

A Study on Customer Satisfaction towards Tata Motor Cars in Andhra Pradesh

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Abstract: India is one of the fastest growing economies in the world. Automobile industry had seen many ups and downs in India prior to liberalization. The liberalization of Indian economy enabled India to advance itself in many sectors. Automobile is one such sector wherein India has seen tremendous improvements. To sustain this rate of growth in automobile sector India has to introduce so many measures to have higher customer satisfaction. Tata Motors is the leading automobile company in India. Unfortunately it could not make a significant contribution in the field of motor cars. To be successful the company has to read the minds and perceptions of the prospective buyers. The present study attempts to analyse the variables that effect the buyer behaviour. A survey was conducted at major cities in Andhra Pradesh to find out the satisfaction levels of Tata Motor Car users. A sample of 500 respondents was taken, and survey was conducted using a structured questionnaire. Chi-square, ANOVA and Regression analysis were used to analyse the collected data. From the analysis it was found that demographic variables such as age, educational qualification, occupation and income level have a significant impact on the consumer satisfaction levels.

Keywords: Liberalization, automobile, Tata Motors, Chi-square, ANOVA.

I. Introduction

Automobile industry plays a prominent role in the development of a Nation. It provides employment to millions of people and brings lot of foreign exchange. After liberalization the automobile sector developed very rapidly and today it contributes to 3.5 % of Indian GDP. Many National and International companies are competing with one another to excel in Indian market. Tata Motors is finding a difficult situation in the present scenario. After enjoying the second position the company is in fifth position today. The company has to reengineer its entire strategy to reach its previous position in automobile cars.

II. Review of Literature

Prof. Nistorescu, Mr. Mihail Barbu and Mr. Roxana Ioana Dumitriu (2013) conducted a study concerning customer loyalty in the auto market. 593 customers were taken as sample for the survey. Simple random sampling technique was used to select the sample. A structured questionnaire was used to collect the data. The analysis showed statistically significant correlation between satisfaction and repurchase, between satisfaction and recommendation and between recommendation and repurchase. The researchers concluded that loyalty is a powerful marketing tool and the three dimensions are interrelated. Nataraj S and Dr. N. Nagaraja (2012) conducted a research on "Customer satisfaction in automobile industry – an Indian online buyers' perspective of car manufacturers' websites". The objective of the study was to reveal the online behaviour of today's auto Customers. Exploratory research was undertaken and a structured questionnaire was designed and sent to 50 online customers. Customers consider "quality of content" and Ease of navigation" as the most significant factors. The researchers concluded that online landscape evolves rapidly with the emergence of powerful Customer-to-Customer tools like blogs, discussion forums, social networking sites and virtual worlds.

III. Objectives Of The Study

- To measure the customer satisfaction level towards Tata Motor cars in Andhra Pradesh.
- To compare the customer satisfaction level between Tata Motor cars.
- **To study the factors influencing customer satisfaction towards Tata Motor Cars in Andhra Pradesh** (pls replace the above line with this line)

IV. Research Methodology

4.1 Research design: Descriptive research

4.2 Sampling design:

Sampling frame: Customers of Tata Motor cars in major cities of Andhra Pradesh were taken for the survey.

Sampling unit: Car users of Tata Motor Cars.

Sample Size :The sample size is 500 Tata Motor cars. (100 from each city)

Sampling method: Convenience sampling method

4.3 Data sources:

Secondary Data: Journals, magazines (AUTO CAR INDIA, OVER DRIVE), association bulletins (SIAM, ICRA), news papers, web portals ,company brochures, books etc.

Primary Data: Users of Tata Motor Cars in Andhra Pradesh .

4.4 Research approach: Survey method

4.5 Research instrument: Structured questionnaire

4.6 Contact method: Personal contact

4.7 Hypotheses

- H01: Customer Satisfaction towards Tata Motor cars is independent of Age.
- H02: Customer Satisfaction towards Tata Motor Cars is independent of educational qualification.
- H03: Customer Satisfaction towards Tata Motor Cars is independent of occupation.
- H04: Customer Satisfaction towards Tata Motor Cars is independent of income level.

4.8 Statistical Tools Used: Chi-square Test, Regression Analysis, ANOVA ,Z-Test .

V. Data Analysis And Interpretation:

- a) Age: Majority of the Tata car respondents are in the age group of ‘30 – 45 years’ (n=258, 51.6%). 156(31,2%) respondents are in age group of ‘above 45 years’ and 86 (17.2%)respondents are in the age group of ‘less than 30 years’.
- b) Educational Qualification: From the table it is observed that majority of the respondents are graduates (n=240, 48%). 141 respondents are under-graduates (28.2%) and 119 respondents are post-graduates (23.8%).
- c) Occupation: The sample for Tata car reveals that majority of the respondents are self-employed (n=212, 42.4%) and private employees (n=211, 42.2%). Only a few respondents are government employees in the sample of Tata car users (n=77, 15.4%).
- d) Income Level: Majority of the Tata car respondents are in ‘4 – 6 lakhs’ category i.e., 259 (51.8%). The next major group is ‘6 – 8 lakhs’ i.e., 110 (22 %). 60 (12%) respondents are in the category ‘above 8 lakhs’ and 71 (14.2 %) respondents are in the category ‘below 4 lakhs’.

Source: Personal Survey (For all the tables)

Table: 1Demographic Profile of the Respondents (N=500)

Characteristics	Groups	Frequency	Percent
Age	Below 30 years	86	17.2
	30 – 45 years	258	51.6
	Above 45 years	156	31.2
	Total	500	100
Educational Qualification	Under Graduate	141	28.2
	Graduate	240	48.0
	Post-Graduate	119	23.8
	Total	500	100
Occupation	Self Employed	212	42.4
	Private Employee	211	42.2
	Government Employee	77	15.4
	Total	500	100
Income Level	< 4 lakhs	71	14.2
	4 – 6 lakhs	259	51.8
	6 – 8 lakhs	110	22.0
	> 8 lakhs	60	12.0
	Total	500	100

Table 2 Customer Satisfaction towards External design of Tata cars (N=500)

Variables	1	2	3	4	5	Mean	S.D.
Appearance	5 (1.0)	10 (2.0)	10 (2.0)	267 (53.4)	208 (41.6)	4.33	0.649
Front view	6 (1.2)	9 (1.8)	150 (30.0)	289 (57.8)	46 (9.2)	3.72	0.631
Side view	8 (1.6)	35 (7.0)	238 (47.6)	162 (32.4)	57 (11.4)	3.45	0.765
Rear view	6 (1.2)	54 (10.8)	144 (28.8)	231 (46.2)	65 (13.0)	3.59	0.890
Overall ‘External design’						3.77	0.487

NOTE: The values specified in the brackets represent percentages.

The highest mean is recorded for the appearance (mean=4.33) and comparatively low mean is observed for Side view (mean=3.45). The rear view and front view are found to be good according to the respondents with mean values of 3.59 and 3.72 respectively. The overall mean for 'External design' factor is 3.77 which is fairly a good and positive score.

Table 3 Customer Satisfaction towards Quality of Tata cars (N=500)

Variables	1	2	3	4	5	Mean	S.D.
Engine	13 (2.6)	24 (4.8)	123 (24.6)	258 (51.6)	82 (16.4)	3.74	0.879
AC System	5 (1.0)	43 (8.6)	168 (33.6)	209 (41.8)	75 (15.0)	3.61	0.831
Electronic Equipment	6 (1.2)	68 (13.6)	192 (38.4)	192 (38.4)	42 (8.4)	3.40	0.854
Steering System	6 (1.2)	94 (18.8)	168 (33.6)	144 (28.8)	88 (17.6)	3.43	1.023
Wheels & Tyres	6 (1.2)	87 (17.4)	136 (27.2)	211 (42.2)	60 (12.0)	3.46	0.954
Interiors	5 (1.0)	62 (12.4)	168 (33.6)	192 (38.4)	73 (14.6)	3.53	0.922
Paint	8 (1.6)	77 (15.4)	159 (31.8)	203 (40.6)	53 (10.6)	3.43	0.929
Ground Clearance Level	8 (1.6)	70 (14.0)	165 (33.0)	195 (39.0)	62 (12.4)	3.47	0.935
Overall 'Quality'						3.51	0.500

NOTE: The values specified in the brackets represent percentages.

It is noticed that engine is the most influencing factor to judge the quality of the car (mean=3.74). Respondents are highly satisfied with the AC system (mean=3.61) and interiors (3.53). Low mean values are observed for electronic equipment (mean=3.40), steering system (mean=3.43) and paint (mean=3.43). The overall mean for 'Quality' factor is 3.51.

Table 4 Customer Satisfaction towards Performance of Tata Cars (N=500)

Variables	1	2	3	4	5	Mean	S.D.
Power	5 (1.0)	55 (11.0)	142 (28.4)	222 (44.4)	76 (15.2)	3.62	0.906
Brakes	10 (2.0)	45 (9.0)	154 (30.8)	214 (42.8)	77 (15.4)	3.61	0.830
Clutch	6 (1.2)	65 (13.0)	169 (33.8)	170 (34.0)	90 (18.0)	3.55	0.945
Suspension System	5 (1.0)	64 (12.8)	166 (33.2)	188 (37.6)	77 (15.4)	3.54	0.891
Fuel Consumption	11 (2.2)	93 (18.6)	134 (26.8)	166 (33.2)	96 (19.2)	3.49	1.068
Maintenance	9 (1.8)	66 (13.2)	169 (33.8)	197 (39.4)	59 (11.8)	3.46	0.926
Driving Comfort	5 (1.0)	70 (14.0)	182 (36.4)	174 (34.8)	69 (13.8)	3.46	0.931
Overall 'Performance'						3.53	0.557

NOTE: The values specified in the brackets represent percentages.

Respondents are satisfied with 'Power' (mean=3.62) and 'Brakes' (mean=3.61). Moderate mean values are recorded for 'Clutch' (mean=3.55) and 'Suspension system' (3.54). Low mean values are observed for 'Driving comfort' (mean=3.46), 'Maintenance' (mean=3.46) and 'Fuel consumption' (mean=3.49). The overall mean for performance is 3.53.

Table 5 Customer Satisfaction towards Sales Capability of Tata Motors (N=500)

Variables	1	2	3	4	5	Mean	S.D.
Price	10 (2.0)	73 (14.6)	113 (22.6)	237 (47.4)	67 (13.4)	3.56	0.877
Showroom Equipment	10 (2.0)	52 (10.4)	193 (38.6)	204 (40.8)	41 (8.2)	3.43	0.859
On Time Vehicle Delivery	8 (1.6)	65 (13.0)	171 (34.2)	216 (43.2)	40 (8.0)	3.43	0.873
New Car Condition	15 (3.0)	61 (12.2)	157 (31.4)	170 (34.0)	97 (19.4)	3.55	1.031

Staff Responsiveness	7 (1.4)	62 (12.4)	174 (34.8)	226 (45.2)	31 (6.2)	3.42	0.838
Attractive Display of Products	7 (1.4)	88 (17.6)	168 (33.6)	166 (33.2)	71 (14.2)	3.41	0.982
Test Drive Facility	24 (4.8)	71 (14.2)	168 (33.6)	181 (36.2)	56 (11.2)	3.35	1.012
Overall 'Sales Capability'						3.45	0.497

NOTE: The values specified in the brackets represent percentages.

The highest mean of satisfaction is recorded for 'Price'(mean=3.56), and 'New car condition' (mean=3.55). Mean values for 'Show room equipment' (mean=3.43), 'on time delivery' (mean=3.43) and 'Staff responsiveness' (mean=3.42). Respondents are less satisfied with 'attractive display of products' (mean=3.41) and 'Test drive facility' (mean=3.35).

Table 6 Customer Satisfaction towards Service Capability of Tata Motors (N=500)

Variables	1	2	3	4	5	Mean	S.D.
Service Facility	11 (2.2)	63 (12.6)	130 (26.0)	206 (41.2)	90 (18.0)	3.60	0.900
Parts Availability	8 (1.6)	54 (10.8)	181 (36.2)	182 (36.4)	75 (15.0)	3.52	0.929
Timely Service	8 (1.6)	104 (20.8)	172 (34.4)	181 (36.2)	35 (7.0)	3.26	0.920
Service Quality	5 (1.0)	78 (15.6)	191 (38.2)	178 (35.6)	48 (9.6)	3.37	0.894
Staff Response	22 (4.4)	62 (12.4)	177 (35.4)	203 (40.6)	36 (7.2)	3.34	0.939
Service Charges	26 (5.2)	118 (23.6)	167 (33.4)	138 (27.6)	51 (10.2)	3.14	1.054
Availability of Trained Staff	32 (6.4)	95 (19.0)	169 (33.8)	161 (32.2)	43 (8.6)	3.18	1.041
Overall 'Service Capability'						3.35	0.567

NOTE: The values specified in the brackets represent percentages.

It is observed that the respondents are satisfied with Service facilities (mean=3.60), followed by the availability of spare parts (mean=3.52). The respondents revealed their satisfaction on service quality (mean=3.37), 'staff response' (mean=3.34) and timely service (mean=3.26). Comparatively low mean values are recorded for the 'service charges' (mean=3.14) and 'availability of trained staff' (mean=3.18). The overall mean for Service capability is 3.35.

3.2.8.4 HYPOTHESES TESTING

H₀₁: Customer Satisfaction towards Tata Cars is independent of Age

It is observed that 'External design' factor is high for the age group 'Below 30 years' (mean=4.00) and is low for the age group 'Above 45 years' (mean=3.71). The 'Quality' factor is observed high for the age group 'Below 30 years' (mean=3.73) and is low for the age group 'Above 45 years' (mean=3.37). The 'Performance' factor is observed high for the age group 'Below 30 years' (mean=3.82) and is found to be low for the age group 'Above 45 years' (mean=3.25). The 'Sales Capability' factor is observed high for the age group 'Below 30 years' (mean=3.58) and is found to be low for the age group 'Above45 years' (mean=3.30). The 'Service Capability' factor is observed high for the age group 'Below 30 years' (mean=3.61) and is found to be low for the age group 'Above45 years' (mean=3.17).

Table 7 Chi-Square test results on Age vs. Customer Satisfaction towards Tata Car (N=500)

Age of the respondents	Below 30 Years (n=86)		30 - 45 Years (n=258)		Above 45 Years (n=156)		Chi-Square test Results	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Value	Sig.
External design	4.00	0.577	3.73	0.406	3.71	0.520	127.023	0.000*
Quality	3.73	0.509	3.52	0.494	3.37	0.462	164.163	0.000*
Performance	3.82	0.517	3.61	0.547	3.25	0.468	132.279	0.000*
Sales Capability	3.58	0.477	3.50	0.465	3.30	0.526	85.106	0.000*
Service Capability	3.61	0.409	3.36	0.530	3.17	0.639	178.493	0.000*
Customer Satisfaction towards TATA Car	3.53	0.502	3.25	0.500	3.04	0.467	53.697	0.000*

Note: * indicates insignificant at 95% confidence level

The Overall Customer Satisfaction towards Tata Cars is observed high for the age group 'Below 30years' (mean=3.53) and is found to be low for the age group 'Above 45 years' (mean=3.04).

All the factors of customer satisfaction and customer satisfaction on Tata cars found significant p values ($p=0.000 < 0.05$). This clearly indicates that there is a statistical significant relationship between age group of the respondents and customer satisfaction on Tata cars. In other word, customer satisfaction on Tata cars is dependent on age group of the customers.

Hence, H_{01} is rejected

H_{02} : Customer Satisfaction towards Tata Cars is independent of Educational Qualification.

It is observed that 'External design' factor is high for the 'Post Graduate' respondents (mean=3.90) and is low for the 'Graduate' respondents (mean=3.72). 'Quality' factor is observed high for 'Under Graduates' (mean=3.63) and is low for 'Graduate' respondents (mean=3.45). 'Performance' factor is observed high for 'Under Graduate' respondents (mean=3.67) and is found to be low for 'Graduate' respondents (mean=3.47). 'Sales Capability' factor is observed high for 'Under Graduate' respondents (mean=3.55) and is found to be low for 'Graduate' respondents (mean=3.36). The 'Service Capability' factor is observed high for 'Under Graduate' respondents (mean=3.50) and is found to be low for 'Graduate' respondents (mean=3.22). The Overall Customer Satisfaction is high for the respondents with Educational Qualification 'Under Graduation' (mean=3.34) and is found to be low for the respondents with Educational Qualification 'Graduation' (mean=3.16).

Table 8 Chi-Square test results on Educational Qualification vs. Customer Satisfaction towards Tata Cars (N=500)

Educational Qualifications of the respondents	Under Graduate (n=141)		Graduate (n=240)		Post Graduate (n=119)		Chi-Square test Results	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Value	Sig.
External design	3.76	0.455	3.72	0.496	3.90	0.488	61.975	0.000*
Quality	3.63	0.513	3.45	0.512	3.49	0.438	137.739	0.000*
Performance	3.67	0.547	3.47	0.598	3.49	0.446	134.954	0.000*
Sales Capability	3.55	0.489	3.36	0.501	3.52	0.471	62.947	0.000*
Service Capability	3.50	0.555	3.22	0.582	3.43	0.490	121.515	0.000*
Customer Satisfaction on TATA Cars	3.34	0.545	3.16	0.528	3.24	0.431	19.365	0.000*

* Significant at 95% confidence level

It is noticed that all the p values for all the factors of customer satisfaction found significant at 95% confidence level ($p=0.000 < 0.05$). Hence, it is concluded that customer satisfaction on Tata cars is not independent of educational qualification.

Thus H_{02} is rejected.

H_{03} : Customer Satisfaction towards Tata Cars is independent of occupation.

It is observed that 'Self Employed' respondents display high mean values across all the variables including overall customer satisfaction. 'External design' factor is low for the 'Government Employees' and 'Private Employees' display low mean for 'Quality' factor .

Table 9 Chi-Square test results on Occupation vs. Customer Satisfaction towards Tata Cars (N=500)

Occupation of the respondents	Self Employed (n=212)		Private Employee (n=211)		Government Employee (n=77)		Chi-Square test Results	
	Mean	S.D.	Mean	S.D.	Mean	S.D.	Value	Sig.
External design	3.82	0.463	3.74	0.533	3.72	0.409	21.961	0.000*
Quality	3.57	0.568	3.44	0.436	3.53	0.446	108.429	0.000*
Performance	3.68	0.577	3.44	0.516	3.37	0.515	152.510	0.000*
Sales Capability	3.56	0.506	3.33	0.462	3.46	0.500	89.693	0.000*
Service Capability	3.53	0.522	3.21	0.587	3.21	0.486	161.979	0.000*
Customer Satisfaction on Tata Cars	3.36	0.555	3.08	0.456	3.29	0.455	38.787	0.000*

* Significant at 95% confidence level

'Performance' factor is found to be low for 'Government Employees' (mean=3.37). 'Private Employees' display low mean value for 'Sales Capability' (mean=3.33). 'Private Employees' and 'Government Employees' display low mean value for 'Service Capability' (mean=3.21).

It is noticed that all the p values for all the factors of customer satisfaction found significant at 95% confidence level ($p=0.000 < 0.05$). Hence, it is concluded from the test results that customer satisfaction on Tata cars is not independent of Occupation of the respondents.

Thus H_{03} is rejected.

H_{04} : Customer Satisfaction towards Tata Cars is independent of income level.

It is observed that ‘External design’ factor is high for the income level ‘<4 lakhs’ (mean=3.90) and is low for the income level ‘6 – 8 lakhs’ (mean=3.63). ‘Quality’ factor is high for the income level ‘<4 lakhs’ (mean=3.92) and is low for income level ‘6 - 8 lakhs’ (mean=3.35). ‘Performance’ factor is high for the income level ‘<4 lakhs’ (mean=4.01) and is found to be low for the income level ‘6 – 8 lakhs’ (mean=3.32).

Table 10 Mean distribution between Income Level and Customer Satisfaction towards Tata Cars (N=500)

Income Level of the respondents	< 4 Lakhs (n=71)		4 - 6 Lakhs (n=259)		6 - 8 Lakhs (n=110)		> 8 Lakhs (n=60)	
	Mean	S. D.	Mean	S. D.	Mean	S. D.	Mean	S. D.
External design	3.90	0.393	3.82	0.477	3.63	0.520	3.69	0.503
Quality	3.92	0.448	3.48	0.463	3.35	0.442	3.48	0.564
Performance	4.01	0.477	3.48	0.532	3.32	0.444	3.60	0.613
Sales Capability	3.79	0.510	3.43	0.488	3.27	0.378	3.47	0.524
Service Capability	3.76	0.493	3.30	0.568	3.16	0.512	3.39	0.508
Customer Satisfaction towards Tata Cars	3.68	0.471	3.17	0.528	3.08	0.362	3.27	0.482

‘Sales Capability’ factor is observed high for the income level ‘<4 lakhs’ (mean=3.79) and is low for the income level ‘6 - 8 lakhs’ (mean=3.27). ‘Service Capability’ factor is high for the income level ‘<4 lakhs’ (mean=3.76) and is low for the income level ‘6 – 8 lakhs’ (mean=3.16). The Overall Customer Satisfaction is high for the income level ‘<4 Lakhs’ (mean=3.68) and is found to be low for the income level ‘6 – 8 lakhs’ (mean=3.08). All the p values are less than 0.05. Hence, there is statistical significant relationship between Income of the respondents and Satisfaction at 95% confidence level.

Table 11 Chi-Square test results on Income level vs. Customer Satisfaction on Tata Cars

Income vs. Customer Satisfaction	Chi-Square (χ^2)	
	Value	Sig.
External design	100.873	0.000*
Quality	182.444	0.000*
Performance	184.420	0.000*
Sales Capability	154.663	0.000*
Service Capability	218.693	0.000*
Customer Satisfaction on Tata Cars	81.305	0.000*

* Significant at 95% confidence level

Hence, H_{04} is rejected.

VI. Findings

- External Design: Highest mean values are observed for the variable appearance (4.33). The lowest mean values are observed for side view (3.45).
- Quality: The highest mean values are recorded for the variable ‘Engine Quality and the lowest mean values are recorded for the variable ‘Paint Quality’.
- Performance: The highest mean values are given to the performance variable ‘Power’ and the lowest mean value to the performance variables ‘maintenance and driving comfort’.
- Sales Capability: Customers exhibited highest mean value to the variable ‘price’. and lowest mean value to the variable ‘Test drive facility’.
- Service Capability: Respondents accorded the highest mean value to the variable ‘service facility’ and the lowest mean value to the variable ‘service charges’.
- Age: The present study has found significant statistical relationship between age and customer satisfaction. It is found that majority of the respondents are in the age group of ‘30 -45 years’. Respondents who are above 45 years have shown low mean values on customer satisfaction.
- Educational Qualification: Most of the respondents are undergraduates and graduates. Graduates are the least satisfied people among the total respondents.
- Occupation: 84.6% of Tata Motor users are either private employees or self employed. Private employees are the least satisfied category among all the categories.
- Income level: It is observed that the average annual income of Tata Motor car users is between ‘4 & 8 lakhs’. Respondents with an annual income of ‘6 – 8 lakhs’ are the least satisfied category among the four categories.
- The findings of the present study are note worthy and fill the research gap that has been identified in the review of literature. The findings will immensely help the car manufacturers who believe that it is the customer satisfaction that benefits an organization in many ways.

VII. Suggestions

- Respondents were not happy with the side view, rare view of the passenger cars though they were satisfied with the external design of their cars. Redesigning of cars will make the cars more attractive and competitive. This enables Tata motors to excel in the market and to handle the competition arising from the International manufacturers.
- Respondents were dissatisfied with electronic equipment, steering system, paint quality and wheels & tyres. Tata has to concentrate on the above concerned areas to make it more competitive and to deliver higher quality to its customers.
- The respondents were highly dissatisfied with driving comfort, maintenance and fuel consumption. Tata Motors has to pay higher attention on the above attributes to overcome from the said deficiencies. This initiation will provide higher satisfaction on the performance of the cars. This will enhance the good will and reputation of Tata and make it globally competitive.
- Respondents were highly dissatisfied with test drive facility, display of products and staff responsiveness. Tata Motors has to pay lot of attention to training and development programs to make the staff more effective. To enhance the sales capability many additional facilities have to be incorporated in the showrooms of Tata Motors.
- The respondents were highly dissatisfied with service charges, availability of trained staff, timely service and staff response. It is the higher service capability of an organization that generates greater post-purchase relationship. Tata has to take many initiatives in making their service capability world class. The higher the service capability of these organizations the higher will be the customer's loyalty to the organization. This will help to minimise attrition rate and to spread goodwill across the continents.
- Respondents above 45 years were the least satisfied group. Relatively their association with the car is more. They purchased cars long time back. To make these respondents more happy organizations have to provide some special offers namely discounts on servicing, next purchase offers, incentives for using the car for long periods.
- Respondents in the graduate category were the least satisfied among the respondents. Most of these people are relatively young and are looking for advanced features which they see in International brands. Incorporating global features will make the Tata Motor cars more attractive and competitive.
- Private employees were not satisfied with their cars. The position and the emoluments of private employees differ greatly from the government employees. Unlike government employees the private employees are restricted to lower loan amounts though their earnings are on par with the government employees. A proper understanding with financial institutions will help the private employees to have higher loan amounts so that they can afford premier models.
- Tata launched their vehicles with the concept of cheaper price and operating economics. Unfortunately their strategy did not work to the expectations of the company and very people with the income of four lakhs and below opted Tata cars. Tata has to revamp its overall strategy in this particular segment to have a reasonably good market share.
- In spite of having world's best technology through the acquisition of JLR, Tata could not deliver quality products in India. The company is using only 30% of its installed capacity. Presently the company has only 460 dealership networks in India. The company stands in sixth position today comparing to its second position five years ago. Many of the customers are of the opinion that Tata vehicles can best be used as cabs.
- Poor product quality, delay in roll out of products, poor after sales service, no block buster model in its portfolio, higher attrition rate, image confrontation are the main reasons for the poor performance of Tata Motors. Because of its poor performance many service providers and dealers left the company in the last few years. The company should give top priority to revamp its overall strategy towards passenger cars to regain its lost market.

VIII. Limitations Of The Study

- The study is restricted to five major cities in Andhra Pradesh.
- The study is confined to the existing passenger car users.
- The data has been gathered using a questionnaire and hence the limitations of the questionnaire are inherent in the report.

IX. Conclusions

- The present study has fulfilled all the objectives. The study has helped to find out many vital factors which ensure higher customer satisfaction among the car users. The prominent factors emerged from the present study will help not only Tata Motors but also all the other car manufacturers to perform their activities more effectively.

X. Scope For Further Studies

It would be very interesting to conduct another study within the same area of research, with the incorporation of other brands of cars, which will give an integrated result to the topic and better result to the management. There is a need for multi-country, multi- institutional, multi- year initiative to cater to the needs and wants of various National and International customers. A further study on International markets will help all the manufacturers, since most of these manufacturers have their presence in several countries. India is a country wherein more than sixty percent of the people live in rural areas. So far all the companies concentrated on cities and towns. There is a growing market in rural India and a further research exclusively on rural market will be an interesting topic which will enable the manufacturers to tap the rural market which is so far untapped.

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