



SKILL GAP ANALYSIS ON EMPLOYEES OF AUTOMOBILE RETAIL & AFTERMARKET INDUSTRY; CONCEPTUAL STUDY ON VARIOUS RE-SKILLING DEVELOPMENTS IN INDIA

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Abstract

Empowering employees and multi skilling future workforce through various skill development initiatives have become the norm of current human development initiatives across the world. The current focus of skill development has shifted to the learners, their needs and expectation from vocational education and training. Efforts from the Government and Private sectors have started and the Indian government targets re-skill the 500 MN people by 2022.(source FICCI report 2012.) The area of concern now is filling up the right candidate by right jobs, but for India the shortage of job skills match below 48% which is above the global standard of 34% as of now. The lack of available applicants is due to shortage of hard skills and shortage of suitable employability including soft skills. These are some of the key reasons in finding suitable candidate for available jobs in the country. For the existing human resources also, Up-skilling and Re-skilling is needed in line with the technological development and increasing customer expectations. This article explores the reasons for such a mismatch and would identify through its objectives. Even though the development initiatives from Principal companies (OEMs) , Dealerships, Government and Nodal agencies are appreciable, we shall bring out (Automobile Dealerships) the best skilled workforce, which is an integral part of the value chain proposition of the Automobile industry.

This article is a conceptual study purely based on the secondary data obtained from various sources to evaluate the pros and cons of the present situation of the available skill sets with the employees of various automobile retail segments and the initiatives now taken at various levels. The data taken are from the recent models of developments, initiated from the government and from other training establishments. We have put our best foot to arrive at a workable model for the retail automobile industry in which it can be practicable.

Keywords: *Training and Development (T&D), Skill Development, Up-skilling, Re-Skilling, Workforce, Automobile Retail & After market segment.*

Objectives

1. To analyse the skill gap existence in overall automobile sector.
2. To identify the sources of Human Resources available for automobile industry
3. To analyse the skills sets required for the future for the industry.
4. To have an understanding about possible and practical implementation for Skill Developments.

Introduction

Automobile industry in India has got a significant role , because of its accelerated growth and supportive roles towards the economic growth and prosperity of the nation. Due to various supporting factors of India, she become an global automobile hub for major international brands for its production and exporting , which catering the needs of the domestic market and export market. Automobile is an industry contributes highly and consistently towards the secondary sector (Automobile Production/Manufacturing) as well as Territory sectors (After sale service) .The Export volume also contributing towards earning foreign exchange .The Automobile industry accounts for 7.1% of the country's Gross Domestic Product (GDP). (Source - Sector Report - DIPP). India is also a prominent auto exporter and has strong export growth expectations for the near future. In FY 2014-15, automobile exports grew by 15 per cent over the last year. In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the Two Wheeler and Four Wheeler market in the world by 2020.

The Indian Auto industry produced a total 7.8 million vehicles in April-July 2015 as against 7.7 million in April-July 2014, thereby indicating a growth of 1.8 per cent year-on-year (yoy). The automobile industry in India is expected to be the world's third largest by 2016, with the country currently being the world's second largest two-wheeler manufacturer. Two-wheeler production is projected to rise from 18.5 million in FY15 to 34 million by FY20. Furthermore, passenger vehicle production is expected to increase to 10 million in FY20 from 3.2 million in FY15. The Automobile Mission Plan (AMP) for the period 2006–2016, designed by the government is aimed at accelerating and sustaining growth in this sector. Also, the well-established Regulatory Framework under the Ministry of Shipping, Road Transport and Highways, plays a part in providing a boost to this sector.



The greater employment opportunities are created by this sector directly and indirectly that too with National Level and Regional Level. Best Talent pool is associated with this Brick and Mortar Industry. The synchronisation of hardcore engineering verticals like, Mechanical , Automobile, Electrical, Electronics, IT etc are supports towards the R&D, Production & After Market segments for the automobile industry.

Sub-sector	Employment (In million)		
	2013	2017	2022
OEM	1.07	2.04	2.23
Auto component manufacturers	4.81	5.99	7.26
Service centers	2.80	3.10	3.44
Dealerships	1.50	1.68	1.95
Overall sector	10.98	12.81	14.88

Figure-1 .Source - NSDC Report- Human Resources and skill Requirements in Auto and Auto component Sector - (2013-17, 2017-2022)Volume- 2

A tale technique, Indian automobile industry and training for development to workforce. Each and every one has a convinced frontier of scrutiny, analysis and skills. On the other hand this is not sufficient towards run in competitive world as in 21st century's technological expansion. Chiefly India was an agricultural country. Subsequent to 19th century, companies are conventional in India. Indian manufacturing industries also encompass in complete swing. Technologies are mounting yet base (or middle) level of employees dexterity set is not rising since employees are operational for eternity in their past traditions of work style and workflow. Industries have responsibility to grow up of companies as well as the employee's skills also by means of through appropriate training and development Programmes. Employees are one of the core assets of any Industry. In this research, looks on the importance of training and developments are heeded for automobile industry and employee's development and growth . Bunch of research articles are available, however this article is based on exploratory in nature with exposure to the industry, which gives an Impact on the employees . The focal scale of this article is to advance for understanding the performance of Automobile industry's Automobile Retail and After Market segment with Training and Development as the core theme.

Initial Developments in Training and Development

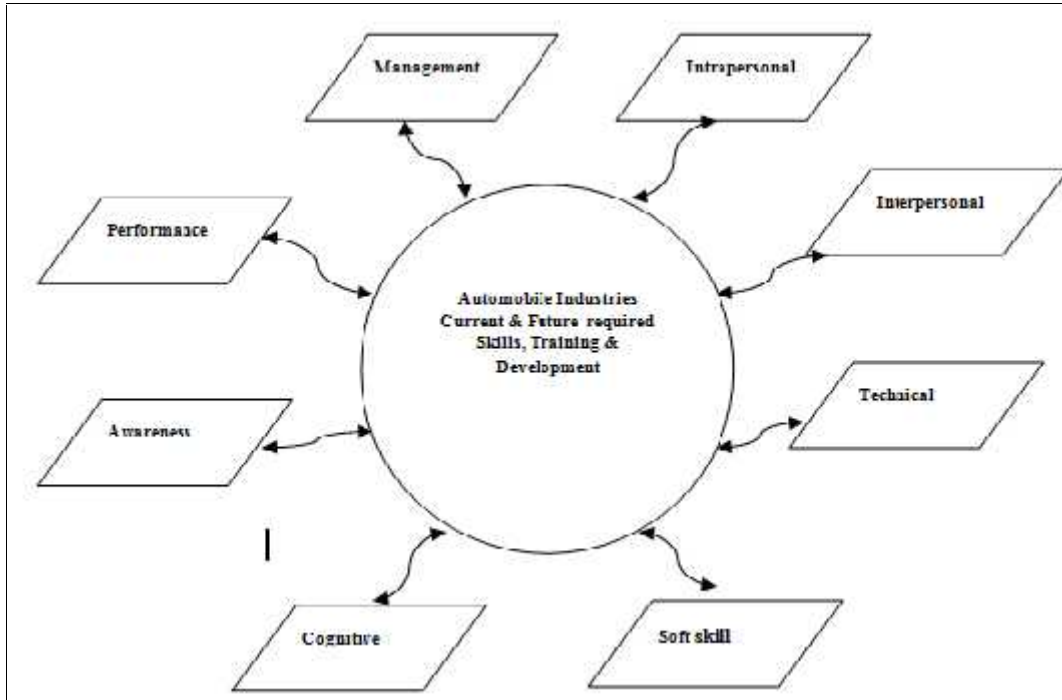
As the main stake holders in the industry, the collective initiatives from the Principle Manufacturers (OEM- Original Equipment Manufacturer) and Automobile Dealership managements contribution to the employee's job satisfaction& Performance enhancement is the major focus towards the manpower, wherein the Training and Development act as the key role.In 1999's no adequate training based on employee's educational knowledge and experience since employees are assigned a task for work. Since the year 2000, technology boomed widely and at the same time, simultaneously changes were applicable to automobile industry also. But the employees not having possessions to accept the rapid improvements and with the technologies. Prior to these days, companies and employees both are not taking any serious steps in knowledge growth. In the meantime, technologies are always taking innovative steps and moving forward in the market in-order to inflate the company. Product developments were increasing and employees not having the capacity and situations to adapt. Generally Companies attention to take any further steps in command to improve for employee knowledge growth and self-analysis is limited. So many employees were unable to find these skill jobs; due to this their inability to adapt with latest technology and environments. In these considerations, Skill Enhancement Training (SET) takes a major role and fraction of it. These SET put into operation from the year 2000 onwards, because of the technology intensification approach to sky-scraping situation in production area.

Futuristic Views on Re-skilling and Right Skilling

The future training ought to be user friendly, adoptability and the most vital aspect is the employees ought to seize with the intention of training with the full attention. Employees are the stake of the industry. Automated machines and robots encompass already engaged major role in all the sectors of industry. Yet without the employees, work will never move



forward in automobile sector from Production to Sales & Service; in every department human being plays an enormous aspect.



Compiled by Researcher.

Figure 2: Automobile Industries Current & Future required Skills through Training & Development

Upcoming Learning Curve

Even though the entire automobile sector has been fully automated in certain areas of R&D, Production, Quality Control, Supply chain etc, of the Automobile industry, the Sales and services,(Automobile Retail and After market segment) requires employees, since robots will not be able to sell an automobile product or it cannot service an automobile product on its own. From Production to Sales & Service, employees are playing a vital role in the industry. To retain the employees in the similar concern certain things ought to be followed reminiscent of standard T&D in automobile sector. With the help of several parameters, employers can enhance the employee skills. At present the training and development for employees are based on vocal as well as a part of classroom training with limited exposure to future. This cannot be gratifying the anticipation of the employer who is seeking to acquire the industry to face the future generation. If industry is equipped to face the future technology at that point of time, employers has to fetch up a lot more revolutionize on their training aspect. Employers need to find the employees who are enthusiastic to espouse the changes and the skill sets similar to the technological growth. Companies encompass to take these steps, in the same time employees also must take serious steps and then the employees can survey in their field and can remain their carrier for a longer period of time. When the employees are geared up to fasten together the hands with the employers perceptibly, the particular concern will also grow. If the companies desires to grow and face the future the employers has to tag on few aspects like accepting the upgraded technology. When employers accept the technology employees expertise can be measured for the outlook intensification. Training alone is not enough, have to find as employees have capacity to learn or not, through scientific & systematic approaches.

Right skilling value chain proposition

The Automobile dealerships are coming into the mind of the customers , as an when a brand is coming to their preference of purchases. It leads to contact with the dealership initially with the customer and dealership.

It is the joint responsibilities of the Manufacturer(OEM) as well as the dealerships to follow the Quality of the delivery whether it is Pre Sales , Sales or After Sales ; satisfying to the need of customers as Automobile (Vehicle) to any customers has a purpose value as well as emotional value. So the need to meet and to achieve a company's goal, aim and objectives through these customer satisfactions should be in the right path. For the same, it is sure that the need of Skilled Human



resources is vital. At present, finding “skill gap” is a very complicated one, as the technological advancement and customer expectations are growing in an exponential manner. If employers want to break these hurdles, one can use variety of skill enhancement through technology, which is suitable for all the departments.

The Dealerships have the responsibility and commitments to the manufactures as well as its customers to offer and deliver the quality services through its resources. Dealerships are playing a vital role in this regard and any shortfall or focus change will badly affect the brand name as well the prime motive of the business objectives of the brands & the customer relationship and satisfaction which in turn lead to the week synchronisation of business model in the value chain proposition of the automobile industry. So aligning with the mutual commitment of Manufactures as well as Dealerships are very vital towards the Dealership management for building up to sustain and continued efforts for the excellence.

The employers can't accomplish the targeted productivity through limited employees or without skilled Sales & Service forces. The employees without their proper skill sets, cannot bring brand name of the concerned product and it is unfeasible to push to the first place in the market in terms of Customer Satisfaction and Product delivery and Quality. Sales & Service employee's always want to answer the customers for all types of queries. Sales & Service employee's major and key responsible area is to answer to customers query in all aspects, with courteous. The customer satisfaction and responses are influential for giving “Best Tag” award to a product in the industry. If Sales & Service are the best one or properly trailed further particular company's productions and prerequisite of production also will be amplified. In the same time companies also ought to provide priority to Sales & Service employee's welfare, this also considered as an accountability of automobiles sectors. So we can say that the Team members of Sales & Service propel to be the critical elements of Automobile Value chain proposition. If the employers want to increase productivity, one should ponder in employee's skill development is also a very vital aspect. The next precedence is customer service based on proper customer satisfaction; new customers will unite with us parallel. Employees only take major role to achieve this aspect.

Employee Perspectives on Retail Automobile Industry

Behaviour and Future: Focus on behaviour aspects is the fundamental aspect of any Human resource development is concerned with, mainly through Training & Development. Any changes on the same will accordingly support the technical skills(Hard Skill) acquisition, when the employers are improving/transforming to their behaviour characteristics.

Social intelligence: Whenever employees are operational together and different behaviour and language skilled employees working in a similar squad for a project on that time every one can become accustomed certain information from an additional one. The industry has to improve their performance in right way with politics' formation.

Adaptive thinking: If problem arises consequently employer and employee can come to give their ideas and take in charge for solve the predicament in precise way. Think in different angles; what is the core problem? When raised this problem? Is need higher skilled performance or lower skilled performance? What are the technical roles are there? Past big data report analysis for finding the problem?.

Cross Culture Competency: The employer consider a company that have different generation of working class, everyone have different mentality, life style, qualification, communication languages etc. Every mentality should come under a single thinking or a roof of motivation then only company will come up in futuristic.

Virtual collaboration: Human do not have authority to know the future motion in life and as well as in their business or industry. Yet employer can enlarge or improve us to build as like dynamic personality for dynamic actions. Employees should be very flexible and accept any kind of adaptive situations, problems, feedback.

Computational Thinking (CT): CT is a problem solving process that includes a number of characteristics and dispositions. CT is essential to the development of computer applications, but it can also be used to support problem solving across all disciplines, including the humanities, mathematics, industries, development, maintenance and science. Computational thinking is a way of solving problems, designing systems and understanding human behaviour that draws on concepts fundamental to computer science. To flourish in today's world, computational thinking has to be a fundamental part of the way people think and understand the world. Computational thinking means creating and making use of different levels of abstraction, to understand and solve problems more effectively.



Employee Behaviour Perspective

Intra + Personal → **Intrapersonal** → Among/Between two or more people or closed group.

- Like our thinking, our fears, our aims, our worries, personal limitations and desires
- Intrapersonal communication is a self-talk conversation, while interpersonal is the one between many people.

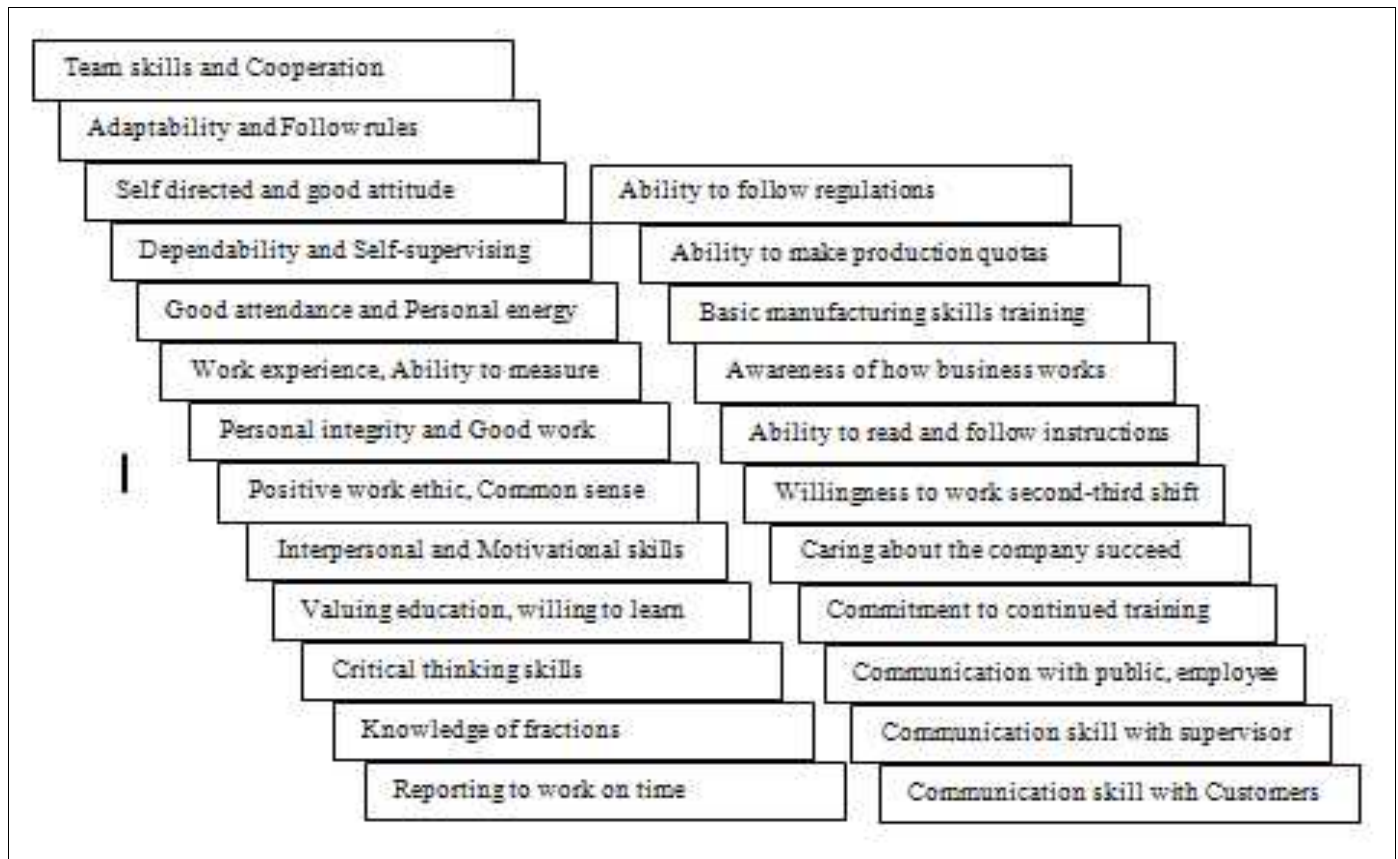
Inter + Personal → **Interpersonal** → Building a relationship between others

- By the ability of good communication and good communication consists different types of verbal, non-verbal and physical actions or expressions that people use when they communicate with each other
- Interpersonal communication is defined as speaking to and listening another person. To understand people and situation around somebody.

Layers of soft skill grid

Using decision-making skills is to get to the bottom of the problems through decide on one course of action from quite a few possible alternatives. Decision-making skills are moreover a key module of time management skills. Different training corners for employee are decision-making.

Soft Skills (SS): Soft skill is a powerful tool for enhance employees skill set. Interact with the lower level, middle level and higher level people in the industry, employees and customers. Automobile industries want give soft skills training.



compiled by Researcher

Figure 3: Soft skills Layers Grid required to perform in automobile sector

Technical Skills: Instructional expertise wraps an extensive mixture of technical fields. The industry certifications and on-the job experience towards transfer those skills to the workforce. All the way through analyzing the technical processes and working with the equipment and tools, solitary person can customize the training towards the business. To perform a systematic re-evaluation of the work specifications and an in-depth assignment and to analysis the identify vicinity of need



and priorities for the training. Application conducts are erect addicted to the training so employees train to be on the job work by means of the tools, dealings and methodologies of the field.

Status Quo on Employee Perception about Retail Automobile Industry

Industry awareness about the understanding of the overall idea about the industry as well as the depth knowledge about the related information about the domain the employee is dealing with. While dealing with customers, the employee should be transparent and about creating trust and confidence by knowing a tremendous amount about the product and industry, which can only happen if the Sales/Service person possesses outstanding knowledge. The employee should be enthusiastic and wish to know and understand what is happening in and around the industry and should be well updated.

Prioritizing the Employee Skill Set

Organizations are facing a number of crucial demands, together with a diminutive deliver of cream of the crop, the require to expand and connect employees, and problem with revenue. Finding and keeping capacity is no long an HR face up to however a strategic business main concern. Hitherto, for the most part companies are not capable to fabricate long-lasting interaction with their employees in an endeavour to conquer these challenges. As an alternative of authorizing employees with the equipment they require to accomplish something, a lot of companies undergo threatened by their labour force and apprehensive of revolutionize. In piece of evidence, while solicit to describe their company civilization, 41 percent of companies portray it as "controlling," or a highly structured and relaxed place to work with little collaboration. With the emergence of a adolescent generation and the increase of the self-governing worker, companies have to volte-face their approach to talent and set in motion to prioritize the "individual." They must provide a innovative system for learning one that can become accustomed to the wants of a varying labour force and bring into line closely by means of organizational objectives.

Aligning with Business Objectives

The learning of the precedent functions where learning professionals had modest communication or contribution from previous vicinity of the business. The learning of the future be obliged to be closely associated to on the whole corporate strategies in instruct for companies to attain grades. Any program or technology speculation must engage input from business leaders to guarantee that learning is rendezvous, driving retention, and performance.

Conclusion

To decide if the learning strategy in consign is dynamic business outcomes, companies be obliged to discover a method to constantly assess its effectiveness. Companies must decide metrics in go forward and comprise in cooperation business metrics and learning HR metrics. At present, generally companies are making an allowance for team encouragement, employee engagement, and employee satisfaction in excess of more tangible business metrics such as retention, turnover, and revenue per full-time employee. Measuring key takeaways for the most part companies must adapt their learning strategies to convene the anxiety of today's personnel. Traditional models of learning do modest to bridge the gap between employer and employee or to recover engagement and performance. By bring into line learning strategies with corporate objectives and leveraging innovative technology, organizations will be able to extensively get better their learning functions.

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