

International Journal of Management and Marketing Intelligence	International Journal of Management and Marketing Intelligence, 3(2), 33-35.	
	Volume: 3	http://ijmmi.com
	Issue: 2	ISSN: 3080-860X
	Received: May 12, 2026	Accepted: May 25, 2026
	<i>Citation: Madur, A.(2026) Building the Workforce Behind the Wheels: HR Practices in the Automotive Dealership Sector. International Journal of Management and Marketing Intelligence 3(1), 33-35. DOI: https://doi.org/10.64251/ijmmi.142</i>	

Building the Workforce Behind the Wheels: HR Practices in the Automotive Dealership Sector

Aneesha Anand Madur^{1*}

¹Indira College, Pune, Maharashtra, India.

ARTICLE DETAILS	ABSTRACT
Article History Received: May 2026 Accepted: May 2026 Published Online: June 2026	The automotive dealership sector is a people-intensive industry in which organizational performance depends not only on vehicles, technology, sales and customer service, but also on the effectiveness of its workforce. Human Resource Management (HRM) therefore plays a critical role in attracting suitable talent, maintaining employee information, supporting workforce administration and creating a positive work environment. This article examines important HR practices relevant to the automotive dealership sector, with emphasis on recruitment and selection, digital talent sourcing, resume screening, interview coordination, onboarding, employee documentation, attendance administration, HR technology, campus recruitment, reference verification and employee engagement. The discussion is based on HR activities documented across four fortnightly organizational-training reports and is presented in an analytical rather than personal-experience format. The article highlights how people management, structured processes, digital tools and accurate HR data work together to support effective workforce management.
Keywords Human Resource Management Automotive Dealership Recruitment Talent Acquisition HR Technology Employee Engagement Onboarding Workforce Management	
JEL Codes E24, J24, O15	
Corresponding Author Email: maduraneesha@gmail.com	

1. INTRODUCTION

The automotive industry is often viewed through the products and services visible to customers, but the functioning of a dealership depends on a diverse workforce operating behind those activities. Sales executives, service personnel, body shop advisors, engineers, accountants, receptionists, drivers and administrative employees contribute to different stages of dealership operations. Each role requires a specific combination of qualifications, experience, technical knowledge and behavioural competencies. This diversity creates a strong requirement for systematic Human Resource Management. HR in an automotive dealership is not limited to filling vacancies. It includes identifying manpower requirements, preparing job descriptions, attracting candidates, screening applications, coordinating interviews, completing onboarding formalities, maintaining employee records, managing attendance and supporting employee engagement. The use of digital recruitment platforms, HR software and Excel-based records has also expanded the operational role of HR. An effective HR function therefore requires a balance between people, processes, technology and information. The activities reflected in the training reports provide a practical basis for examining how these elements operate together within an automotive dealership environment.

2. LITERATURE REVIEW

2.1. Recruitment: Building the workforce

Recruitment is a core component of workforce management (Verma, 2026). Its purpose is not merely to fill an open position but to identify candidates whose qualifications, experience, skills and behavioural attributes correspond with organizational requirements. Automotive dealerships recruit across several functional areas, including sales, customer-facing roles, accounts, technical operations, engineering, driving and body shop activities. The documented recruitment activities included positions such as Driver, Receptionist, Account Executive, Civil Engineer, Sales Executive, Debt Receivable and Body Shop Advisor. The range of positions demonstrates why a single recruitment approach cannot be applied to every vacancy. Role-specific requirements are necessary to ensure that candidates are evaluated against relevant criteria. A clear job description is an important starting point (Han et al., 2026). Responsibilities, qualifications, experience, location and other role conditions should be communicated accurately. Well-defined job requirements create a common reference point for recruiters and candidates and can reduce unsuitable applications. Recruitment can therefore be understood as a process of workforce alignment in which organizational needs are matched with available talent.

2.2. Digital recruitment and talent sourcing

Digital recruitment has changed the way organizations identify and communicate with potential employees. Online recruitment platforms provide access to broader candidate pools and allow vacancies to be advertised efficiently. The recruitment activities documented in the reports included the use of Indeed, WorkIndia and Apna/Apna Hire. Using multiple sourcing platforms can diversify recruitment channels and reduce dependence on a single source. Different platforms may reach candidates with different levels of experience, qualifications and job preferences. However, the effectiveness of digital sourcing depends on more than the number of applications received. The quality of applications and the organization's ability to screen, track and communicate with candidates determine the actual value of a recruitment channel. Digital sourcing therefore needs to be supported by systematic candidate tracking and timely follow-up. Technology can increase the reach of recruitment, but selection continues to require human judgment. The combination of digital reach and professional evaluation is particularly important when multiple vacancies are handled simultaneously.

2.3. Resume screening and candidate assessment

According to Armstrong & Taylor (2023), resume screening is an important filtering stage between sourcing and interviewing. When a vacancy attracts multiple applications, a structured screening process helps HR teams identify candidates who meet essential requirements. Relevant factors can include educational qualifications, professional experience, technical skills, role suitability and other job-specific conditions. Preliminary candidate communication can provide additional information regarding professional background, availability and compensation expectations. Such communication supports the initial assessment and helps determine whether a candidate should progress to the next stage. The quality of screening depends on clearly defined criteria. If screening is based only on superficial resume characteristics, potentially suitable candidates may be overlooked. Objective, role-related criteria therefore improve the consistency of recruitment decisions and help HR teams use their time more effectively.

2.4. Interview coordination and candidate experience

The interview stage provides a more detailed assessment of candidate suitability. Effective interview management requires coordination among candidates, HR professionals and the concerned departmental representatives. Scheduling interviews, communicating timings and locations, confirming availability, following up with candidates and updating recruitment status are important operational activities. Candidate communication also shapes the candidate experience. Clear information about interview arrangements, joining requirements and documentation contributes to a more organized recruitment process.

2.5. Onboarding and employee documentation

Selection does not mark the end of HR responsibility (Sharif et al., 2026). Onboarding connects recruitment with formal employment and requires organized administrative processes. Relevant activities include document collection, KYC verification, employee-file preparation, offer and appointment documentation, joining kits and other joining formalities. Accuracy and confidentiality are essential in employee documentation. Records must be maintained correctly, while personal and sensitive information must be handled responsibly. A structured onboarding process can reduce administrative delays and ensure that employees enter the organization with the required documentation and information. Recruitment and onboarding should therefore be viewed as connected stages of the employee lifecycle. A strong transition from candidate selection to employee joining contributes to organized workforce administration.

2.6. HR Technology and digitalization

The increasing use of HR software reflects the broader digitalization of Human Resource Management. The documented activities included the use of PeopleWorks for recruitment-related information and resume management. Such systems can centralize candidate information and improve visibility over recruitment activities. HR technology can reduce repetitive manual work, improve accessibility of information and support more systematic tracking. This becomes particularly useful when organizations manage several vacancies or large volumes of candidate data. Digital tools can also help establish more consistent workflows and reduce the risk of information being scattered across separate records. Technology should nevertheless be viewed as an enabler rather than a replacement for HR professionals. Recruitment decisions, candidate communication, interviews, employee engagement and other people-oriented activities require human judgment. Effective HR therefore depends on combining digital capability with interpersonal and professional skills.

2.7. Campus recruitment and talent pipeline development

Campus recruitment is an important approach to developing a future talent pipeline (Armstrong & Taylor, 2023). Educational institutions provide organizations with access to students and emerging professionals who may bring academic knowledge, adaptability and learning potential. The documented activities included participation in a campus recruitment process and interaction with candidates through an educational institution. Campus recruitment can help organizations establish relationships with educational institutions while creating a structured source of entry-level talent. For students, it provides a transition point between academic learning and professional employment. Its effectiveness depends on appropriate role definitions, structured evaluation, communication and coordination. Campus hiring can therefore complement online recruitment and experienced-hire sourcing rather than replacing them. A diversified talent-acquisition strategy allows organizations to address different workforce requirements.

2.8. Employee engagement and workplace culture

Human Resource Management extends beyond recruitment and administration. Employee engagement is an important dimension of HR because workplace relationships, communication and organizational culture influence the employee experience (Lemon, 2019). The documented HR activities included regular employee initiatives such as Fun Saturday, which provide opportunities for interaction beyond routine work responsibilities. Workplace events can encourage communication, team interaction and a sense of belonging. However, sustainable employee engagement cannot depend only on occasional activities. Recognition, leadership, communication, career opportunities, workplace relationships and organizational culture also influence engagement. Events are therefore one component of a broader employee-experience approach. The role of HR in employee engagement demonstrates the balance between administrative and people-oriented responsibilities. HR must maintain systems and records while also contributing to a workplace environment that supports positive employee interaction.

2.9. Changing competencies of HR professionals

The evolution of HR practices has expanded the competencies expected from HR professionals. Traditional knowledge of recruitment, documentation and employee administration remains important, but modern HR roles increasingly require digital and analytical capabilities. Communication skills are essential for candidate and employee interaction. Coordination skills are required when managing interviews, recruitment stages and multiple stakeholders. Data-management skills support work with Excel and HR systems, while attention to detail is important for employee records and documentation. Time management becomes essential when several vacancies and administrative responsibilities are handled simultaneously. Confidentiality and ethical information handling are equally important. HR professionals work with personal and organizational information and must therefore maintain appropriate professional standards. The modern HR role combines interpersonal ability, process discipline, technology awareness and responsible information management.

3. Conclusion

Human Resource Management in the automotive dealership sector represents a combination of talent acquisition, workforce administration, technology, communication and employee engagement. The diversity of dealership roles creates a need for structured recruitment and selection, while the volume of employee information requires accurate and systematic HR data management. Digital recruitment platforms such as Indeed, WorkIndia and Apna/Apna Hire expand sourcing opportunities, while Excel and PeopleWorks support recruitment and HR information management. At the same time, interviews, candidate communication, onboarding, reference verification and employee engagement demonstrate that human judgment remains central to HR. The broader direction of HR is toward integrated workforce management, in which technology improves efficiency while professional judgment supports sound decisions and meaningful employee interaction. For the automotive dealership sector, strengthening recruitment processes, maintaining accurate HR data, improving candidate experience and supporting employee engagement can contribute to a more organized and capable workforce. Ultimately, effective HR connects the right people with the right roles, the right processes with appropriate technology, and organizational objectives with employee needs. This makes Human Resource Management an important contributor to sustainable organizational performance.

Confidentiality and Ethical Note

This article presents HR practices in a generalized and analytical manner for academic and publication purposes. Individual names, candidate identities, contact information, compensation details, mentor information and other personally identifiable or confidential organizational information have not been included.

REFERENCES

- Armstrong, M., & Taylor, S. (2023). *Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management*. Kogan Page Publishers.
- Chartered Institute of Personnel and Development (CIPD). (2026) *Recruitment and selection*. Accessed April, 13, 2026. Available at: <https://www.cipd.org/>
- Dessler, G. (2020). *Human Resource Management*, 16th ed. Pearson.
- Han, Y., Hwang, K., Kim, E., & Robertson, P. J. (2026). The impact of accountability systems on public employee well-being and the moderating effects of role clarity and job autonomy. *Public Management Review*, 28(5), 1212-1238.
- Lemon, L. L. (2019). The employee experience: How employees make meaning of employee engagement. *Journal of Public Relations Research*, 31(5-6), 176-199.
- Sharif, S., Malik, S. A., Arooj, N., & Albadry, O. M. (2026). Human resource management (HRM) practices and organizational commitment in higher educational institution (HEI): a mediating role for work engagement. *Global Knowledge, Memory and Communication*, 75(3-4), 1462-1484.
- Society for Human Resource Management (SHRM) (2026). *Talent acquisition and recruitment*. Accessed March, 21, 2026. Available at: <https://www.shrm.org/>
- Verma, M. A. (2026). *Human resource management*. Quill Tech Publications.