

Talent Retention Practices Adopted by the Automobile Companies with Special Reference to Chennai

J. Krithika ¹, & P. S. Aithal ²

¹ Post-Doctoral Fellow, Institute of Management & Commerce, Srinivas University, Mangalore, India, & Associate Professor, RV Institute of Management Studies, Bangalore
ORCID-ID: 0000-0002-1611-3785; Email: krithikaj.rvim@rvei.edu.in

² Director, Poornaprajna Institute of Management, Udupi, India,
ORCID-ID: 0000-0002-4691-8736; E mail: psaithal@gmail.com

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J. Krithika¹, & P. S. Aithal²

¹ Post-Doctoral Fellow, Institute of Management & Commerce, Srinivas University, Mangalore, India, & Associate Professor, RV Institute of Management Studies, Bangalore
ORCID-ID: 0000-0002-1611-3785; Email: krithikaj.rvim@rvei.edu.in

² Director, Poornaprajna Institute of Management, Udupi, India,
ORCID-ID: 0000-0002-4691-8736; E mail: psaithal@gmail.com

ABSTRACT

Purpose: This study aims to understand Talent retention Practices adopted in Automobile companies with special reference to Chennai.

Methodology: The study is descriptive research by nature. It enables the researcher to summarize and organize data in an effective and meaningful way.

Findings: The five dimensions of talent retention namely "Pressure at work, following the procedure, retaining culture, training, and job satisfaction were assessed in the automobile sector. The results show that employees are facing pressure at work, given adequate authority, skill enhancement possibilities, and a high level of Job security.

Originality/Value: This article assesses the talent retention practices adopted in the automobile sector. This study explores the employee retention dimensions and recorded the responses of four hundred employees.

Paper type: Descriptive research

Keywords: Automobile sector, Talent, Retention, Descriptive, Pressure at Work, culture and Job satisfaction.

1. INTRODUCTION :

Talent Management is an organization's involvement in recruiting, retaining, and developing talented employees and reducing employee turnover. This can be achieved by fostering a positive work atmosphere with special attention on promoting, appreciating, providing competitive pay, and facilitating healthy work-life balance. Moaz Nagib Gharib (2017) [1] identified the elements to retain employees in private Syrian companies as training and professional development, organizational reward systems, job insecurity, and job satisfaction. Loyal employees are a great asset for any organization. But in the globalized era, Employers face the biggest and a difficult challenge in recruiting and retaining talent. A good talent retention strategy includes many factors such as compensation, career development, career development and employee engagement, and organizational culture to reduce turnover and improve overall performance.

Aithal, P. S. (2023) [2] identified the challenges and uncertainties faced by organizations in doing their business. This paper focused on customer retention and value creation to attract new customers. Chowdhury et. al. (2020) [3] tried to examine the causes and leading factors of turnover. This study proposed a conceptual framework that shows the major variables in explaining the phenomenon of employee turnover and recommended strategies to handle these issues. Hongale et al. (2020) [4] felt that the global economic situation has increased overall job seekers in the worldwide employment market and this leads to the problems of Talent mismatch. As a result, finding the "right" person for a particular job is becoming more challenging. McDonnell (2017) [5], conducted a systematic comprehensive review of the evolution of talent management scholarship and found that there has been limited attention focused on individual talents as the unit of analysis. A report by The Economic Times estimated in 2010 that by 2025, 25% of the world's talented workforce will be Indians, which will lead lack of supply of talented young blood to the Indian manufacturing industries. This makes even the Indian Automobile sector focus more on retaining employees for a long time. Hence the automobile sector in Chennai should focus on Retention strategies.

Need of the study: “Global talent trends 2023 pulse survey of HR leaders” listed down the top 10 HR priorities below.

Table 1: HR Priorities in 2023

S. No.	HR Priorities in 2023
1	Improving the employee experience for key retention populations
2	Improving workforce planning to better inform buy/build/borrow strategies
3	Designing talent processes around skills
4	Rethinking compensation philosophy
5	Improving total rewards strategies
6	Investing in workforce upskilling/Reskilling
7	Delivering on total well-being
8	Redesigning work to improve agility
9	Reimagining our employer brand
10	Ensuring diverse workforce groups are heard and included

Source; Global Talent Trends 2023 pulse survey of HR leaders.

The results indicate that the top priority among the HR leaders in 2023 is about talent retention. The automotive industry in India serves as a crucial pillar of the country's economy. With significant backward and forward linkages, it plays a pivotal role in driving growth. In recent years, liberalization and strategic policy measures have fostered a dynamic and competitive market, attracting numerous new players. This has led to expanded production capacity within the automobile sector and the creation of substantial employment opportunities.

2. REVIEW OF LITERATURE :

Shonubi et al (2017) [6] conducted a study to understand the impact of appreciation on employee retention in the telecom industry. The respondents were from the Telekom Malaysia. He applied the SEM model for data analysis. The researcher has recommended a set of intrinsic and extrinsic factors of motivation, which can enhance employee retention in the telecom industry of Malaysia.

Moaz Nagin Gharib et.al, (2017) [7] have conducted a study on elements influencing employee retention in private Syrian companies. The elements studied were Training and professional development possibilities, Reward system, Job insecurity, and Job satisfaction. The study was conducted with an instrument ‘questionnaire’ with 102 respondents. The results indicate that training and professional development have no significant impact on employee retention. Job satisfaction has a more significant impact compared to reward systems and job security.

Ganesan Kannabiran et.al, (2017) [8] conducted a study on the IT industry’s ability to retain human potential. It was found that most of the respondents form a strong self-concept and fix their “career anchor” that holds their internal career. Hence this study evaluated the impact of nine career anchors, through a response of 450 employees from the Indian IT companies. These career anchors’ service, identity, variety, autonomy, and creativity have a significant influence on retention, whereas managerial competence and technical competence have no significant influence on employee retention in the Indian IT industry.

Anand (2011) [9], investigated the talent retention practices in Bharti Airtel, a noteworthy telecom organization, and found a strong association between the talent retention practices and enhanced organizational productivity.

Vijay et al. (2012) [10] The authors inspect the phenomenon of employee retention in the IT area can help the organization in the division to retain their profitable talented employees. The human resource department needs to assume an indispensable part in outlining the approaches, practices, and strategies, which can empower an organization to retain the HR contributing fundamentally to the business.

Netharavathi P.S et al (2021) [11] in their research paper entitled “A study on employee retention as a tool for improving organizational effectiveness”, focused on the correlation between employee retention and organizational effectiveness. The results show a very positive relationship between these variables and declare that effective employee retention strategies can enhance productivity.

Rani and Joshi (2012) [12] address how recruitment and determination, a customary talent of HRM, should be overseen in an organizational setting that has the attention on talent management. Communicated from a critical business point of view, talent management might be characterized as a central sub-arrangement of an organization to build up a human resource base, i.e. proficient to help present and future organizational development bearings and goals. Talent management might be depicted as involving three key segments talent distinguishing pieces of proof; - inside and outside talent advancement; talent engagement, motivation, and retention.

Sourabh Kumar (2021), [13] conducted a study on the topic of the impact of Talent Management practices on employee turnover and retention intentions. He conducted this study in the IT sector with 235 respondents. He adopted a multiple regression model to analyze the data and found that the employees prefer to stay in an organization that provides the opportunity to grow, provides a clear career ladder also an effective compensation plan that can retain the employees. He concludes that the impact of talent management on employee retention is very high.

2.1 Current Status Based on Review:

Based on the reviews collected, a key research gap identified is the increasing complexity of talent retention, which is regarded as a critical factor across various major sectors. While numerous studies emphasize the importance of talent retention, the researcher has chosen to focus on understanding the specific practices employed in the automobile sector to address this challenge.

3. OBJECTIVE OF THE STUDY :

- (1) To study the Talent retention Practices of Automobile companies with special reference to Chennai
- (2) To understand the respondent’s opinions about the variables “Pressure at work” and “Procedures followed in the organization “in Automobile companies.
- (3) To study the respondent’s opinion on the variables” organizational culture” and “training strategies” in automobile companies.
- (4) To understand the level of Job satisfaction among the employees of automobile companies in Chennai.

4. RESEARCH METHODOLOGY :

The study is descriptive research by nature. It enables the researcher to summarize and organize data in an effective and meaningful way. 400 respondents, who are working in the automobile sector were selected based on the Convenient sampling technique. The chi-square test, one way ANOVA tests were applied to analyze the collected data. Both primary and secondary were utilized in this research. To collect the primary data, the research instrument “questionnaire’ was utilized.

5. ANALYSIS AND INTERPRETATION :

The ongoing technological advancements, the rise of knowledge-driven markets, and the dynamic shifts in global economies are continually pushing the automobile sector to adapt to these changes. To keep pace, organizations require a committed and competent workforce. In this evolving landscape, the automobile sector must retain loyal employees, making employee retention strategies increasingly important. The table below presents respondents' opinions on the current retention strategies employed by automobile companies.

Table 2: Respondents’ opinion towards the General retention strategies of the company for Retaining employee

To know the existing general strategies adopted in the organization, respondents were asked to respond to the below-mentioned statements. The 5-point Likert scale was utilized.

S. No	General retention strategies	SD	D	N	A	SA
1	Profiling in this organization is good.	59 (14.8%)	33 (8.2%)	92 (23%)	95 (23.8%)	121 (30.2%)

2	Orientation is good.	53 (13.2%)	87 (21.8%)	73 (18.3%)	74 (18.5%)	113 (28.2%)
3	Value propositions are done.	58 (14.5%)	78 (19.5%)	98 (24.4%)	20.8 (29%)	83 (20.8%)
4	Communication and engagement are high.	56 (14%)	43 (10.8%)	54 (13.4%)	75 (18.8%)	172 (43%)
5	High morale and values.	67 (16.8%)	52 (13%)	93 (23.2%)	95 (23.8%)	93 (23.2%)

43% of the respondents strongly agree that communication and engagement are high in their organization. This value is high compared to all the other four mentioned factors.

The five major variables were analyzed namely pressure at work, following procedure, Retaining culture, Training, and Job satisfaction. The researchers would like to understand the level of satisfaction among the employees of the automobile sector on these 5 variables. To get an overview of these variables the respondents were asked to rank the variables and the results are shown in the below table.

Table 3: Rank order of the respondents’ opinion towards the retention dimension of the Automobile sector.

To assess further, five key dimensions were identified based on existing literature. Respondents were then asked to rank these dimensions, which include: work pressure, adherence to procedures, organizational culture, training strategies, and job satisfaction.

S. No.	Dimensions	Low	High	Min.	Max.	Median	S. D.	Mean	Mean Rank
1	Pressure at work	193 (48.3%)	207 (51.8%)	20	48	36.00	5.115	35.56	1st
2	Following procedures	171 (42.8%)	229 (57.3%)	12	34	25.00	3.965	24.89	3rd
3	Organizational culture	209 (52.3%)	191 (47.8%)	11	35	25.00	3.838	25.08	2nd
4	Training strategies	202 (50.5%)	198 (49.5%)	12	35	24.00	4.043	24.00	4th
5	Job satisfaction	170 (42.5%)	230 (57.5%)	14	32	24.00	3.669	23.82	5th

The above table shows that the respondents ranked pressure at work as 1st, as they found work pressure is comparatively manageable in the automobile sector, which is the major reason to give their service to the automobile sector. Employees found the organization culture in automobile sectors is healthy and they ranked as 2nd rank. As the automobile sector is quality conscious, the following procedure is their routine and they ranked as 3rd rank and the 4th rank was given for training strategies and job satisfaction holds its 5th rank.

The statements mentioned in the questionnaire and responses are listed in the table below and the values

are given based on the percentage analysis method.

Table 4: Respondents’ opinion on pressure at work of the companies towards retaining employees
 To know the existing pressure at work, the respondents were asked to respond to the below-mentioned statements. The 5-point Likert scale was utilized.
 (SD-Strongly disagree, D-Dis agree, N -Neutral, A -Agree, DA-Strongly agree)

S. No.	Pressure at work	SD	D	N	A	SA
1	Pressure at work is high in my organization.	22 (5.5%)	49 (12.2%)	80 (20%)	123 (30.8%)	126 (31.5%)
2	The deadlines are unrealistic.	21 (5.2%)	69 (17.2%)	75 (18.8%)	84 (21%)	151 (37.8%)
3	My job asks too many different things of me.	12 (3%)	63 (15.8%)	73 (18.2%)	104 (26%)	148 (37%)
4	The constant pressure of work is a disturbing factor	11 (2.8%)	71 (17.8%)	78 (19.4%)	90 (22.5%)	150 (37.5%)
5	There are lots of tasks that need to be completed.	30 (7.5%)	47 (11.8%)	73 (18.2%)	106 (26.5%)	144 (36%)
6	The organization focuses more on my weaknesses.	113 (28.2%)	56 (14%)	68 (17%)	69 (17.3%)	94 (23.5%)
7	It is a very competitive and challenging environment at my job.	31 (7.8%)	64 (16%)	79 (19.8%)	93 (23.2%)	133 (33.2%)
8	Too much work causes the employees to get tense.	64 (16%)	55 (13.8%)	50 (12.5%)	114 (28.5%)	117 (29.2%)
9	High pressure at work is causing employees certain health issues like depression.	59 (14.8%)	67 (16.8%)	39 (9.8%)	106 (26.4%)	129 (32.2%)
10	Employees are expected to handle the increasing pressure.	37 (9.2%)	47 (11.8%)	70 (17.5%)	118 (29.5%)	128 (32%)

The above table describes the respondents’ opinion on the pressure at work of the companies towards retaining employees in the organization. The highest (31.5%) percentage of the respondents strongly agree that “Pressure at work is high in my organization.” The highest 37.8% percentage of the respondents strongly agree that “The deadlines are unrealistic..37% of the respondents strongly agree that “I sometimes think that my job asks too many different things of me.”37.5% of the respondents strongly agree that “The constant pressure of work—things that need to be done.”36% of the

respondents strongly agree that “There are lots of tasks that need to be completed”.28.2% of the respondents strongly disagree that “The organization focuses more on my weaknesses.”33.2% of the respondents strongly agree that “It is a very competitive and challenging environment at my job”. 29.2% of the respondents strongly agree that “Too much work causes the employees to get tensed.”

Table 5: Respondents’ opinion on following procedures to retain employees

To know the respondent’s opinion on following procedures the five-point Liker scale was utilized (SD-Strongly disagree, D-Dis agree, N -Neutral, A -Agree, DA-Strongly agree)

S. No.	Following Procedures	SD	D	N	A	SA
1	Instructions are followed very closely.	21 (5.2%)	57 (14.3%)	97 (24.2%)	113 (28.3%)	112 (28%)
2	I do what is expected of me as per the given rules.	27 (6.8%)	62 (15.4%)	83 (20.8%)	100 (25%)	128 (32%)
3	Instructions are followed even when they do not align with your ideas.	31 (7.8%)	79 (19.8%)	86 (21.4%)	92 (23%)	112 (28%)
4	In case of any issues, company procedures are followed.	70 (17.4%)	71 (17.8%)	44 (11%)	99 (24.8%)	116 (29%)
5	Procedures and instructions are enforced by the company.	38 (9.4%)	67 (16.8%)	79 (19.8%)	75 (18.8%)	141 (35.2%)
6	There is procedure for every aspect in the company.	12 (3%)	54 (13.5%)	99 (24.8%)	109 (27.2%)	126 (31.5%)
7	Procedures over experiences are expected.	22 (5.5%)	64 (16%)	75 (18.8%)	85 (21.2%)	154 (38.5%)

There are 28.3% of the respondents who agree that instructions are followed very closely. The highest percentage (32%) of the respondents strongly agree that they do what is expected of them as per the given. 28% of the respondents strongly agree that instructions are followed even when they do not align with one’s ideas and 23% of the respondents agree with the statement. 29% of the respondents strongly agree that in case of any issues, company procedures are followed. The highest percentage (35.2%) of the respondents strongly agrees that “Procedures and instructions are enforced by the company.”31.5% of the respondents strongly agree that “There is procedure for every aspect in the company.” 38.5% of the respondents strongly agree with the statement that “Procedures over experiences are expected.”

Table 6: Respondents’ opinion on organizational culture to retain employees

To know the existing culture to retain employees at work, the respondents were asked to respond to the below-mentioned statements. The 5-point Likert scale was utilized.

(SD-Strongly disagree, D-Dis agree, N -Neutral, A -Agree, DA-Strongly agree)

S. No.	Organizational culture	SD	D	N	A	SA
1	Employees are given authority.	28 (7%)	54 (13.5%)	90 (22.5%)	105 (26.2%)	123 (30.8%)
2	This organization has a trustworthy environment.	14 (3.5%)	63 (15.8%)	95 (23.7%)	98 (24.5%)	130 (32.5%)
3	Supervisors hear out employee’s concerns and issues.	27 (6.8%)	48 (12%)	81 (20.2%)	100 (25%)	144 (36%)
4	Communication is a priority at all levels of management.	81 (20.3%)	68 (17%)	33 (8.2%)	105 (26.2%)	113 (28.3%)

5	Morale is appreciated by the company.	26 (6.5%)	42 (10.5%)	87 (21.7%)	106 (26.5%)	139 (34.8%)
6	There is scope for improvement provided by the organization.	8 (2%)	70 (17.4%)	84 (21%)	97 (24.3%)	141 (35.3%)
7	Values are recognized in this organization.	63 (15.8%)	73 (18.2%)	36 (9%)	104 (26%)	124 (31%)

The above table explains respondents' opinion on the prevailing organizational culture to retain employees in the Automobile sector. 123 respondents strongly agree that "Employees are given authority" which constitutes 30.8%. The highest percentage (30.8%) of the respondents strongly agree that "This organization has a trustworthy environment." and 36% of the respondents strongly agree that "Supervisors hear out employee's concerns and issues." The highest percentage (28.3%) of the respondents strongly agree that "Communication is a priority in all levels of management." 34.8% of the respondents strongly agree that their Morale is appreciated by the company. 35.3% of the respondents strongly agree that "There is scope for improvement provided by the organization." The highest (31%) percentage of the respondents strongly agree that "Values are recognized in this organization".

Table 7: Respondents' opinions on Training strategies to retain employees

To know the Respondent's opinion on training strategies adopted in the organization, which supports retaining the employees, a 5-point Likert scale was utilized.

S. No.	Training strategies	SD	D	N	A	SA
1	Skill enhancement for the employees is prioritized by the organization.	23 (5.8%)	81 (20.3%)	85 (21.3%)	93 (23.3%)	118 (29.3%)
2	The organization provides support for higher education purposes.	47 (11.8%)	69 (17.1%)	71 (17.8%)	94 (23.5%)	119 (29.8%)
3	The organization enhances and teaches, technical and interpersonal skills.	31 (7.7%)	58 (14.5%)	94 (23.5%)	103 (25.8%)	114 (28.5%)
4	Job training is provided by my organization.	58 (14.5%)	70 (17.5%)	95 (23.8%)	87 (21.7%)	90 (22.5%)
5	Training hours are provided for a necessary period.	75 (18.8%)	68 (17%)	31 (7.8%)	108 (27%)	118 (29.5%)
6	Attending seminars and conferences is encouraged.	30 (7.5%)	51 (12.8%)	98 (24.5%)	109 (27.2%)	112 (28%)

7	Leadership training is organized by my company.	65 (16.3%)	50 (12.5%)	42 (10.5%)	118 (29.5%)	125 (31.2%)
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The above table represents respondents' opinions on training strategies for retaining employees. Skill enhancement for the employees is prioritized by the organization. The highest percentage (29.3%) of the respondents strongly agrees that "Skill enhancement for the employees is prioritized by the organization. 29.8% of the respondents strongly agree with the statement that "The organization provides support for higher education purposes". 28.5% of the respondents strongly agree with the statement 25.8% of the respondents agree that "The organization enhances and teaches, technical and interpersonal skills". 22.5% of the respondents strongly agree that "Job training is provided by my organization." 29.5% of the respondents strongly agree that "Training hours are provided for a necessary period". 28% of the respondents strongly agree that "Attending seminars and conferences is encouraged." There are 125 respondents who strongly agree that "Leadership training is organized by my company."

Table 8: Respondents' Opinions on Job Satisfaction Towards Retaining Employees

The five-point Likert scale was applied with strongly disagree, disagree, neutral, agree, and strongly agree as options to understand the respondent's opinion on job satisfaction.

S. No.	Job satisfaction	SD	D	N	A	SA
1	High degree of independence to execute a provided task.	23 (5.8%)	67 (16.8%)	78 (19.4%)	95 (23.8%)	137 (34.2%)
2	The scope provided for personal development is high at my organization.	27 (6.8%)	71 (17.8%)	86 (21.5%)	94 (23.5%)	122 (30.4%)
3	Job security is high in my organization.	79 (19.8%)	79 (19.8%)	30 (7.4%)	98 (24.5%)	114 (28.5%)
4	There is good scope for the future in the same organization.	46 (11.4%)	69 (17.3%)	92 (23%)	111 (27.8%)	82 (20.5%)
5	Salary is always fair with no discrimination.	53 (13.3%)	58 (14.4%)	88 (22%)	112 (28%)	89 (22.3%)
- 6	Superiors and executives provide support whenever needed.	53 (13.2%)	44 (11%)	88 (22%)	104 (26%)	111 (27.8%)
7	The organization provides good promotions for hard work.	66 (16.3%)	61 (15.3%)	43 (10.8%)	113 (28.3%)	117 (29.3%)

The above table describes the job satisfaction of the respondents for retaining employees. The highest percentage (34.2%) of the respondents strongly agree that a "High degree of independence

to execute a provided task”. 23.8% of the respondents strongly agree with the statement. 30.4% of the respondents strongly agree that the “Scope provided for personal development is high at my organization”. The highest percentage (28.5%) of the respondents strongly agree that “Job security is high in my organization.” and 24.5% of the respondents agree with the statement. 27.8% of the respondents strongly agree that “There is good scope for future in the same organization.” The highest (28%) percentage of the respondents agree that “Salary is always fair with no discriminations.”

Table 9: Chi-square analysis between the age of the respondents and their opinion towards various dimensions of retention strategies

Further, the inferential analysis was carried out and the results are shown below. The Chi-square test was applied to justify the stated hypothesis.

Ho: There is no significant association between the age of the respondents and their opinion toward various dimensions of retention strategies.

H1: There is a significant association between the age of the respondents and their opinions towards various dimensions of retention strategies.

S. No.	Parameters	Level	18 to 25yrs	26 Yrs to 35 Yrs	36 to 45yrs	46 to 55yrs	Above 55yrs	Total	Statistics
			n=83 (%)	n=91 (%)	n=76 (%)	n=88 (%)	n=62 (%)	n=400 (%)	
1	Pressure at work	Low	37 (44.6%)	44 (48.4%)	40 (52.6%)	43 (48.9%)	29 (46.8%)	193 (48.3%)	X ² =1.100 Df=4 .894>0.05 Not Significant
		High	46 (55.4%)	47 (51.6%)	36 (47.4%)	45 (51.1%)	33 (53.2%)	207 (51.8%)	
2	Following procedures	Low	32 (38.6%)	34 (37.4%)	37 (48.7%)	37 (42.0%)	31 (50.0%)	171 (42.8%)	X ² =4.119 Df=4 .390>0.05 Not Significant
		High	51 (61.4%)	57 (62.6%)	39 (51.3%)	51 (58.0%)	31 (50.0%)	229 (57.3%)	
3	Organizational culture	Low	43 (51.8%)	46 (50.5%)	43 (56.6%)	48 (54.5%)	29 (46.8%)	209 (52.3%)	X ² =1.614 Df=4 .806>0.05 Not Significant
		High	40 (48.2%)	45 (49.5%)	33 (43.4%)	40 (45.5%)	33 (53.2%)	191 (47.8%)	
4	Training Strategies	Low	43 (51.8%)	44 (48.4%)	41 (53.9%)	44 (50.0%)	30 (48.4%)	202 (50.5%)	X ² =.706 Df=4 .951>0.05 Not Significant
		High	40 (48.2%)	47 (51.6%)	35 (46.1%)	44 (50.0%)	32 (51.6%)	198 (49.5%)	
5	Job Satisfaction	Low	34 (41.0%)	37 (40.7%)	33 (43.4%)	41 (46.6%)	25 (40.3%)	170 (42.5%)	X ² =.956 Df=4 .916>0.05 Not Significant
		High	49 (59.0%)	54 (59.3%)	43 (56.6%)	47 (53.4%)	37 (59.7%)	230 (57.5%)	

Inference:

The calculated value is greater than the table value for all 5 strategies. Therefore, the research hypothesis is rejected and the null hypothesis is accepted. The difference between the age-wise distribution of the employees and their opinion towards a working environment in retaining the employees is not significant. It is further inferred that there is no significant association between the age of the employees working in the automobile companies and their opinion towards a working environment in retaining the employees.

6. FINDINGS OF THE STUDY :

- (1) In terms of the Retention dimension, "Pressure at work" " the employees expressed that, the deadlines as unrealistic (37.8%), the job demanded many things(37%) and 35% of them felt their work environment pressure was high.
- (2) 23% of the employees felt that they needed to follow the instructions, even if they were not aligned with it. 35% of the respondents felt that procedures and instructions are enforced by the industry forcefully.
- (3) 123 employees out of 400 say that they are given adequate authority. 36% of them rate the organization as a trustworthy organization and 35% of them felt that their morale is appreciated. 35% of them felt that there was a scope for improvement.
- (4) 30% of the respondents felt that skill enhancement is effective and their organization supports their higher education. 23% of them agree that effective Job training was provided and 28% of them felt that attending seminars and conferences is encouraged.
- (5) 34% of them felt that they enjoy a high degree of Job security and 28% of them felt that there is a good scope for career development in this organization.
- (6) The results of the chi-square test indicated that there is no strong association between the age of the respondents and their opinion on Retention strategies.

7. RECOMMENDATIONS AND CONCLUSION :

As the automobile sector focuses on zero defects and enhanced productivity, the employees are facing heavy pressure at work and they are forced to adopt the instructions. The industry should focus on this. The employee should be given both physical and mental stress management training programs. Around 30% of the employees are highly satisfied with the job training aspects of the organization. The Training needs analysis and effective training evaluation needs to be followed. To check the training effectiveness, the Krik Patrik model can be adopted, which indicates the four levels of evaluation of the training namely reaction, learning, behavior, and results. In general, employees have a positive opinion of the job security aspects of the automobile industry. The trained and skilled employee can manage pressure at work and can identify the way to reach the superordinate goal.

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