EMPLOYEE ATTRITION ON HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES IN TAMIL NADU'S AUTOMOBILE SECTOR

SHYAMSANKAR P J[1], Dr. S. KASTHURI[2]

[1]*Research Scholar, Department of Management Studies, Dr.M.G.R Educational and Research Institute, Chennai - 95.*

[2]*Associate Professor, Department of Management Studies, Dr.M.G.R Educational and Research Institute, Chennai - 95.*

ABSTRACT

Employee turnover is a major problem not just in India but in all countries. The utmost importance is for institutions to value them. The attribution rate can be lowered by limiting employees' access to a variety of workplace perks, such as part-time work options, less prospects for growth, less managerial assistance, and less incentive to succeed. The purpose of this research was to shed light on the human resource management practices prevalent in the automobile manufacturing sectors in Tamilnadu, India. Quantitative research methods were used for this investigation. One hundred respondents from the auto sector in Tamilnadu are surveyed using SPSS for statistical analysis. The results of the study indicate that the workplaces are safe and welcoming environments for workers. The company's growth potential is bound by the rate at which its most valuable assets—its founding employees—are lost. Therefore, it is up to the company to fill the void and address the conditions, demands, and other factors that contribute to employee retention. Increasing the bonus amount, introducing new incentive programs, expanding the available means of transportation and housing, and similar measures may also be in the company's best interests. Companies may get more out of their staff and boost morale with the help of these incentives. Following the aforementioned tips, the auto industry can keep its best workers around.

Keywords: Retention, Attrition, Employees, HR policies, Business Growth and work culture.

I.INTRODUCTION

India is one of the fastest-growing economies in the world, and its nominal GDP ranks it as the world's sixth largest [1]. In 2015, it is projected that the automotive industry contributed 54.4% to GDP while the service sector contributed 29.5%. These numbers highlight the critical role that various sectors play in the expansion of the economy as a whole. Twenty-two percent of the labor force is employed in the automotive industry, while

twenty-seven percent works in the service industry. After economic liberalization and the accompanying reforms in 1991, the Indian auto industry saw major transformations. The government lifted restrictions on imports, welcomed foreign competition, denationalized publicly owned industries, liberalized the FDI regime, improved infrastructure, and pushed for more production of fast-moving consumer goods.

After liberalization, the Indian private sector faces increased internal and international rivalry as well as the prospect of cheaper Chinese imports. The corporation has restructured its management, increased its use of low-wage workers, and incorporated cutting-edge technical solutions in order to weather the changes [2]. Smaller components producers and manufacturers, who primarily engaged in labor-intensive activities, have also experienced a slowdown in job growth. The progressive loss of workers owing to circumstances like retirement, resignation, or death is known as employee attrition or employee defection.
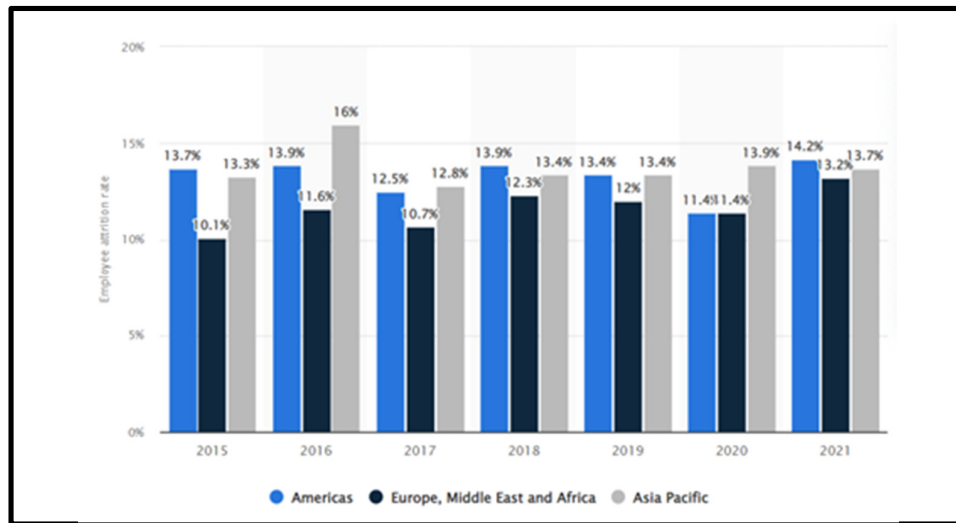

Figure 1: EMPLOYEES ATTRITION RATE (2015-2021)

(Source: Statista)

Attrition rates might be higher or lower than the average, depending on the degree of experience needed for a position. Increased turnover can be traced back to the instantaneous salary rises that prompted people to look elsewhere for employment. Attrition is a problem that all firms face [3], whether it be due to employees leaving voluntarily or industry

downturns. Finding and keeping competent workers is a persistent problem for any enterprise. If the vacant jobs aren't filled with people who bring the same set of skills to the table, employee attrition can hurt a company's output. Negative effects on morale and collaboration on the job and in the community are a potential downside. In an effort to reduce employee turnover, companies across industries are getting creative with retention strategies. While it may be hard to completely eliminate employee turnover, effective retention policies and practices can dramatically reduce present rates. [4].

Almost two-thirds of Indian workers are unhappy with their compensation and perks, and over half have expressed concerns about pay equity. Thirty-seven percent of workers say they aren't confident in their abilities to advance in their current roles, and as a result, 39% are afraid of learning and development possibilities at work, and 36% are afraid of supervisory coaching for their development. Towers Watson, a multinational consulting business, reports that India's employee turnover rate is 14%, which is higher than the worldwide average of 11.20% and the Asia-Pacific average of 13.81%. Large-population developing countries have the highest attrition rates, as shown in Figure 1. Subtly shown in Figure 2 is a declining growth pattern of Attrition Rate across different industries in India.
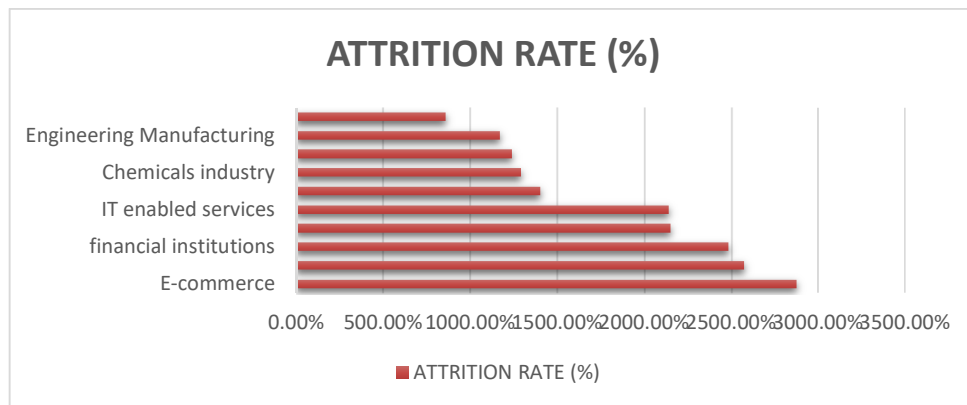

Figure 2: INCREASING TRENDS IN ATTRTION IN INDIA (2022- 2023)

(Source: livemint.com/news/India)

Several HRM strategies exist for ensuring employee longevity. The corporation should use internal promotions to provide new avenues for advancement. It's important to organize some enjoyable team-building exercises. Training in time management is essential, as is the streamlining of HR procedures. A peaceful work environment and a strategy for the worker's professional development are both essential. A strong connection between the organization and its employees is also crucial.

II. RESEARCH AIM & OBJECTIVES

This study's objective is to conduct a statistical investigation into the relationship between HRM practices and employee turnover rates in the automobile industry in Tamil Nadu. The following is a list of the research objectives for the study, which are based on the research aim:

➢ To investigate the low retention rate of employees in the automotive industry.

➢ To investigate the factors that lead to the departure of employees in the automotive industry.

➢ To discover means by which the rate of worker departure from the automotive industries can be reduced.

III. LITERATURE REVIEW

A company loses workers through attrition when they retire, leave their jobs, or pass away. Attrition and turnover are often used synonymously. Both involuntary and voluntary attrition are possible. Both functional and dysfunctional attrition are a part of voluntary attrition. Top performers leaving is an example of functional attrition [5]. An example of voluntary attrition is when employees quit on their own. The performance, financial burden, and everyday operations of an organization are all impacted by voluntary and functional attrition. Previous research has revealed:

➢ The leisure and retail sectors have high turnover rates and job tenures of 1.5 to 2 years, with little room for advancement, as a result of the significant number of temporary workers they employ.

➢ A sizable number of people with specialized training should be employed in the IT and financial sectors, as well as consulting, insurance, and other professional services. These workers are in high demand and typically work for two to three years due to a skill shortage.

➢ Job tenure is typically three years or longer in industries like manufacturing, engineering, transportation, and large companies with more than 5,000 employees.

The Reed Consulting Report (2004) states that the top three reasons why employees leave their jobs are poor working relationships, low pay, and inadequate benefits. Turnover in Indian companies is affected by a number of factors [6]. Most of these elements include things like international competition, the shifting loyalties of young professionals, and a dearth of qualified engineers willing to work directly for the industry. In a competitive

economy, however, workers are enticed to leave their current employers in favor of new ones that offer higher wages, more interesting work, and better employee value propositions. We hav compiled a list of the most frequently asked questions we get from customers. The decision to leave can be affected by both push and pull factors. The companies are making innovative retention strategies and striving to become the employer of choice in an effort to attract, hire, and keep the best possible employees. Examples of involuntary attrition include retirements, layoffs due to serious illness, and retirements [7]. Purposeful steady loss can be broken weakening, which leads to the departure of unlucky entertainers, or useful wearing down, which leads to the departure of top entertainers.

Employee attrition is a serious problem on a global scale. Beginning their careers, workers treat their jobs like commodities and move around from one employer to the next in search of a new one. The average tenure of a job is less than three years. The typical workday differs depending on the industry. Contrary to popular belief, research indicates that employees do not list money as one of the top five reasons for leaving a company. How money is distributed in a company reveals what the management's true priorities are. Employees are nonetheless made aware of whether or not the business actually rewards performance. Incentive programs indicate sales or customer service, and a company that generously supports employee development will fund educational and training opportunities [8]. Salaries and benefits are frequently what entice people to work for a company, but they infrequently drive workers away. Although there is a wealth of literature on employee turnover in businesses, there isn't yet a generally accepted theory for why people leave. This makes it impossible to understand phenomena after they have already happened and also makes turnover impossible to predict because there is no established method for calculating the likelihood that a person will decide to leave in the future. What factors, if any, affect whether people who express dissatisfaction with their employers and workplaces, want to quit their jobs, or even fully intend to do so soon, will actually follow through on those intentions? Although a wealth of research shows that elements like job dissatisfaction, a lack of organizational commitment, and particularly withdrawal cognitions like intentions to leave are accurate predictors of turnover, the mechanism by which these elements are translated into turnover behavior is still unknown and calls for further research. We have a thorough understanding of the processes people use to make these decisions, as well as the factors that influence whether people leave their jobs on their own or opt for alternative employment

opportunities (such as job dissatisfaction). However, we are still not very good at explaining and forecasting individual voluntary turnover decisions [9].

Although many workers are unhappy, some are content in their positions. People do leave their jobs occasionally because of better opportunities, but this is a rare occurrence. The vast majority of people who say they want to quit their jobs actually never take the plunge. Attitudes typically only account for about 5% of the variance in turnover, despite the fact that quit intentions rarely exceed 10-15% and the relationship between intentions to quit and turnover is highly variable [10]. There appear to be three distinct groups of attrition factors, according to the research. Some of these are sociological, psychological, and economic. In this paper, we make an effort to investigate these factors.

IV. HYPOTHESIS

The hypothesis of the research are as follows:

- **H0:** There is a significant relationship between the demographic variables and the employee attrition variables.
- **H1:** There is no significant relationship between the demographic variables and the employee attrition variables.

V. RESEARCH DESIGN

The structured approach used to create this diagnostic study is shown in the flowchart in Figure 3.
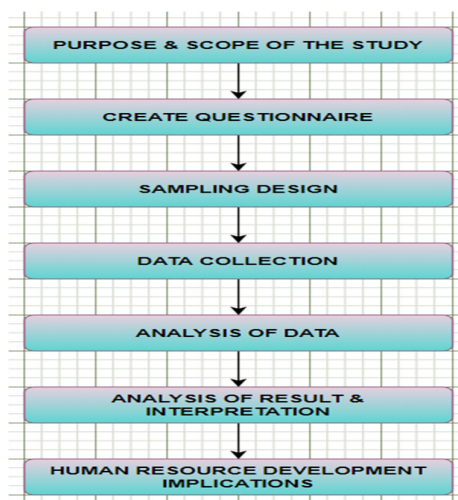

Figure 3: METHODOLOGY OF THE RESEARCH (Source: Self)

A. PURPOSE & SCOPE OF THE ANALYSIS

It is crucial to pinpoint the root causes of attrition that are unique to a given organization because there are numerous root causes of attrition at different levels. An in-depth analysis is carried out by surveying former employees to determine the factors causing attrition. This is because many multinational corporations are now entering India's automobile industry and luring professionals. Many employees of the automaker where the study was conducted have left [11]. On a percentage scale, the ex-employees rate the elements for both their current employer and the business they left. By surveying potential employees and asking them what they want from the company in the short and long term, this Indian automaker hopes to reexamine HR practices, test underlying assumptions, and challenge them. Former workers rate the components in terms of attrition and retention.

B. SAMPLING DESIGN AND DATA COLLECTION

The respondents were chosen at random. A total of 100 automotive workers left the company between April 2023 and March 2022. If there is no reply, a different worker will be chosen at random. The survey was carried out using Google forms and delivered via email. Former workers of the company answered the survey. 100 interviews total, randomly selected from the source data [12]. The information relates to former employees who left the company between April 2022 and March 2023.

C. TOOL USED

The tool used to perform the statistical analysis for this research is SPSS and the analysis conducted for are Descriptive statistics, Regression analysis and Correlation analysis.

VI. RESULT AND INTERPRETATION

The results of the analysis are shown below with proper interpretation and evidences are attached.

A. DESCRIPTIVE STATISTICS

An accurate investigation into the gathering of facts is what is required for a descriptive study. It is the kind of investigation that offers the most transparency. It is more focused than an exploratory study because it concentrates on a particular aspect or facet of the issue that is being investigated. This gives it a higher degree of precision. In addition to

providing data that can be incorporated into more in-depth research, its primary purpose is to collect descriptive information [13].

In Table 1, we see the descriptive statistics, including the means, standard deviations, minimums, and maximums for each variable. Do respondents enjoy their work in the automotive industry? has a higher mean (4.94), while gender has the lowest mean (1.27)
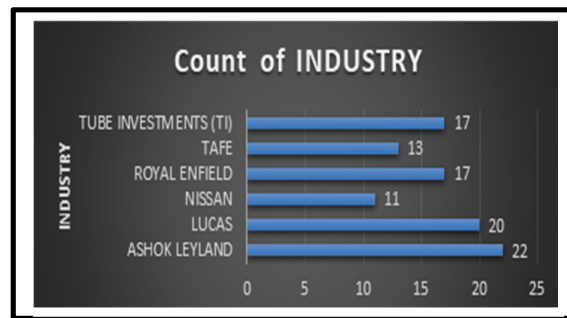

Figure 4: BAR PLOT OF INDUSTRY

Table 1: DESCRIPTIVE STATISTICS

	N	Mean	Std Dev	Minimum	Maximum
GENDER	100	1.27	.45	1	2
AGE	100	2.93	.83	1	4
QUALIFICATION	100	2.93	1.44	1	5
MARITALSTATUS	100	1.29	.46	1	2
WORKEXPER	100	2.16	1.00	1	4
REASONS	100	2.08	.92	1	4
LIKE THEIR JOB	100	4.94	.34	2	5
INTERESTING & CHALLENGES	100	4.67	.49	3	5
TRAINING & DEVELOPMENT	100	4.28	.60	2	5
EFFECTIVENESS	100	4.90	.39	2	5
FAIR PROMOTION	100	4.76	.77	1	5
COMFORTABLENESS	100	4.42	.91	1	5
SATISFACTION	100	4.77	.55	1	5
PRIORITIES	100	4.47	.58	2	5
WORK OVER LOAD	100	4.61	.60	1	5
COMFORTABLE WORK LOAD	100	4.64	.61	1	5
PURSUE HIGHER STUDIES	100	4.21	.82	1	5
GRIEVANCE REDRESSEL	100	4.36	.88	1	5
SUPPORT	100	3.67	1.24	1	5
RELATIONSHIP	100	4.05	1.10	1	5
Valid N (listwise)	100				
Missing N (listwise)	0				

B. REGRESSION ANALYSIS

The statistical technique known as regression is used to construct a model and investigate the nature of the connection that exists between a dependent variable and an independent variable. This research investigates the ways in which two or more variables are related to one another. The testing of hypotheses is what is used to achieve this goal [14].

Table 2: MODEL SUMMARY

Model Summary (VAR004)

R	R Square	Adjusted R Square	Std. Error of the Estimate
.75	.56	.45	.33

Table 3: ANOVA

ANOVA (VAR004)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.94	19	.58	5.26	.000
Residual	8.77	80	.11		
Total	19.71	99			

The R-value, which can be found in Table 2, provides an illustration of the level of relationship that exists between the explanatory and response variables. If the value is greater than 0.4, it is taken as evidence that further research is required.

In this scenario, a value of 0.75 would work just fine. The R-squared statistic is used to determine how much of a change in the variable that is being measured (the dependent variable) can be attributed to changes in the variables that are being measured independently. If the value is greater than zero, then it is possible for the model to determine that there is a relationship [3].

A value of 0.56 is suitable for this situation. In multiple regression, the adjusted R-square measures the degree of deviation between the results of the population and those of the sample. The adjusted R-square value needs to be relatively close to the R-square value. Given how close it is to the target value of 0.56, a value of 0.45 is appropriate here given how close it is to the target value.

Both the 95% confidence interval (CI) and the 5% significance level that are specified in Table 3 will be utilized in the study. Because of this, the level of significance, also known as the p-value, needs to be lower than 0.05. It comes out to a total of 000 in the spreadsheet I mentioned earlier. Because of this, the outcome is of even greater significance. This lends credence to the theory that is currently being put forward.

The F-ratio indicates how much better the accuracy of a model's predictions for a given set of variables becomes when the inherent uncertainty of that set of models is accounted for. The higher the F-ratio, the more accurate the model's predictions are expected

to be. A model's efficiency value that is greater than one indicates that it has a high F-ratio yield. It is sufficient to use the value of 67.2 that is presented in the table [11].

C. CORRELATION

According to the correlation analysis,

- A correlation of -1 indicates a perfect linear descending relationship: lower scores on one variable are correlated with higher scores on the other.
- A correlation of 0 indicates that there is no linear relationship between two variables. A (strong) non-linear relationship, on the other hand, may exist.
- A correlation of one indicates a perfect ascending linear relationship: there is a correlation between higher scores on both variables and higher scores on one.

Table 4 of the previous investigation illustrates the significance of the direct connection between the two factors as well as the direction in which the connection runs. A correlation coefficient value of 1 indicates a perfect positive correlation, a correlation coefficient value of 1 indicates a perfect negative correlation, and a correlation coefficient value of 0 indicates there is no correlation at all. If the correlation coefficient between two variables is one, then the variables are said to be correlated with each other [15]. Due to the fact that the variables have been shown to have statistically significant relationships with one another by means of the correlation analysis, the hypothesis can be tested.

Table 4: CORRELATION ANALYSIS

Correlations

		LIKE	INTERESTING	TRAINING	EFFECTIVENESS	PROMOTION	COMFORTABLENESS	SATISFACTION	PRIORITIES	WOL	CWL	PURSUE	GRIEVANCE	SUPPORT	RELATIONSHIP
LIKE	Pearson Correlation	1.000	.061	.082	.257	.098	.017	-.074	.093	-.066	-.056	-.027	.039	.119	.116
	Sig. (2-tailed)		.547	.418	.010	.330	.868	.463	.357	.516	.581	.793	.702	.237	.252
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
INTERESTING	Pearson Correlation	.061	1.000	-.229	.300	.002	.042	.015	.018	.038	.138	.023	.067	-.031	.031
	Sig. (2-tailed)	.547		.022	.002	.983	.680	.880	.858	.704	.171	.819	.509	.758	.761
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
TRAINING	Pearson Correlation	.082	-.229	1.000	.206	-.159	.188	-.048	.024	.053	.111	-.161	.036	.219	.177
	Sig. (2-tailed)	.418	.022		.040	.115	.062	.638	.810	.598	.269	.110	.719	.029	.078
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
EFFECTIVENESS	Pearson Correlation	.257	.300	.206	1.000	-.047	.148	-.109	-.014	.134	.059	-.092	.076	-.174	.012
	Sig. (2-tailed)	.010	.002	.040		.640	.142	.281	.894	.184	.557	.364	.449	.084	.907
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
PROMOTION	Pearson Correlation	.098	.002	-.159	-.047	1.000	.117	-.013	.075	-.052	.051	.033	-.140	-.042	-.046
	Sig. (2-tailed)	.330	.983	.115	.640		.248	.902	.459	.610	.616	.746	.166	.681	.652
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
COMFORTABLENESS	Pearson Correlation	.017	.042	.188	.148	.117	1.000	-.088	.005	-.159	.056	-.092	-.002	-.019	.181
	Sig. (2-tailed)	.868	.680	.062	.142	.248		.385	.961	.115	.577	.362	.988	.850	.072
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
SATISFACTION	Pearson Correlation	-.074	.015	-.048	-.109	-.013	-.088	1.000	.058	.338	.444	.423	.361	-.024	-.031
	Sig. (2-tailed)	.463	.880	.638	.281	.902	.385		.567	.001	.000	.000	.000	.815	.758
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
PRIORITIES	Pearson Correlation	.093	.018	.024	-.014	.075	.005	.058	1.000	.155	.141	.302	.339	.035	-.102
	Sig. (2-tailed)	.357	.858	.810	.894	.459	.961	.567		.123	.162	.002	.001	.726	.315
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
WOL	Pearson Correlation	-.066	.038	.053	.134	-.052	-.159	.338	.155	1.000	.383	.147	.267	-.147	-.031
	Sig. (2-tailed)	.516	.704	.598	.184	.610	.115	.001	.123		.000	.144	.007	.144	.756
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
CWL	Pearson Correlation	-.056	-.138	.111	.059	.051	.056	.444	.141	.383	1.000	.213	.374	.015	.072
	Sig. (2-tailed)	.581	.171	.269	.557	.616	.577	.000	.162	.000		.034	.000	.883	.474
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
PURSUE	Pearson Correlation	-.027	.023	-.161	-.092	.033	-.092	.423	.302	.147	.213	1.000	.453	.009	-.091
	Sig. (2-tailed)	.793	.819	.110	.364	.746	.362	.000	.002	.144	.034		.000	.927	.370
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
GRIEVANCE	Pearson Correlation	.039	.067	.036	.076	-.140	-.002	.361	.339	.267	.374	.453	1.000	-.038	-.050
	Sig. (2-tailed)	.702	.509	.719	.449	.166	.988	.000	.001	.007	.000	.000		.707	.620
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
SUPPORT	Pearson Correlation	.119	-.031	.219	-.174	-.042	-.019	-.024	.035	-.147	.015	.009	-.038	1.000	.265
	Sig. (2-tailed)	.237	.758	.029	.084	.681	.850	.815	.726	.144	.883	.927	.707		.008
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100
RELATIONSHIP	Pearson Correlation	.116	.031	.177	.012	-.046	.181	-.031	-.102	-.031	.072	-.091	-.050	.265	1.000
	Sig. (2-tailed)	.252	.761	.078	.907	.652	.072	.758	.315	.756	.474	.370	.620	.008	
	N	100	100	100	100	100	100	100	100	100	100	100	100	100	100

D. FINDINGS

One of the primary motivations for employees to quit their jobs is dissatisfaction with their pay or benefits. The majority of a company's long-term employees are excited about the prospect of being compensated for their level of commitment and expertise. If they believe that they are not being paid fairly or are not even being considered for an increase in salary, they frequently consider moving to another location where they can make a higher salary. If they do not feel that they are being paid fairly or are not even being considered for an increase in salary [16].

Employers have a responsibility to keep in mind that after a certain threshold, a worker's primary needs shift from the amount of money they are paid to how they are treated and how much they feel they are valued. An employee may choose to leave a company for personal reasons, such as the requirement to visit family in the employee's home country or an illness that requires the employee's full attention. The partner has relocated, and the new location does not have a branch or any of the other options. Women in India who get married or have children are at risk of being required to relocate to another part of the country, which could force them to quit their jobs.

A hectic work schedule, in addition to a significant amount of stress: In an effort to maximize the productivity of their existing workforce and increase profits, businesses might decide to reduce the number of employees they employ. Given the current state of affairs, there is a possibility that it will have an effect. On the other hand, as workers groan under the strain of an excessive amount of work, stress levels may eventually rise [17].

The extremely high level of stress at work will not only ruin the representative's professional career but also their personal life. Burnout and a decrease in productivity are two obvious outcomes that can occur. Employees will ultimately be forced to reevaluate their priorities and seek employment with a company that provides a laid-back work environment as well as opportunities for advancement in their careers.

Employees may be terminated from their jobs at an organization on occasion if their trial period was unsuccessful, they do not have sufficient work, or their appointment was only temporary. This aspect of the separation is actually the most difficult to deal with given that the separations that came before it was initiated by employees [4].

If any of the aforementioned do not go off without a hitch, then there is a good chance that many people will form unfavorable opinions of the company, which will ultimately be detrimental to the reputation of the organization. This kind of separation has a significant bearing on the generally low morale and sense of insecurity that pervades the workforce. As a direct consequence of this, one of the most significant challenges that companies face in the modern era is maintaining their skill set.

E. SUGGESTIONS

By referring to the aforementioned findings, a few recommendations have been given that may help organizations retain intellectual, knowledgeable, and educated manpower, which subsequently aids in the prosperity of the organization [2]:

- Pay your employees fairly and competitively
- creating a successful training program
- Employee recognition and reward
- Options on stock
- Bolster the hiring procedure
- Career possibilities
- Exit conversations
- Work-life balance

V. CONCLUSION

Any organization's primary goal is to make money. To increase revenue, the business must prioritize its staff and strategies for keeping them on board for the long haul. It is acknowledged that many workers feel pressured to change jobs due to a lack of pay and advancement opportunities. In order to decrease attrition, industries should offer employees the chance to advance within their organization by implementing cutting-edge technologies and efficient training programs. Organizations should routinely carry out exit, engagement, and cultural assessments to learn how the expectations of the critical workforce change over time. In addition, they should use each and every one of these inputs to fully comprehend the variables affecting employee retention. The results show that employees need opportunities for innovation and professional growth, as well as flexible work schedules, support from coworkers and superiors, and encouragement. Businesses should regularly monitor attrition rates and related costs. A transparent operating system is advised so that each employee is

aware of their responsibilities within the business. The fact that there is no one-size-fits-all approach to managing attrition must always be kept in mind. Based on the alignment of individual goals and organizational objectives, each organization must develop its own impetus.

REFERENCES

1. Vettriselvan, R., Sathya, M., & Balakrishnan, A. (2014). Human Resource Management Issues in Micro, Small and Medium Enterprises in Tamil Nadu. *International Research Journal of Business and Management (IRJBM)*, *7*(12), 35-40.

2. Velanganni, M. R., Subbulakshmi, S., & Kumar, S. P. (2022). IMPACT OF EMPLOYEE DEVELOPMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND TURNOVER INTENTIONS IN AUTOMOBILE INDUSTRY, TAMILNADU. *Ann. For. Res*, *65*(1), 1584-1593.

3. VELAUDHAM, C. IMPACT OF EMPLOYEE DEVELOPMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND TURNOVER INTENTIONS IN AUTOMOBILE INDUSTRY, TAMIL NADU.

4. Kumar, R. S., & Sankar, N. A. (2016). A Study on Talent Management to Improve the Organizational Performance in Automobile Industries, Krishnagiri District, Tamil Nadu, India. *Asian Journal of Research in Social Sciences and Humanities*, *6*(7), 1120-1132.

5. Lakshminarayanan, S., & Ezhilarasi, P. (2017). Employee Engagement and its Effects in Automobile Industry with Special Reference to Chennai, Tamil Nadu. *Asian Journal of Managerial Science*, *6*(2), 21-27.

6. Barani, G. Employee Engagement through HRM Practices and Competitive Advantage of Automobile Industry in Coimbatore, Tamil Nadu-An Empirical Study* Umashankar K.

7. Ramanigopal, C. S., Mani, A., Vasudevan, S., & KUMAR, S. U. (2018). A COMPREHENSIVE STUDY OF THE HUMAN RESOURCE PRACTICES OF THE CONSTRUCTION SECTOR IN TAMIL NADU. *CLEAR International Journal of Research in Commerce & Management*, *9*(2).

8. Poorani, S., & Krishnan, L. R. K. (2021). Manufacturing Technology Trends in Auto Sector Guiding Skill Enhancement and Employee Retention. *Indian Journal of Training and Development*, 14.

9. ANNEPU, V. S. K., & SOWDAMINI, T. (2022). Effectiveness of Human Resource Analytics with Reference to Automotive Industry in TamilNadu. *International Journal of Early Childhood Special Education*, *14*(7).

10. Fernando, C., & Kumar, N. S. (2022). Training, and Development and its Craftsmanship Led to Quality Work Life in the Automobile Industry in Tamil Nadu. *Specialusis Ugdymas*, *1*(43), 4277-4285.

11. Alao, D. A. B. A., & Adeyemo, A. B. (2013). Analyzing employee attrition using decision tree algorithms. *Computing, Information Systems, Development Informatics and Allied Research Journal*, *4*(1), 17-28.

12. Fallucchi, F., Coladangelo, M., Giuliano, R., & William De Luca, E. (2020). Predicting employee attrition using machine learning techniques. *Computers*, *9*(4), 86.

13. Alduayj, S. S., & Rajpoot, K. (2018, November). Predicting employee attrition using machine learning. In *2018 international conference on innovations in information technology (iit)* (pp. 93-98). IEEE.

14. Subramony, M., & Holtom, B. C. (2012). The long-term influence of service employee attrition on customer outcomes and profits. *Journal of Service Research*, *15*(4), 460-473.

15. Frye, A., Boomhower, C., Smith, M., Vitovsky, L., & Fabricant, S. (2018). Employee attrition: what makes an employee quit?. *SMU Data Science Review*, *1*(1), 9.

16. Yedida, R., Reddy, R., Vahi, R., Jana, R., GV, A., & Kulkarni, D. (2018). Employee attrition prediction. *arXiv preprint arXiv:1806.10480*.

17. Yadav, S., Jain, A., & Singh, D. (2018, December). Early prediction of employee attrition using data mining techniques. In 2018 IEEE 8th international advance computing conference (IACC) (pp. 349-354). IEEE.

APPENDIX

QUESTIONNAIRE

SECTION 1: DEMOGRAPHIC VARIABLES

Gender of the respondent

   a) Male
   b) Female

Age of the respondent

   a) 18 to 25 years
   b) 26 to 30 years
   c) 31 to 35 years
   d) 36 Years and above

Qualification of the respondent

   a) HSC/ SSLC
   b) Diploma
   c) Undergraduate
   d) Postgraduate
   e) PhD

Marital status of the respondent.

   a) Unmarried
   b) Married

Work experience in the field of automobile industries.

   a) Less than a year.
   b) 1 to 3 years.
   c) 4 to 7 years
   d) More than seven years.

Reason for choosing automobile industry as their career option

a) Career growth.

b) Higher salary.

c) Reputation of the companies.

d) Need of employment.

SECTION 2: EMPLOYEE ATTRITION VARIABLES

(Rate the answers in a Likert scale at Level of one to five)

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Does respondents like their job in automobile industry field?					
Is the job in automobile industries are interesting and challenging?					
Does training and development are given?					
Effectiveness of training program					
Fair promotion					
Comfortableness of the working hours					
satisfaction in leave.					
Priorities for lifestyle and family.					

Work overload.					
comfortable workload					
Does the industry allow the employees to pursue their higher studies?					
Grievance redressal					
Support of the management.					
Relationship with the Supervisor, HR & organization.					