



# A study on employee retention strategies at Hyundai Motor India Limited in digital era

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## ABSTRACT

*In today's scenario, retaining the employees is becoming a challengeable job. Hiring knowledge people for the job is essential for an employer. But the retention is more important than hiring because the employees are valuable assets to the organization. So it is the responsibility of the organization to develop the strategies in order to retain the employee. Today, employees are different. They are not the ones who don't have good opportunities in hand. As soon as they feel dissatisfied with the current employer or the job, they switch over to the next job.*

**Keywords**— ITI- Industrial Training Institute

## 1. INTRODUCTION

Employee retention is a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project. Employee retention is beneficial for the organization do n't have a good opportunity in hand. As soon as they feel dissatisfied with the current job, and they switch over to the next job. It is one of the main responsibilities to the employer to retain their best employee. Employee retention would require a lot of efforts, energy and resources. The results are also helpful for the organization's growth.

## 2. INDUSTRY PROFILE

An automobile is a wheeled motor vehicle used for transporting passengers. It also carries its own engine or motor. Automobiles are designed to run primarily on roads, to have seating for one to eight people, to typically have four wheels, eight people.

Automobile, self-propelled vehicle used primarily on public roads but adaptable to other surfaces. Automobiles changed the world during the 20th century, particularly in the United States and other industrialized nations. The manufacture, sale, and servicing of automobiles have become key elements of industrial economies. But along with greater mobility and job creation, the automobile has brought noise and air pollution and automobile accidents rank among the leading causes of death and injury throughout the world.

### 2.1 Primary activities

Motorcar manufacturing, Motor vehicle engine manufacturing

### 2.2 Major products and services

Passenger motor vehicles (passenger cars, utility vehicles and multipurpose vehicles), Commercial vehicles (heavy, medium and light), two wheelers and three wheelers

## 3. NEED FOR THE STUDY

Employers have a need to keep employees leaving and moving to work for other companies. Because of the great costs associated with hiring and retaining new employees. The best way to retain employees is to provide all the necessary facilities, satisfaction in their job and opportunities for advancement in their career developments. In this present study, it helps to identify the factors causing dissatisfaction to the employees and thereby reducing the employees existing profession. It aims at identifying the key areas to retain people.

### 3.1 Objectives

- To study on employees job satisfaction in Hyundai Motor India
- To study on work environment and Health and Safety measures
- To study about performance appraisal system in the organization
- To analyze the effectiveness of training and development program
- To provide suitable suggestions on the basis of findings

#### 4. SCOPE OF THE STUDY

- The study will help the organization to know about the present employee conditions.
- This study may help the organization to bring down the employee turnover.
- Identify the factors and their corresponding relationship, which are currently affecting employee retention.
- To identify areas and activities that have the greatest potential benefits in retaining employees.
- It helps to identify which environment is comfortable and have fun, leading to high morale for labours.

#### 5. LIMITATIONS OF THE STUDY

- Due to the time constraint, the study restricted only to limited respondents.
- Some respondents are not respondent to all the questions.
- The data given by the respondents may be personally biased.
- The respondents are not given factual information.

#### 6. SAMPLING TECHNIQUE

Sampling is the selection of some part of an aggregate or totality on the basis of which a judgment about aggregate or totality is made. The simple random sampling method was used in this present study.

#### 7. METHOD OF DATA COLLECTION

In this study, both primary and secondary data are collected for the study

##### 7.1 Primary data

The primary data were collected directly from employees with a structured questionnaire.

##### 7.2 Secondary data

The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. The secondary data were collected through company records and magazines, journals, and from the website.

##### 7.3 Sample size

The sample size of the study was 120 employees at Hyundai Motor India Ltd.

##### 7.4 Period of study

The study was carried out for a period of 2 months.

##### 7.5 Tools used for the study

Simple Percentage analysis and Ranking Method

#### 8. DATA ANALYSIS AND INTERPRETATION

Analysis of data is the ordinary breaking down into consistent parts and manipulation of data obtain an answer for research objectives. Here the researcher has made the frequency and percentage method for analyzing the data.

##### 8.1 Simple percentage analysis

Table 1: Age of the respondents

S. no	Age	No. of respondents	Percentage (%)
1	20-25 yrs	14	12
2	26-35 yrs	66	55
3	36-45 yrs	33	28
4	Above 45 yrs	7	5
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary data

From the above table shows that 55% of the respondents are in the age group of 26-35 years. 28% of the respondents are in the age group of 36-45 years. 12 % of the respondents are in the age group of 20-25 years. 5% of the respondents are in the age group of above 45 years. Hence the majority of the respondents are in the age group of 26- 35 years.

Table 2: Gender of the respondents

S. no	Gender	No of respondents	Percentage (%)
1	Male	98	82
2	Female	22	18
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary data

From the above table shows that 82% of the respondents are male. 22% of the respondents are female. Hence the majority of the respondents are male.

**Table 3: Educational qualification of the respondents**

S. no	Educational qualification	No of respondents	Percentage (%)
1	Undergraduate	17	14
2	Postgraduate	41	34
3	ITI/Diploma	45	38
4	Others	17	14
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary data

From the above table shows that 38% of the respondents are educated in ITI/Diploma, 34% of the respondents are educated in postgraduate, 14% of the respondents are undergraduate as well as others. Hence the most of the respondents are educated in ITI/Diploma.

**Table 4: Respondents work experience**

S. no	Work experience	No. of respondents	Percentage (%)
1	Below 3 years	15	12
2	3-5 years	41	34
3	5-10 years	50	42
4	Above 10 years	14	12
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

The above table shows that 42% of respondents are 5-10 years' experience, 34% of respondents are 3-5 years' experience. 12% respondents are below 3 years' experience as well as above 10 years' experience. Hence the majority of the respondents are 5-10 years' experience.

**Table 5: Shift hours of work per day**

S. no	Hours of work per day	No. of respondents	Percentage (%)
1	8 hrs	36	30
2	10 hrs	53	44
3	12 hrs	31	26
4	16 hrs	0	0
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

In this above table, 44% of the respondents are working 10 hours per day. 30% of the respondents are working 8 hours per day. 26% of the respondents are working 12 hours per day. Hence the majority of the respondents are working 10 hours per day

**Table 6: Income level of the respondents**

S. no	Income level	No. of respondents	Percentage (%)
1	Below Rs.20000	16	13
2	Rs.20000-Rs.25000	29	24
3	Rs.25000-Rs.35000	30	25
4	Above Rs.35000	45	38
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

In this above table shows that 38% of the respondents are earning above 35000. 25% of the respondents are earning 25000-35000. 24% of the respondents are earning 20000-25000. 13% of the respondents earning below 20000. Hence the majority of the respondents are earning above 35000.

**Table 7: Opinion about the performance appraisal**

S. no	Factors	No. of respondents	Percentage (%)
1	Evaluation of employees	39	32
2	Promotion of employees	34	28
3	Job satisfaction of employees	27	23
4	Motivation of employees	20	17
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

In this above table shows that 32% of the respondents are said, evaluation of employees method is used to evaluate their performance, through appraisal. 28% of the respondents are said, promotion of employees method is used to promote their performance, through appraisal. 23% of the respondents are said, job satisfaction of employees method is used to satisfy their performance, through appraisal. 17% of the respondents are said, the motivation of employees method is used to motivate their performance, through appraisal. Hence most of the respondents are said, evaluation of employees method is used to evaluate their performance through appraisal.

**Table 8: Method of performance appraisal is implemented in your organization**

S. no	Factors	No. of respondents	Percentage (%)
1.	Merit	17	14
2	Grading	8	7
3	Rating	95	79
4	Others	0	0
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

In this above table shows that 79% of the respondents are said their performance appraised through rating method .14% of the respondents are said their performance appraised through merit method.7% of the respondents are said their performance appraised through grading method. Hence the majority of the respondents are said their performance appraised through rating method.

**Table 9: Performance appraisal helps people achieve meaningful goals**

S. no	Factors	No. of respondents	Percentage (%)
1	Yes	82	68
2	No	38	32
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

In this above table shows that 68% of the respondents are achieved meaningful goal after the performance appraisal. 32% of the respondents are not achieved meaningful goal after the performance appraisal. Hence most of the respondents are achieve meaningful goal after the performance appraisal.

**Table 10: Performance appraisal helps to change behaviour of employees**

S. no	Factors	No of respondents	Percentage (%)
1	Yes	85	71
2	No	35	29
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary Data

In this above table shows that 71% of the respondents are said changed their behavior after the performance appraisal.29 % of the respondents are not said changed their behavior after the performance appraisal. Hence most of the respondents are said changed their behavior after the performance appraisal.

**Table 11: Performance appraisal system in the organization**

S.no	Factors	No of respondents	Percentage (%)
1	Retention of employees	38	32
2	Organizational culture	32	27
3	Motivation	30	25
4	Others	20	16
<b>Total</b>		<b>120</b>	<b>100</b>

Source: Primary data

In this above table shows that 32% of the respondents are said performance appraisal system is retention of employees. 27% of the respondents are said performance appraisal system is organizational culture. 25% of the respondents are said performance appraisal system is the motivation of employees.

**Table 12: Level of job satisfaction**

S. no	Facilities	HS X5	S X4	N X3	DS X2	HDS X1	XW	Percentage	Rank
1	Salary package	70	312	72	8	0	462	<b>30.8</b>	<b>1</b>
2	Annual incentives	85	256	96	12	1	450	<b>30</b>	<b>2</b>
3	Pay revision period	75	216	129	14	1	435	<b>29</b>	<b>3</b>
4	Awards for achievements	95	176	132	16	5	424	28.27	4
5	Good attendance	65	200	117	30	3	415	27.67	5

From the above analysis, the highest weight age is given by the respondents is salary package (30.8%), the second weight age is given by the respondents is annual incentives (30.0%) and third highest weight age is given by the respondents is pay revision period (29%). It is concluded that the highest weight age is given by the respondents in the job satisfaction factor is Salary Package.

**Table 13: Level of work environment**

S. no	Facilities	HS X5	S X4	N X3	DS X2	HDS X1	XW	Percentage	Rank
1	Working hours	70	260	96	16	1	443	29.53	4
2	Rest intervals	170	236	72	6	0	484	<b>32.27</b>	<b>1</b>
3	Lighting and ventilation	85	228	105	18	2	438	29.24	5
4	Safety arrangements	150	244	66	14	0	474	<b>31.6</b>	<b>2</b>
5	Work place atmosphere	180	204	69	18	1	472	<b>31.47</b>	<b>3</b>

From the above analysis, the highest weight age is given by the respondents is rest intervals (32.27%), the second weight age is given by the respondents is safety arrangements (31.6%) and third highest weight age is given by the respondents is pay workplace atmosphere (29%). It is concluded that the highest weight age is given by the respondents in the work environment factor is rest intervals.

**Table 13: Training and development**

S. no	Facilities	HS X5	S X4	N X3	DS X2	HDS X1	XW	Percentage	Rank
1	Induction training	150	256	57	14	0	477	<b>31.8</b>	<b>1</b>
2	Excellent opportunity	155	244	66	12	0	477	<b>31.8</b>	<b>1</b>
3	Technical knowledge	135	236	84	12	0	467	<b>31.13</b>	<b>3</b>
4	Managers are eager to help	105	252	81	10	4	452	30.13	4
5	Plan improvements	80	224	111	16	3	434	28.93	5

From the above analysis the highest weight age is given by the respondents is induction training as well as excellent opportunity (31.8%), the second weight age is given by the respondents is technical knowledge (31.13%) and third highest weight age is given by the respondents is managers are eager to help (30.13%). It is concluded that the highest weight age is given by the respondents in the job satisfaction factor is induction training as well as an excellent opportunity.

**Table 14: Welfare measures**

S. no	Facilities	HS X5	S X4	N X3	DS X2	HDS X1	XW	Percentage	Rank
1	Benefit scheme	95	260	90	10	1	456	<b>30.4</b>	<b>3</b>
2	First aid facilities	170	212	78	14	0	474	<b>31.6</b>	<b>2</b>
3	Medical facilities	185	196	96	2	1	480	<b>32</b>	<b>1</b>
4	Insurance scheme	80	196	108	34	2	420	28	4
5	Children education allowance	90	160	123	36	36	412	27.47	5

From the above analysis the highest weight age is given by the respondents is medical facilities (32%), the second weight age is given by the respondents is first aid facilities (31.6%) and third highest weight age is given by the respondents is benefit scheme (29%). It is concluded that the highest weight age is given by the respondents in the work environment factor is medical facilities.

## 9. SUGGESTIONS FOR THE STUDY

Retaining key personnel is critical to the long-term success of an organization. A Retention Strategy has become essential if your organization is to be productive over time and can become an important part of your hiring strategy by attracting the best candidates.

Make employees realize that they are the most valuable asset of the organization, Provide them information and knowledge about their current work. Keep providing them feedback on their performance. Recognize and appreciate their achievements. Keep their morale high. Create an environment where the employees want to work and have fun. Retention is much more effective when you put the right person in the right job. Know the job! Know the employee and their motivations. Leadership must be deeply invested for retention. Recognition, in various forms, is a powerful retention strategy.

## 10. CONCLUSION

Employees are the most important asset in all sectors. The employees are the role players of the organization's growth. In a workplace, where employees are not able to use their full potential and not heard and valued, they are likely to leave because of stress and dissatisfaction. They need a transparent work environment to work in. In a transparent environment where employees get a sense of achievement and belongingness, where they can best utilize their potential and realize their skills. They love to be an essential part of such an organization and the company is benefited with a stronger, reliable work-force harbouring bright new ideas for its growth.

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