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Challenges in Talent Retention Amid adopting new manufacturing practices in the Automobile sector of Chennai.

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Abstract:
The Automobile industry is expected to grow by 270 Billion USD by 2028 and it will contribute the employment opportunities for 65 million people. Chennai is known as the "Detroit of Asia" and the "automobile capital of India.While considering the growth of the sector, immediate attention is essential in retaining its employees. Hence an attempt was made to study about the challenges faced by the employers and employees amid organizational changes in automobile sector. The total number of respondents is 400. The convenient sampling techniques was adopted and both primary and secondary data were utilised. The questionnaire was circulated to collect the primary data. One way ANOVA and Regression analysis were applied in this study.
Keywords: Automobile sector, Chennai, Employee, Employer and Talent.

Introduction:
The Automotive Mission Plan 2016-26 is the combined vision of the Indian government and the Indian automobile industry aimed at supporting the automobile sector to reach the top three position of the global automobile sector by 2028. The industry is expected to grow by 270 Billion USD by 2028 and it will contribute the employment opportunities for 65 million people. Its contribution to India's GDP is 6% and 35% to the manufacturing sector'sGDP. India holds 2nd position in largest manufacturers of two-wheelers, third position in passenger cars and second position in three wheelers manufacturing.

Chennai is known as the "Detroit of Asia" and the "automobile capital of India". The recent investor's monitor report claims that Chennai is capable of producing a car every three minutes, a truck in every two minutes, and a bike every six seconds. In 2018, 45% of total auto exports were contributed by this industry. As this industry provides great employment opportunities, it faces the skill gap among the existing employees and faces difficulties in attracting and retaining the employees too. Based of the EY's future of pay report 2024, the current attrition rate of the automobile sector is 11.1%. While considering the growth of the sector, immediate attention is essential in retaining its employees. Hence an attempt was made to study about the challenges faced by the employers and employees amid organisational changes in automobile sector.

Objectives of the study:
1.To analyze the factors that significantly influence employee Retention while introducing new manufacturing practices.
2. To Investigate the challenges and obstacles faced by employers in retaining employees.

Review of Literature:

Table no: 1-Review of Literature:

Author(s)	Year	Title	Journal	Aim &contribution
Mr. Vuppalapati Vijaya Venkat er.al	2023	Fostering Talent Stability: A Study on Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry	Remittances Review	Aim- To examine how competency mapping impacts employee retention in the automotive sector. Contribution- Proposedstrategies to retain and engaging employees to reduce retention.
Macpherson, W	2024	The adoption of talent retention strategies in Industry 4.0 automotive organisations: Employees' perspective	*SA Journal of Human Resource Management*	Aim-The aim is to identify talent retention strategies in automotive organisations Contribution-Developing and maintaining a talent pool is crucial for ensuring talent sustainability in the automotive industry
Usha et al	2015	Retention factors influencing workers to persist in select automobile component manufacturing	*International Journal of Research in Management, Economics and Commerce*	Aim- To study the perspective of workers in the industry and providing the development approach . Contributions- Replacing cost calculation was a major contribution which includes asadvertising and recruiting expenses, orientation and training of the new workers. decreased productivity until the new worker is up to speed, and loss of customers who were loyal to the departing worker
Dr.R.Karthi et al	2012	A study on employee retention in leading multinational automobile sector in india	International journal of management research and review	Aim-The major aspects of the employee retention such as organizational environment and climate, work place safety, training, employee recognition, employee support and career opportunities are analyzed in this study. Contributions- suggested providing better facilities and career opportunities, providing training and making clear about

				their work as strategies to retain the employees.
M.Jayaraman et al	2017	A study on employee retention practices of automobile industries in india with special reference to hyundai motors,	International Journal of Management	Aim-identifying the present retention process and aims at providing suggestions and recommendations for the organizations to improve its retention strategy Contribution-advocating employee retention strategy in an organization it will lead to better human relationship and it will eliminate the discrepancies in the scalar chain which will lead to better work environment
uliana et al	2020	A Study on Employee Retention in Automobile Sector	JOURNAL OF CRITICAL REVIEWS	Aim-To understand the employee retention practices in automobile sector Contribution-Employees comprise the most vital assets of the company. In a work place, the stress and frustration can lead to attrition. In a transparent environment while employees get a sense of achievement and belongingness from a healthy work environment, the company is benefited with a stronger, reliable work-force harboring bright new ideas for its growth.
Kadiresan, V., et al	2019	Employee Engagement and Retention in Automotive Industry in Malaysian Context. Job Stress as a Moderator	International Journal of Engineering and Advanced Technology (IJEAT)	Aim- This study is illustrated to provide more insight information regarding the key drivers that influencing level of employee engagement and retention. Contribution-Leadership, reward and recognition, compensation and career development are the major contributors on talent retention
Mandhanya, Y et al	2017	A study of impact of leadership practices in retaining talent with special reference to automobile sector.	Indian journals.com, 8(1)	Aim-The study was conducted primarily to evaluate the current leadership practices followed in the sample automobile industries.

				Contribution- The results indicate that a leader has a significant impact on the decision of an employee to stay.
Dr. Bindu Menon	2022	The Relationship between Talent Management Practices on Organisational Sustainability with reference to Kolhapur Based Selected Automobile Industries	International Research Journal of Humanities and Interdisciplinary Studies	Aim- To study the relationship between talent retention on organisational sustainability Contribution-the positive effects of talent attraction, acquisition, retention, learning and development, career management, and performance management on organisational sustainability
J. Krithika et al	2024	Talent Retention Practices Adopted by the Automobile Companies with Special Reference to Chennai	Poornaprajna International Journal of Management, Education & Social Science (	Aim-This study aims to understand Talent retention Practices adopted in Automobile companies with special reference to Chennai. Contribution-The results show that employees are facing pressure at work, given adequate authority, skill enhancement possibilities, and a high level of Job security.

From the above reviews, the research gap claims that the employer's perception was not discussed much in the earlier research. Hence the second objective of this study is focusing on the employer's challenges on talent retention.

Research Methodology:

The research design adopted in this study was descriptive by nature.The total number of respondents is 400. The questionnaire was circulated to 450 employees in the automobile sector and the response rate is 88%. The convenient sampling techniques was adopted and both primary and secondary data were utilised. The questionnaire was circulated to collect the primary data. The secondary data got collected from the journals, books, magazines and newspaper reports. The appropriate tools were utilised.

Data Analysis and Interpretation:

The collected data were edited, coded, tabulated and applied with the appropriate statistical tools.
Objective 1: Analyze the factors that significantly influence employee Retention while introducing newmanufacturing practices.

Null Hypothesis (H0): Factors significantly do not influence employee Retention while introducing new manufacturing practices.

Alternative Hypothesis (H_1): Factors significantly influence employee Retention while introducing new manufacturing practices.

Factors Evaluated:
The analysis examines four factors: Employees are given time to adopt to the new manufacturing practices, Communication is a priority at all levels of management while adopting the new manufacturing process, The interpersonal relationships are taken special care while adopting the new manufacturing process and Training and developments sessions are conducted adequate in this stage . Each factor is assessed to determine its significance in retaining the talent.

Omnibus ANOVA Test						
		Sum of Squares	df	Mean Square	F	p
Employees are given time to adopt to the new manufacturing practices		22.432	1	22.432	31.927	< .001
Communication is a priority at all levels of management while adopting the new manufacturing process.		0.446	1	0.446	0.635	0.427
The interpersonal relationships are taken special care while adopting the new manufacturing process		3.651	1	3.651	5.197	0.024
Training and developments sessions are conducted adequate in this stage		0.491	1	0.491	0.699	0.404
Residuals		135.603	395	0.3433		
Note. Type 3 sum of squares						

Table no:2-ANOVA table

Sum of Squares:
Employees are given time to adopt to the new manufacturing practiceshas a Sum of Squares of 22.432, indicating it accounts for a significant portion of the variability in talent retention. Communication is a priority at all levels of management while adopting the new manufacturing process(0.446), Training and developments sessions are conducted adequately in this stage(0.491),

and the Interpersonal relationships are taken special care while adopting the new manufacturing process(3.651), It shows a lower variability contributions.

Degrees of Freedom (df):
Each factor has 1 degree of freedom, indicating that the analysis is testing one predictor variable against talent retention.

Mean Square:
Employees are given time to adopt to the new manufacturing practices, the Mean Square is 22.432, while the other factors yield much lower Mean Squares.

F-Statistic:
Employees are given time to adopt to the new manufacturing practices has an F-value of 31.927, indicating a strong relationship with talent retention, while Communication is a priority at all levels of management while adopting the new manufacturing process has a value0.699 indicating the negligible relationships.

The interpersonal relationships are taken special care while adopting the new manufacturing process has an F-value of 5.197, suggesting it also significantly impacts talent retention but to a lesser degree than Employees are given time to adopt to the new manufacturing practices

P-Value:
Employees are given time to adopt to the new manufacturing practices a p-value of < .001, signifying that it significantly influences talent retention, leading to the rejection of the null hypothesis (H0).

- The interpersonal relationships are taken special care while adopting the new manufacturing process has a p-value of 0.024, also indicating significance, thus rejecting the null hypothesis for this factor as well.

- In contrast, Communication is a priority at all levels of management while adopting the new manufacturing process.0.427) and Training and developments sessions are conducted adequate in this stage (0.404) do not show significant influence on talent retention, leading to a failure to reject the null hypothesis for these factors.

Model Coefficients –Talent retention				
Predictor	Estimate	SE	t	p
Intercept	0.7565	0.2975	2.543	0.012
Employees are given time to adopt to the new manufacturing practices	0.3928	0.0695	5.65	< .001

Communication is a priority at all levels of management while adopting the new manufacturing process.	0.057	0.0716	0.797	0.427
The interpersonal relationships are taken special care while adopting the new manufacturing process	0.188	0.0825	2.28	0.024
Training and developments sessions are conducted adequate in this stage	-0.0837	0.1001	-0.836	0.404

Table no 3: Model Coefficient

Intercept:
The intercept is estimated at 0.7565, with a standard error (SE) of 0.2975. This value represents the baseline level of talent retention when all predictor variables are zero. The t-value of 2.543 and a p-value of 0.012 indicate that the intercept is statistically significant, suggesting that even in the absence of the factors considered, there is a positive level of employee retention.

Employees are given time to adopt to the new manufacturing practices:
The coefficient for Employees are given time to adopt to the new manufacturing practices is 0.3928, with an SE of 0.0695. This means that for every unit increase in the Employees are given time to adopt to the new manufacturing practices, employee retention increases by approximately 0.3928 units. The t-value of 5.65 and a p-value of $< .001$ highlight that this factor has a highly significant positive impact on talent retention, leading to the rejection of the null hypothesis (H0) for this predictor. This emphasizes the importance of giving time to adopt the new changes in the manufacturing process.

Communication is a priority at all levels of management while adopting the new manufacturing process:
The coefficient for Communication is a priority at all levels of management while adopting the new manufacturing process is 0.057, with an SE of 0.0716. This indicates a very minor increase in talent with a unit increase in the variable. The t-value of 0.797 and a p-value of 0.427 suggest that this factor does not significantly influence talent retention, leading to a failure to reject the null hypothesis (H0). This may indicate that while Communication is a priority at all levels of management while adopting the new manufacturing process, they do not directly translate into retaining talent in a statistically significant way.

The interpersonal relationships are taken special care while adopting the new manufacturing process:
The coefficient for the interpersonal relationships are taken special care while adopting the new manufacturing process is 0.188, with an SE of 0.0825. This indicates that as interpersonal relationships are taken special care while adopting the new manufacturing process increase, talent retention decreases by about 0.188 units. The t-value of 2.28 and a p-value of 0.024 indicate that this factor is statistically significant, leading to the rejection of the null hypothesis (H0). This

suggests that interpersonal relationships are taken special care while adopting the new manufacturing process can positively impact talent retention.

Training and developments sessions are conducted adequate in this stage:
The coefficient for Training and developments sessions are conducted adequate in this stageis -0.0837, with an SE of 0.1001. The negative coefficient suggests that inadequate T & D may lead to a decrease in retention. However, the t-value of -0.836 and a p-value of 0.404 indicate that this factor is not statistically significant, resulting in a failure to reject the null hypothesis (H0). This finding suggests that while T & D is important, its impact on retention may not be as strong or direct as other factors in this analysis.

Multiple Regression

Table no 4- Regression analysis

Model	R	R^2	Adjusted R^2	RMSE
1	0.411	0.169	0.151	0.828

Model Fit:
- The R-value of 0.411 suggests a moderate positive correlation between the independent variables and employee retention. The R^2 (R-squared) value of 0.169 implies that approximately 16.9% of the variability in employee retention can be explained by the factors included in the model. This indicates that while some factors are significant, a large portion of the variability (about 83.1%) remains unexplained, suggesting that other variables not included in the analysis may also play a crucial role in retaining employees.

Adjusted R^2:
- The Adjusted R^2 of 0.151 accounts for the number of predictors in the model, providing a more accurate representation of the explanatory power when multiple factors are considered. This value is slightly lower than the R^2, reinforcing that while there is a moderate relationship, it is not particularly strong, and care should be taken when interpreting the model's effectiveness.

Root Mean Square Error (RMSE):
- The RMSE of 0.828 indicates the average distance between the observed values and the values predicted by the model. A lower RMSE would suggest a better fit, so while this value provides some insight into the prediction accuracy, it also points to potential inaccuracies in predicting talent retention based on the factors included in the model.

Objective 2: Investigate the challenges and obstacles faced by employers in retaining employees
Null Hypothesis (H_{02}): Employers do not face challenges in retaining employees

Alternative Hypothesis (H_{12}): Employers do face challenges in retaining employees

Factors Evaluated:
The analysis assesses six factors: Poor relationship with the immediate boss, Compensation dissatisfaction, Opportunities elsewhere, Unrealistic expectations of performance, Lack of role clarity, and Lack of appreciation and motivation. Each factor is evaluated to determine its significance in contributing to the challenges faced by employers.

Omnibus ANOVA Test					
	Sum of Squares	df	Mean Square	F	p
Poor relationship with the immediate boss	0.3801	1	0.3801	0.715	0.399
Compensation dissatisfaction	1.1588	1	1.1588	2.179	0.142
Opportunities elsewhere	2.8625	1	2.8625	5.383	0.021
Unrealistic expectations of performance	6.0061	1	6.0061	11.294	< .001
Lack of role clarity	1.2227	1	1.2227	2.299	0.131
Lack of appreciation and motivation	0.0896	1	0.0896	0.169	0.682
Residuals	101.5711	191	0.5318		
Note. Type 3 sum of squares					

Table no 5: ANOVA table

Analysis of ANOVA Results
Sum of Squares:

- Poor relationship with the immediate boss has a Sum of Squares of 0.3801, suggesting limited variability explained by this factor.
- Compensation dissatisfaction, contributes 1.1588 to the variability, also indicating a relatively low impact.
- Opportunities elsewhere show a higher contribution with 2.8625, indicating it explains more variability in employer experiences.
- Unrealistic expectations of performance have a Sum of Squares of 6.0061, reflecting its significant role in employer challenges.
- Lack of role clarityand Lack of appreciation and motivation contribute 1.2227 and 0.0896, respectively, indicating lesser impacts.

Degrees of Freedom (df):
Each factor has 1 degree of freedom, indicating the test is evaluating the influence of each predictor variable independently against the dependent variable (challenges faced).

Mean Square:
The Mean Square values, derived by dividing the Sum of Squares by the degrees of freedom, highlight the variance explained by each factor in reverse logistics. The Poor relationship with the immediate boss Mean Square of 0.3801, indicating a relatively small contribution to the variance. For the Compensation dissatisfaction, the Mean Square is slightly higher at 1.1588. The Opportunities elsewhere has a more substantial Mean Square of 2.8625, reflecting a stronger impact on the overall variance. Unrealistic expectations of performance, with a Mean Square of 6.0061, show the highest influence among the factors. In contrast, Lack of appreciation and motivation has lower Mean Square values of 10.0896 indicating weaker contributions to the variance.

F-Statistic:
The F-values provide insights into the strength of the relationships between various factors and the challenges faced by the employers in talent retention. The Poor relationship with the immediate boss , with an F-value of 0.715, indicates a weak relationship with the challenges of an employer. Similarly, the Compensation dissatisfactions, with an F-value of 2.179, has only a minimal impact. On the other hand, the Opportunities elsewhere , with an F-value of 5.383, shows a significant relationship, suggesting that this factor plays an important role. Unrealistic expectations of performance, demonstrate a strong relationship, as indicated by a high F-value of 11.294. However, Lack of appreciation and motivation (F-value of 2.299) shows weak relationships with employer challenges.

P-Value:
Poor relationship with the immediate boss , with a p-value of 0.399, is not statistically significant, indicating that it does not have a strong impact on the results. Similarly, the Compensation dissatisfaction (p-value of 0.142) and the Opportunities elsewhere (p-value of 0.682) are also not significant. On the other hand, Unrealistic expectations of performance shows a p-value of 0.021, which is statistically significant, leading to the rejection of the null hypothesis (H_{02}) for this factor. Furthermore, Lack of appreciation and motivation , with a p-value of less than 0.001, are highly significant and also lead to the rejection of H_{02}. , lack of role clarity, with a p-value of 0.131, are not statistically significant.

Model Coefficients				
Predictor	Estimate	SE	t	p
Intercept	1.2824	0.296	4.333	< .001
Poor relationship with the immediate boss	-0.05	0.0591	-0.845	0.399
Compensation dissatisfaction	0.1064	0.0721	1.476	0.142
Opportunities elsewhere	0.1513	0.0652	2.32	0.021
Unrealistic expectations of performance	0.204	0.0607	3.361	< .001
Lack of role clarity	0.0665	0.0439	1.516	0.131
Lack of appreciation and motivation	0.0239	0.0583	0.411	0.682

Table no 6: Model coefficient

Analysis of Model Coefficients
Intercept:
The intercept is estimated at 1.2824, with a standard error (SE) of 0.296. This value indicates the baseline level of challenges faced by consumers when all predictor variables are zero. The t-value of 4.333 and a p-value of < .001 suggest that the intercept is statistically significant, indicating that even in the absence of other factors, there is a notable level of challenges present.

Poor relationship with the immediate boss:
The coefficient for Poor relationship with the immediate bossis -0.05, with an SE of 0.0591. This negative coefficient indicates that as the Poor relationship with the immediate boss, the challenges faced are decrease, though the relationship is weak. The t-value of -0.845 and a p-value of 0.399 indicate that this factor is not statistically significant, leading to a failure to reject the null hypothesis (H_{02}). This suggests that Poor relationship with the immediate boss does not significantly impact the challenges encountered by employers in retaining employees.

Compensation dissatisfaction:
The coefficient for Compensation dissatisfaction is 0.1064, with an SE of 0.0721. This indicates that greater compensation may contribute to increased employee retention. The t-value of 1.476 and a p-value of 0.142 suggest that this factor is not statistically significant, leading to a failure to reject the null hypothesis (H_{02}). This indicates that while transparency might have some influence, it is not a strong predictor of challenges of employers in this context.

Opportunities elsewhere :
The coefficient for Opportunities elsewhere is 0.1513, with an SE of 0.0652. This positive coefficient indicates that as the frequency of Opportunities elsewhere increases, the overall challenges faced also rise. The t-value of 2.32 and a p-value of 0.021 indicate that this factor is statistically significant, leading to the rejection of the null hypothesis (H_{02}).

Unrealistic expectations of performance :
The coefficient for Unrealistic expectations of performance is 0.204, with an SE of 0.0607. This positive coefficient signifies that as Unrealistic expectations of performance increase, the challenges faced by employers also increase. The t-value of 3.361 and a p-value of < .001 highlight that this factor is highly significant, leading to the rejection of the null hypothesis (H_{02}). This underscores the critical role of Unrealistic expectations of performance as a major obstacle in the talent retention.

Lack of role clarity:
The coefficient for Bad hiring process is 0.0665, with an SE of 0.0439. This suggests that Bad hiring processmay slightly increase the challenges faced. However, the t-value of 1.516 and a p-value of 0.131 indicate that this factor is not statistically significant, leading to a failure to reject the null hypothesis (H_{02}). This implies that while Bad hiring processa are a concern, they do not significantly contribute to challenges in the context of this analysis.

Lack of appreciation and motivation :
The coefficient for Lack of appreciation and motivation is 0.0239, with an SE of 0.0583. This indicates a negligible effect on the challenges . The t-value of 0.411 and a p-value of 0.682 further confirm that this factor is not statistically significant, resulting in a failure to reject the null hypothesis (H_{02}). This suggests that the Lack of appreciation and motivation does not play a major role in contributing to challenges faced.

Multiple Regression

Model Fit Measures				
Model	R	R^2	Adjusted R^2	RMSE
1	0.345	0.119	0.0912	0.716

Table no 7: Regression

Model Fit Measures

R-Value:

The R-value of 0.345 indicates a moderate positive correlation between the independent variables and the challenges employers faced to retain the talents. This suggests that there is some level of relationship between the factors considered in the model .

R-Squared (R^2):

The R^2 value of 0.119 signifies that approximately 11.9% of the variability in employers challenges during talent retention can be explained by the factors included in the model. This relatively low percentage indicates that while some factors have an effect, a significant majority of the variability (around 88.1%) remains unexplained. This suggests that additional variables, not included in this analysis, may also play a crucial role in determining the challenges faced by employers.

Adjusted R-Squared (Adjusted R^2):

The Adjusted R^2 value of 0.0912 adjusts the R^2 for the number of predictors in the model, providing a more accurate representation of the explanatory power of the model. Since this value is lower than the R^2, it reinforces the notion that while the model provides some insight, it is not particularly strong in explaining the variability in challenges faced by the employers.

1The RMSE of 0.716 indicates the average distance between the observed challenges faced by the employers and the values predicted by the model. A lower RMSE indicates better model accuracy, and while this value suggests that the model provides some predictive capability, it also implies potential inaccuracies in predicting the challenges employers face during the retention process.

Findings of the study:

The results of the analysis indicate the below-mentioned points

The analysis of factors influencing retention while introducing a new manufacturing process shows that ‘employees are given time to adopt to the new manufacturing practices has an F value of 31.927, indicating the strong relationship with talent retention, followed by the factor “interpersonal relationships are taken special care”. Both these factors hasa positive relationship with talent retention. In both these cases, we reject the null hypothesis and accept the alternative hypothesis “ Factors significantly influence employee retention”

The analysis of challenges and obstacles faced by employers in retaining employees shows the results as Unrealistic expectations on performance and getting opportunities somewhere are the two variables that havea strong relationship with challenges and obstacles faced by employers in the case of retaining the employees. Hence we reject the null hypothesis and accepts the alternative hypothesis.

Recommendations :

1. A positive organizational culture is essential. Talent can be retained by promising supportive work arrangements and creating a balanced workplace where talented employees feel respect and security. Team attitude, peer learning, and career advancement possibilities can also help.
2. Competitive compensation can retain talents in any organization. Reward and recognition, non-monetary benefits, and effective engagement activities will help the organization in retaining employees.

Conclusion:

When any new changes are implemented in the automobile sector, it creates stress among both employees and employers. As this sector is automated to a greater extent, the new adoption comes

with a lot of investment and training requirements. During these situation, talent attrition is quite common and the organization generally faces challenges in retaining the talent. By adopting the above said recommendations, the automobile sector can retain the talent.

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