respondents (35.7%) agree that coordination among different operational areas is effective. This indicates that Lanson Toyota generally maintains good coordination across its organizational operations, although further improvements could help address the concerns of some respondents.

8.2 Chi-Square Analysis

The Chi-Square Test of Independence was applied to examine whether there is a significant association between the demographic profile of the respondents and their overall level of perceived organizational effectiveness. For this purpose, the composite Overall Effectiveness Score of each respondent was classified into three equal groups — Low, Moderate and High — using tertile splits.

Hypotheses:

H0: There is no significant association between the demographic variable and the level of overall organizational effectiveness.

H1: There is a significant association between the demographic variable and the level of overall organizational effectiveness.



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TABLE 4.31 CROSS-TABULATION OF AGE AND OVERALL EFFECTIVENESS LEVEL

Age	Low	Moderate	High	Total
Below 25 years	13	10	7	30
25–34 years	5	5	3	13
35–44 years	1	2	3	6
45–54 years	0	1	6	7
Total	19	18	19	56

Chi-Square value = 12.068, df = 6, p-value = 0.0605 (not significant at the 5% level).

INTERPRETATION:

The Chi-Square test was conducted to examine the association between age and the level of overall organizational effectiveness. The analysis was based on all 56 valid responses. The Pearson Chi-Square value was 12.068 with 6 degrees of freedom, and the significance value was 0.0605. Since the significance value is greater than the 0.05 level, the null hypothesis is accepted (failed to be rejected). This indicates that there is no statistically significant association between age and the level of overall organizational effectiveness perceived by employees. It may be noted that some cells in this cross-tabulation have expected frequencies below 5 due to the limited sample size in certain sub-groups; the result should therefore be interpreted with caution.

8.3 One-Way ANOVA

One-way Analysis of Variance (ANOVA) was used to test whether the mean Overall Effectiveness Score differs significantly across the categories of each demographic variable.

Hypotheses:

H0: There is no significant difference in the mean overall effectiveness score across the categories of the demographic variable.

H1: There is a significant difference in the mean overall effectiveness score across the categories of the demographic variable.

TABLE 4.36 DESCRIPTIVE STATISTICS AND ANOVA — OVERALL EFFECTIVENESS SCORE BY AGE

Age	N	Mean	S.D.
Below 25 years	30	3.65	0.47
25–34 years	13	3.42	1.12
35–44 years	6	4.14	0.47
45–54 years	7	4.36	0.38

F-value = 3.895, p-value = 0.0139 (significant at the 5% level).

INTERPRETATION:

A one-way ANOVA was conducted to determine whether there are statistically significant differences in the mean overall effectiveness score across Age groups. The ANOVA results indicate an F-value of 3.895 with a significance value ($p = 0.0139$). Since the significance value is less than the 0.05 level, the result is statistically significant. Therefore, the null hypothesis is rejected, indicating that there is a statistically significant difference in the mean overall effectiveness score across age groups, with older employees tending to report a somewhat higher level of perceived effectiveness.

8.4 Correlation Analysis

Karl Pearson's Coefficient of Correlation was computed to examine the strength and direction of the linear relationship among the four conceptual dimensions and the Overall Effectiveness Score. Dimension 1 (D1) relates to Organizational Systems & Processes; Dimension 2 (D2) to Functional Area Performance; Dimension 3 (D3) to Resource,



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Communication & Coordination; and Dimension 4 (D4) to Employee Performance & Customer Orientation. All correlations were tested at the 5% level of significance.

TABLE 4.41 PEARSON CORRELATION MATRIX

Dimension	D1	D2	D3	D4	OS
Organizational Systems & Processes (D1)	1.000	0.803*	0.634*	0.540*	0.840*
Functional Area Performance (D2)	0.803*	1.000	0.782*	0.762*	0.950*
Resource & Communication (D3)	0.634*	0.782*	1.000	0.767*	0.904*
Employee Performance & Customer Orientation (D4)	0.540*	0.762*	0.767*	1.000	0.850*
Overall Effectiveness Score (OS)	0.840*	0.950*	0.904*	0.850*	1.000

* Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

All the dimensions showed a positive and statistically significant correlation with each other and with the Overall Effectiveness Score ($p < 0.05$). The strongest relationship was observed between Functional Area Performance (D2) and the Overall Effectiveness Score ($r = 0.950$), while Employee Performance & Customer Orientation (D4) showed the comparatively weaker, though still strong, correlation with Organizational Systems & Processes (D1) ($r = 0.540$). These results indicate that improvements in any one dimension are strongly associated with improvements in the others, reflecting the interdependence of organizational functions at Lanson Toyota.

8.5 Regression Analysis

Multiple Linear Regression analysis was carried out to examine the influence of Functional Area Performance (D2), Resource, Communication & Coordination (D3), and Employee Performance & Customer Orientation (D4) on Organizational Systems & Processes (D1), which was taken as the dependent variable. The regression equation is of the form: $D1 = a + b1(D2) + b2(D3) + b3(D4)$.

TABLE 4.42 REGRESSION MODEL SUMMARY

R	R Square	Adjusted R Square	Std. Error
0.813	0.661	0.641	0.534

Model Summary Interpretation

The regression model produced a correlation coefficient ($R = 0.813$), indicating a strong positive relationship between the predictor dimensions and Organizational Systems & Processes. The R Square value of 0.661 indicates that 66.1% of the variation in Organizational Systems & Processes is explained by Functional Area Performance, Resource & Communication, and Employee Performance & Customer Orientation, while the remaining 33.9% is influenced by other factors not included in the model. The Adjusted R Square of 0.641 confirms that the model retains strong explanatory power after adjusting for the number of predictors.



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TABLE 4.43 ANOVA — REGRESSION MODEL

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	28.842	3	9.614	33.750	0.000
Residual	14.813	52	0.285		
Total	43.654	55			

ANOVA Interpretation

The ANOVA results show that the regression model is statistically significant, $F(3, 52) = 33.750$, $p = 0.000$. Since the significance value is less than the 0.05 level, the model is considered statistically significant. This indicates that the three predictor dimensions jointly explain a significant proportion of the variance in Organizational Systems & Processes.

TABLE 4.44 REGRESSION COEFFICIENTS

Predictor	B	Std. Error	Beta	t	Sig.
Constant	0.616	0.423	—	1.457	0.1511
Functional Area Performance (D2)	0.960	0.155	0.881	6.212	0.000
Resource & Communication (D3)	0.108	0.140	0.111	0.773	0.4429
Employee Performance & Customer Orientation (D4)	-0.305	0.194	-0.216	-1.569	0.1226

Coefficients Interpretation

Among the predictors, Functional Area Performance (D2) emerged as the strongest and only statistically significant predictor ($B = 0.960$, $Beta = 0.881$, $p = 0.000$), indicating that a one-unit increase in functional area performance is associated with an increase of 0.960 units in organizational systems and processes, holding other variables constant. Resource, Communication & Coordination (D3) ($B = 0.108$, $p = 0.4429$) and Employee Performance & Customer Orientation (D4) ($B = -0.305$, $p = 0.1226$) were not statistically significant predictors in the presence of D2, suggesting that their influence on organizational systems and processes operates largely through, or overlaps with, functional area performance.

The regression equation is: $D1 = 0.616 + 0.960(D2) + 0.108(D3) - 0.305(D4)$

IX. FINDINGS

1. The study found that the majority of respondents were below 25 years of age, indicating that the sample mainly represented younger employees.
2. The study found that male employees formed the majority of the respondents, accounting for 80.4% of the sample.
3. The findings showed that 55.4% of the respondents possessed postgraduate qualifications, indicating that most respondents were academically well qualified.
4. The Finance department had the highest representation among respondents, accounting for 42.9% of the total sample.
5. The study found that 44.6% of respondents had less than one year of work experience, showing that a large proportion of the respondents were relatively new employees.
6. The findings showed that employees generally had a favourable perception of organizational effectiveness, as the mean scores of the 25 statements ranged from 3.21 to 4.14.
7. The study found that communication and coordination among employees were generally positive, although some employees experienced difficulties when their tasks required cooperation with others.
8. The Chi-Square analysis found that age, gender, educational qualification, department, and work experience did not have a statistically significant association with overall organizational effectiveness.
9. The ANOVA analysis found a statistically significant difference in overall effectiveness among different age groups, while gender, education, department, and experience did not show significant differences.



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10. The regression analysis found that Functional Area Performance was the strongest significant predictor of Organizational Systems & Processes, with the model explaining 66.1% of the variation.

X. SUGGESTIONS

1. The organization should provide regular training programmes to improve employees' technical knowledge, functional skills, and job performance.
2. Management should strengthen coordination between different departments to reduce difficulties in completing tasks that require cooperation.
3. The organization should focus more on improving functional area performance because it showed the strongest relationship with organizational effectiveness.
4. Clear and timely communication should be maintained across all departments to ensure that employees receive the information required to perform their responsibilities effectively.
5. Management should conduct regular reviews of work processes to identify operational problems and introduce suitable improvements.
6. The organization should provide adequate resources, equipment, and technological support to help employees complete their assigned activities efficiently.
7. Regular performance feedback should be provided to employees so that their strengths and areas requiring improvement can be identified.
8. Teamwork and interdepartmental cooperation should be encouraged through meetings, collaborative activities, and clear responsibility-sharing procedures.
9. Customer-related processes should be continuously monitored to ensure that customer requirements are communicated properly and issues are resolved effectively.
10. Management should regularly collect employee feedback and use the results to improve organizational functions, communication, coordination, and overall effectiveness.

XI. CONCLUSION

The study titled “A Study on Customer Satisfaction Towards Automobile Sales and After Sales Service with Special Reference to Lanson Toyota” examines the effectiveness of various organizational functions and their contribution to overall organizational performance. The study was conducted among 56 employees of Lanson Toyota to understand departmental performance, coordination, communication, resource utilization, and employee efficiency. The findings reveal that Lanson Toyota generally maintains effective organizational functions and systematic business operations. The majority of respondents expressed positive opinions regarding financial transactions, administrative support, marketing activities, spare-parts management, and the utilization of available resources. The results also indicate that employees generally receive clear and timely information, work collaboratively, and manage their responsibilities effectively. Furthermore, regular reviews of work activities contribute to continuous improvement and better organizational performance. The statistical analysis highlights the importance of coordination among different functional areas. The correlation analysis reveals a strong positive relationship between functional area performance and overall organizational effectiveness, with a correlation coefficient of 0.950. Resource utilization, communication, and coordination also show a strong positive relationship with overall effectiveness, with a correlation coefficient of 0.904. These findings emphasize that effective departmental functioning and proper coordination are essential for achieving organizational objectives. However, the study also identifies certain areas requiring improvement. Some respondents expressed neutral or negative opinions regarding the effectiveness of core organizational functions and the clarity of employee responsibilities. In addition, a considerable proportion of respondents reported difficulties when their tasks required cooperation with others. These findings highlight the need to strengthen interdepartmental coordination, clarify job responsibilities, improve communication, and ensure that employees receive adequate support to perform their duties efficiently. The study further indicates that suitable improvements in organizational functions could enhance overall effectiveness. Therefore, Lanson Toyota should focus on employee training, teamwork, efficient resource allocation, timely information sharing, and continuous monitoring of departmental performance. Greater attention should also be given to customer-oriented activities, including effective handling of enquiries, timely service delivery, and the resolution of customer-related issues.



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