

A CASE STUDY OF EMPLOYEE RETENTION STRATEGIES IN INDIA'S AUTOMOBILE INDUSTRY, WITH A FOCUS ON TATA MOTORS IN TELANGANA

Author: Dr. THOMAS FELDMAN

ASSOCIATE PROFESSOR, NAVA BHARATHI COLLEGE OF PG STUDIES, SECUNDERABAD,
TELANGANA, INDIA.

ABSTRACT

The Automobile Industries have now come to see the value of retention management. Nevertheless, the focus of the test was on identifying the existing management methods and objectives, with the goal of providing the organizations with recommendations and suggestions to enhance their retention tactics. The evaluation is focused on maintenance and also contributes to the process of determining whether employees are generally satisfied by taking into consideration factors such as work culture, remuneration, preparation, and coordination. The investigation will investigate the variables that contribute to employee turnover, such as a lack of work satisfaction, commitment to the organization, the availability of a variety of roles, pay and benefits, and any other direct or indirect factors that may be involved. The evaluation helps with understanding how the employee retention methods get ready for the growth of a business, and it does this by providing assistance. The HRD is able to identify the specific as well as the authoritative aims, goals, and arrangements of the selected vehicle organizations. The investigation will provide data that will enable the organization to think about the following aspects, such as the Employee Retention system that is required so that the organization can lessen its cost of enrollment as well as establish a good workplace in the hopes that the resolve of representative will be high, which is much more needed in this harsh world. A tentative conclusion is that encouraging worker maintenance techniques inside an organization will lead to improved human relationships and the elimination of mistakes within the scalar chain, both of which will lead to an improved working environment. The findings of the examination provide information on how to reduce stress, how to enhance performance, how to raise the worker's standard of living expectations, and what kinds of preparations need to be made.

Key words: Employee retention, Human relationships, Decent workplace

1. INTRODUCTION

Strategies for retaining employees include taking steps to encourage workers to remain affiliated with the organization for the longest possible period of time. It is a cycle in which the employees are encouraged to remain with the organization for the longest possible period of time or until the task at hand has been completed. The association would benefit much by retaining its employees in the same way that the representative would. A successful effort at representative maintenance is a conscious effort made by companies to build and foster an atmosphere that encourages existing personnel to remain used. This is accomplished by having arrangements and procedures set up that cater to the various needs of the representatives being maintained. The long-term health and success of any organization is inextricably linked to the longevity of its most valuable personnel. Keeping the best employees on board ensures that customers will remain loyal, that product sales will increase, that partners will be happy, that staff will expose themselves, that strong progression planning will occur, and that deeply embedded authoritative knowledge and learning will be obtained. Included in this category are representative maintenance challenges, such as hierarchical problems, such as planning time and effort, losing knowledge, having unstable staff, and conducting a costly search for competitors. As a consequence of this, it is a very poor recommendation for an organization to be unable to retain a vital employee. According to the findings of several analyses, the cost of replacing a center supervisor in many organizations may be up to many times that person's salary. These days, businesses are facing a multitude of challenges with regard to the upkeep of their workforce. It is essential for a company to hire knowledgeable people for the open positions in the organization; nevertheless, retaining current employees is substantially more important than finding new ones.

Another example of innovation in the modern day that may be seen in the serious business atmosphere is worker maintenance. Alterations are being made on an ongoing basis to associations. This shifting atmosphere is having an impact not just on the organizations themselves but also on the employees who work inside those organizations. HR should have proper oversight so that hierarchical proficiency can be improved, and so that assets can be used to their full potential. The board's human resource department is responsible for a vital task in this method. They are accountable for the manner in which workers are handled inside the association. The upkeep of one's workforce is an essential problem that poses a challenge to any organisations in our modern times. There are a number of factors that play a role in whether or not a representative decides to stay with the organization or go. It's possible that the external factors, the internal factors, and the combined effect of both are to blame. The development of human capital encompasses a significant number of such activities. It is of the utmost significance

that those in charge of human resources make a distinction between the needs of the worker and the processes that should be followed for their upkeep. Due to the fact that individuals have varying requirements, a single technique cannot accommodate everyone. To retain talented employees, HR professionals must pass an essential exam. The ability of an organization to keep its employees is essential to the organization's continued success throughout time. When a talented worker leaves an organization, it has a negative influence on development, customer loyalty, information pick up throughout the previous years, and the benefit of the association as a whole more so than the expense of replacing another representative who contributes a lot to the association. This leaves a negative impact on the association. The upkeep of one's workforce is an essential problem that poses a challenge to any organisations in our modern times. There are a variety of factors that play a role in whether or not a representative decides to stay with the organization or go. It is possible that both internal and external variables, as well as the interaction of the two, are to blame. The exercise of human capital involves a significant amount in this way. It is of the utmost significance that those in charge of human resources make a distinction between the requirements of the worker and the methods of upkeep that are afterwards developed. Due to the fact that individuals have varying requirements, a single technique cannot accommodate everyone. The HR professionals must pass the important exam in order to retain talented staff. Maintenance of representatives is very important to the long-term financial health of any organization. When a company loses a talented employee, it has a detrimental impact not just on the company's ability to progress, but also on its ability to retain customers, gather knowledge from prior years, and increase overall productivity. Greater than the expense of replacing another representative, this person has contributed a great deal to the organisations. It is of the utmost essential that directors of human resources assess the needs of their workforce and then formulate strategies for their upkeep, since this is a demand of the highest priority. Because different individuals have different requirements, a single approach will not satisfy everyone's requirements. The HR professionals' ability to retain qualified individuals will be put to the test. The wellbeing of one's workforce is of the utmost significance to the long-term prosperity of any organization. When a talented person leaves an organization, it leaves a negative influence on progress, customer loyalty, information pick up throughout the previous years, and the advantage of the organization as a whole. In addition to covering the expense of additional worker, the organization benefits greatly from this contribution.

2. IDENTIFICATION OF THE RESEARCH PROBLEM

In Global economic system Employee Retention has emerge as a burning hassle due to the fact, maximum of the personnel are leaving the agencies as they like as a consequence of taking up employments someplace else. Even in a number of the instances, the personnel are not even informing the groups approximately their goal to leave. However, a number of them are giving earlier notices to leave the organizations and corporations as in keeping with the norms of the enterprise and taking higher prospects. This will create a awesome disturbance to the companies for need of suitable substitutes right away because of surprising alleviation of its personnel. Organizations and firms are taking over Program for recruitment of the personnel to top off the consequential vacancies. Because of the new personnel appointed every now and then in the area of the personnel left, the business enterprise suffers a lot to stimulate the new employees for preferred goals and desires. This will affect badly at the H.R guidelines of the auto Organizations. To overtake this hassle, major steps must be undertaken for the retention of the employees in an agency for the higher sustainability and cognitive involvement. Understanding Employee opinion and analyzing the retention factors are essential to an organizational fulfillment. An worker interprets their organisations surroundings with their personal notion. Many studies concerning employee retention had been carried out in many sectors particularly Business Process Outsourcing, Information Technology and Health Care Industry. One of the sectors that changed into now not paid attention was Automobile Industry, which contributes to a primary part of the National Income.

Thus, the present examine goals to research and decorate the worker retention strategies inside the selected vehicle agencies in India Tata Motors (Telangana).The examine also targets to provide positive pointers and guidelines to the enterprise for keeping its employees.

3. SCOPE OF THE RESEARCH WORK

The result of the investigation achieves as how to decrease pressure, improve execution, how to increase the expectation of living of the representative, what preparing are to be given lastly it incorporates distinguishing all the money related and incidental advantages so the pace of turnover is low and worker maintenance is high.

The discoveries from the examination will give the result in a manner to such an extent that it will give advantage both to workers and managers The investigation will likewise expect to give legitimate match between the individual and the work, hierarchical atmosphere and culture, pay and

execution, improved co-appointment between the individual, their collaborators, and the administrators. This examination has been planned by utilizing quantitative system with an example kept to representatives of Automobile ventures in India. On the solid side of our investigation lies the way that the entire populace of the vehicle business has been covered and Quota test of representatives has been chosen. Nonetheless, it is unimaginable to expect to assemble a coordinated compatibility with all the representatives. Accordingly, a restricted example of 100 respondents has been decided for the examination and a nitty gritty investigation has been finished. In this manner, the extent of the investigation is restricted to the example size and furthermore to the chose measurements of individual and employment qualities.

4. OBJECTIVES OF THE STUDY

To study the employee retention strategies of automobile industries in India with special reference to TATA motors, Telangana.

- To examination the employee retention strategies with explicit reference to vehicle industry.
- To discover employees generally fulfillment in the association with connection to workplace culture.
- To inspect the Training and Development exercises gave and to distinguish whether it prompts improved coordination among employees in their work.
- To examine the prize and remuneration factors.
- To make recommendations to the association to improve its employee retention strategies.

5. RESEARCH AND METHODOLOGY

The Objective of research on “A study on Employee Retention in automobile sector” conducted to gather information To check whether Attrition Rate and organization efforts for retention are independent of each other or not.

Research Design: Descriptive

Data Collection Design: Primary

Sampling Design

- Population: All the employees of automobile sector in Rajkot
- Sampling Method – Convenience Nonrandom technique

- Sample Size:100 Data Analysis Design
- Analysis of Primary Data
 - Descriptive Statistics – Charts and Graphs.
 - Inferential Statistics – Chi square test for independence of attributes.

5. Analysis

To check whether Attrition Rate and organization efforts for retention are independent of each other or not?

Step: 1: Hypothesis

Ho: Attrition Rate and organization efforts for retention are independent of each other

H1: Attrition Rate and organization efforts for retention are dependent of each other

Step: 2: Test

I will use chi square goodness of fit test to test the hypothesis.

Step: 3

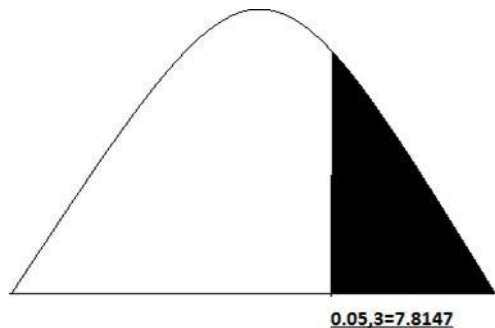
The appropriate type-1 error rate $\alpha = 0.05$

Step:4

$$Df = (r-1) (c-1)$$

$$= (4-1) (2-1)$$

$$= 3$$



Step : 5: gather the data

Attrition rate	Yes	No	Total
2-4%	56	4	60
4-6%	6	5	11
6-8%	8	6	14
More than 8%	7	8	15
Total	77	23	100

$$F11 = 60 \cdot 77 / 100 = 46.20$$

$$F12 = 60 \cdot 23 / 100 = 13.8$$

$$F21 = 11 \cdot 77 / 100 = 8.47$$

$$F22 = 11 \cdot 23 / 100 = 2.53$$

$$F31 = 14 \cdot 77 / 100 = 10.78$$

$$F32 = 14 \cdot 23 / 100 = 3.22$$

$$F_{41} = 15 * 77 / 100 = 11.55$$

$$F_{42} = 15 * 23 / 100 = 3.45$$

Step: 6

□ 2 □ □

$$\frac{(f_o - f_e)^2}{f_e}$$

Attrition rate	Yes	No
2-4%	46.20	13.8
4-6%	8.47	2.53
6-8%	10.78	3.22
More than 8%	11.55	3.45

$$F_{11} = \frac{(56 - 46.20)^2}{46.20}$$

$$= 2.07$$

$$F_{12} = \frac{(4 - 13.8)^2}{13.8} = 6.95$$

$$F_{21} = \frac{(6 - 8.47)^2}{8.47} = 0.72$$

$$F_{22} = \frac{(5 - 2.53)^2}{2.53} = 2.41$$

$$F_{31} = \frac{(8 - 10.78)^2}{10.78} = 0.71$$

$$F_{32} = \frac{(6 - 3.22)^2}{3.22} = 2.40$$

$$F_{41} = \frac{(7 - 11.55)^2}{11.55} = 1.79$$

$$F_{42} = \frac{(8 - 3.45)^2}{3.45} = 6.00$$

Calculated value=23.05

Step: 7 Action

Since the calculated value of Chi-square test (23.05) is greater than table value(7.8147) so null hypothesis is rejected.

Step:8: Business application

Since the researcher have enough evidence to accept alternative hypothesis. Attrition Rate and organization efforts for retention are dependent of each other.

6. Conclusion

Employee Retention must start at the top and it must be implemented from within all levels of a company. The biggest burden to retain employees is in the hands of management. They must gain the respect of their employees while keeping them happy and motivated to complete their multitude of tasks. It is evident that most companies today are not placing enough importance on employee retention. They are focused on the bottom line ignoring the fact that good performance starts with employees. Companies must pay more attention to every aspect of employee satisfaction to retain the best employees. Companies may not care as much about losing the bottom 10%, but they should care about losing the top 50%. Losing key employees could cause a cascade of events leading to the loss of huge projects, costing companies millions of dollars. Automobile sector needs to focus on management first, holding managers accountable for employee retention. Once managers are held accountable, they will work harder to build positive relationships with their employees. Managers need to consider employees the internal customer and pay them as much attention as the product their selling. Managers must structure ways for employees to grow and give them ways to challenge themselves. Managers who help their employees achieve their goals are the managers that retain their employees with the most success. Automobile sector needs to create strong long lasting mentoring programs that develop employees from the beginning. Mentoring is a good way to transfer crucial skills and knowledge as well as also to it inspires loyalty in new employees and emerging leaders. Studies have shown that people with mentors are twice as likely to stay. Mentoring should be directing the new employee both professionally as well as socially within your company building strong relationships with the employee. Companies that step up their mentoring programs will be more successful in employee retention. Automobile sector also must focus on all the growth opportunities that exist within their companies. With the baby boomer generation approaching retirement there are so many opportunities for all employees within all companies.

They should promote education programs that they have as well as help the employees reach their goals and aspirations. Companies must support education and training of these new employees building the innovators and leaders of tomorrow. The important thing to remember about employee retention is that pay and benefits are only part of the reason that employees stay with companies. There are many other factors that automobile sector must pay attention to, to make employees happy. They need to build trust, create hope, show the employee is very valuable, and that they are very competent. Doing whatever is required to fulfill these most basic needs will lead to improved employee retention as well as improved productivity from all employees.

- In automobile sector, Majority of the sector employee's attrition rate is 2-4% that will good for the organization for their retention policy.
- In mostly automobile industry make many efforts for the employee retention and maintain their policy.
- In that industry majority of the respondent believed that manager can play important role in their firm's retention rate.
- In automobile industry, majority of the respondent believed that employee's family and personal lives are just as important as their work.
- In automobile sector, more than 50% employers are believed that most employees don't consider compensation the most important aspect of their work.

Reference

- Brunetto Y., F.-W. R. (2002). Using social identity theory to explain the job satisfaction of publicsector employees. *International Journal of Public Sector Manage*, 15(7), 534-551.
- Elisenberger R., & F.-L. (1990). Perceived organizational support and employee diligence,commitment, and innovation. *Journal of Applied Psychology*, 75, 51-59.
- Naveen Prasadula (2019) A Case Study Of Employee Retention Strategies In India's Automobile Industry, With A Focus On Tata Motors In Telangana
- Maselena, A., Huda, M., Jasmi, K. A., Basiron, B., Mustari, I., Don, A. G., & bin Ahmad, R. (2019).Hau-Kashyap approach for student's level of expertise. *Egyptian Informatics Journal*, 20(1), 27-32.
- Messmer, M. (2000). Orientation programs can be key to employee retention. *Strategic Finance*,81(8) , 12-15.
- Miller, N. &. (2001). Sense of place in the workplace: The relationship between personal objects andjob satisfaction and motivation. *Journal of Interior Design*, 27(1).
- Ramlall S. (2003). Managing Employee Retention as a Strategy for Increasing OrganizationalCompetitiveness. *Applied H.R.M. Research*, 8(2), 63-72.
- Wells, M. &. (2002). What does your workspace say about you? The influence of personality, statusand workspace on personalization. *Environment and Behavior*, 3, 300-321.