

EMPLOYEE RETENTION AND COMMITMENT IN AUTOMOBILE INDUSTRY: A STUDY

Dr. Akshita Jain*
Ms. Suman Rathore**

ABSTRACT

The competition to retain employees is very intense. In the top level executive departments spend large amount of time, effort and money trying to figure out how to retain their employees in the organization and taking the consent for the jobs as commitment for the organization. The companies or the organizations have started implementing the new strategies and the retention commitment procedures so as to employees can retain themselves into the organization. This study has been carried out on the employs working at Bajaj Auto Pvt. Ltd. Employee job involvement can be improved by increasing the career advancement and accountability rewards and sanctions. The research is based on both primary and secondary data which helps in understanding the techniques used for retaining the employees in the Automobile Industry.

KEYWORDS: *Retention and Commitment of Employees, Job Satisfaction, Human Resource.*

Introduction

Bajaj auto Ltd is a two wheeler and three wheeler, an Indian manufacturing company which manufactures and sells motorcycles & scooters since 1940 in Rajasthan. The company is having its corporation in Pune, Mumbai, Chakan, Waluj (Aurangabad), Pantnagar (Jharkhand). Ahead it is the worlds sixth largest in manufacturing the Motor cycles and second largest in India. It is the worlds largest three wheeler manufacturer company also. It is the first Indian to manufacturer and to deliver the motorcycles with sporty performances in production includes platina, discover, pulser, avenger, dominate, CT 100. Three wheelers are also been manufactured in Bajaj auto Ltd Aurangabad three wheelers include the auto rickshaws which are been exported to many other countries according to the colour and choices. The low-cost car is a new identity Developed by the research department of the Bajaj auto Ltd which announced that the Bajaj Qute is the newly low-cost car which will be soon be launching into the market. This company has the controlling market over the two wheelers and three Wheelers. In this concern Bajaj limited hires and recruited almost 3500 employs with current working with the organization. Among all the organizations as There is a human tendency and every Human have Their own perceptions and thoughts. If any of the employees of the department leaves the organization that will obviously will add to the additional cost to the company for this to overcome the company is been providing and implementing many of the retention strategies and commitments which also leads to an helps to retain the employs into the organization.

Review of Literature

There is comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in various organizations **Dr. K. Balaji Mathimaran & Prof. Dr. A. Ananda Kumar (2017)**. Employee engagement and retention lead to higher customer satisfaction and loyalty in organizations and management should contribute to employee engagement, effective recruitment of employees **.Mrs. Rashmi. C. Sattigeri (2016)**. The real task for the

* Assistant Professor, Department of Business Studies, The IIS Deemed to be University, Jaipur, Rajasthan, India.

** Research Scholar, The IIS Deemed to be University, Jaipur, Rajasthan, India.

employees is to retain the employees and to sustain the commitment and informing the key indicators of future performance so that the workforce knows exactly what is expected out of them and what are their deliverables **Dr. Mita Mehta Ravneeta Dhankhar (2014)**. Commitment has both attitudinal and behavioral implications, it is paramount to come out with a proposition which tries to understand the deeper level of the individual and their interactions with their organization **Sayani Ghosh, Dr. Swamy D R (2014)**. There is a positive relationship between retention and commitment factors among the employees working in the organization. **Preeti Thakur (2014)**. The important reason for leaving the organization by the employees is money & their working environment. It means the employees are not satisfied with their salary and other monetary benefits which are provided by the organization to them **Atul Mathur, Dr. P. K. Agarwal (2013)**. There is a direct relationship between the retention and the job satisfaction of the employees. **Bidisha Lahkar Das¹, Dr. Mukulesh Baruah (2013)**. Decision makers involved in designing employee related policies for uplifting their moral and motivate them to remain loyal, committed to their organization. **Imran Ali¹, Kashif Ur Rehman¹, Syed Irshad Ali, Jamil Yousaf and Maria Zia (2010)**. Training also enhances the commitment of the employees as the policies are much motivating to the employees in retaining themselves in the organization **Scott Brum (2007)**. There should be a personal communication maintained between the employees for the sustainability in the organization as then there would be transparency in the grievances held by them. **Jyotsna Bhatnagar (2007)**. Handling conflicts, building supportive work relationships, communicating effectively all contribute to the formulation of positive attitudes in the employees working in the organization. **Maria Vakola, Ioannis Nikolaou (2005)**. There must be proper evaluation of the employees performance and the rewards must be very much encouraging which holds them with the organization. **Sunil Ramlall (2004)** There must be a proper policy which could be followed by the organization which helps in understanding the increasing potential of the employees in the organization and helps in improving the performance of the employees in the organization. **Terence R Mitchell (2001)**

Employee Retention

Employee Retention refers to the ability of an organization to retain its employees. Employee turnover is a symptom of deeper issues that have not been resolved, which may include low employee morale, absence of a clear career path, lack of recognition, poor employee-manager relationships or many other issues.

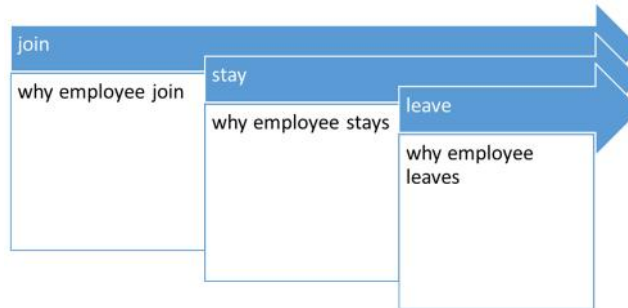
Retention programs

It is important to first pinpoint the root cause of the retention issue before implementing a program to address it:

- **Career Development:** It is important for employees to understand their career path within an organization to motivate them to remain in the organization to achieve their personal career goals.
- **Executive Coaching:** Executive coaching can be used to build competencies in leaders within an organization. Coaching can be useful in times of organizational change, to increase a leader's effectiveness or to encourage managers to implement coaching techniques with peers and direct reports.
- **Motivating Across Generations:** Workforce includes a diverse population of employees from multiple generations. As each generation holds different expectations for the workplace.
- **Women's Retention Programs:** Programs such as mentoring, leadership development and networking that are geared specifically toward women can help retain top talent and decrease turnover costs. By implementing programs to improve work/life balance, employees can be more engaged and productive while at work. Exit Interview and Separation Management Programs.

Join, Stay, Leave Model

There is the model which helps the organization to understand the perception from joining to leaving the organization this is known as joint stay leave model. It is divided into three parts join stay and leave where join defines why the employee is joining the organization stay defines why the employee wants to stay in the organization and leave defines why the employee is leaving the organization.



Source : www.wordpress.com, Google Images

- **Why Employee Joins:** When we employees are getting the realistic job preview wants to join the organization when they compare the new organization with the previous one there should Satisfactory measures so as the employee get attracted to words the allowances and facilities provided by the new organization to them so that they are being attracted and can join the organization.
- **Why Employee Stays:** It helps in understanding by simply stability and also by asking retained question which defines that whether the employee is been satisfied mentally and physically with the allowances and facilities and also it is equally important just the way why employee leaves the organization.
- **Why the Employee Leaves:** Understand the reasons behind why an organization can better cater to the existing workforce and imprints decisions in the future .It is low satisfaction and commitment and initiates the withdrawal process which includes thoughts of quitting and sometimes bringing more alternatives the most common reason for why employees leaves.

Commitment of Employees

Organizational commitment is an individual's psychological attachment to the organization. This is basically help in getting the employee consent and loyalty to stay in the organization.

Model of Commitment



Source : www.wordpress.com, Google Images

Affective Commitment is defined as the employee's positive emotional attachment to the organization.

Normative Commitment The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization.

Objective of the Study

Objective of the research is to identify the best practices and methods adopted by Bajaj Auto Ltd to help in enhancing commitment and employee retention.

Research Methodology

The study is descriptive in nature and primary data has been collected through personal interview with the HR Manager and few employees of Bajaj Auto Ltd. and secondary data consist of the books and various research journals.

Facts and Findings

There are no fixed practices that show the relevance and significance as to how to retain employees and keep them committed towards the organization because employers lay different emphasis on different variables depending on what suits their organization best and as a human factor it all depends on the employee perception.

- Employers must try and recognize the need for employee's personal time off so as he can maintain his personal and professional life.
- Employers must try and encourage and ask their managers to be more involved in the communication process. Managers should spend considerable time in training employees so as to maintain their mental status to be committed towards the organization.
- There must be stay and interviews so as to get that why the employee is leaving the organization or staying for so long in the organization.
- There should a fair performance appraisal programme and no space for any type biasness.

Conclusion

From the above review it can be concluded that Employee retention is a very important for the organization. It helps the organization in reducing the cost of turnover, loss of company knowledge, interruption of work, regaining the efficiency and increases the productivity of the organization. The important reason for leaving the organization by the employees is the working environment. It means the employees are not satisfied with other benefits which are provided by the organization to them. It is very important for organization to make an effective environmental policy which is able to satisfy the employees. By using different HR practices like performance appraisal, training and development programme, feedback and assigning competitive work, interpersonal communication, the condition of employee retention will be increased.

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