

**A CRITICAL STUDY ON EMPLOYEE RETENTION POLICY IN GREAT WALL INDIA R&D
PVT.LTD.**

CONCERNING AUTOMOTIVE INDUSTRY IN BANGALORE

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Abstract:

The process of encouraging employees to stick around the company for as long as possible or until the project is finished is known as employee retention. Retaining employees is advantageous for both the company and the employee. Today's workers are different. When they become dissatisfied with their present employer or job, they immediately move on to the next one. Is keeping your best employees on staff the employer's responsibility? They would be stuck with unreliable workers if they didn't. A competent employer should understand how to draw in and keep talent. Most workers believe they are valued higher than they are being paid. The amount that people believe they should be paid and what businesses spend on compensation differs naturally. Turnover may occur when the disparity grows too large and another opportunity presents itself. Pay is referred to as the earnings, salary, or other remuneration an employee receives in exchange for providing services to the company. The company's most important asset is its workforce. Employees are more likely to leave a job if they can't reach their full potential, aren't heard, and aren't treated with respect. While employees gain from a transparent work atmosphere that fosters a sense of accomplishment and belonging, the firm benefits from a more dependable workforce that is full of innovative ideas.

Key words: Employee, Retention, Policy, attrition rate, HR policies.

Introduction

The concept and practice of employee retention has always been a subject of utmost importance in every organization. This is because of the overwhelming impact and contribution brought by an employee to the talent pool. Retention of employees becomes of paramount importance when a company intends on moving upwards, developing and investing in the skills of the employee. Every company is aimed towards a specific purpose. Its mode of operations, style of working and environment strives to achieve a pre-determined objective. It may be sales maximization, risk minimization, profit maximization. Irrespective of this goal, one thing remains to be constant, i.e. employees.

Employees are a driving force of a company. They put in their own efforts and talent to pilot their company in the right direction. However, in the 21st century, employee retention has become a crucial issue, one that must be addressed and looked into because of the constant competition for talent in the economy. This is a two way street, one is the efforts of the organization to encourage employees a reason to remain loyal. Employee retention is a systematic effort by creating an environment for the employees to retain in their organization by having policies, practices and ethics in place to address their diverse needs. Intensive understanding on employee retention dates back to the industrial revolution era. This identifies the erring need of employees in carrying forward on organization to better heights and towards its organizational goals. It is imperative to trace back to the evolution of employment to understand employee retention.

AUTOMOTIVE INDUSTRIES THROUGH THE LENS OF THE HUMAN RESOURCE MANAGEMENT.

Introduction of automotive industries

Automotive sector is one of the largest and fastest growing industry comprising of wide range of companies and organisations involved in the design, development, manufacturing, marketing and selling of motor vehicles and its technology excluding tire, battery and fuel companies. It is involved in the development of the country and is one of the world's largest revenue making industry. The world automotive comes from Greek and Latin word autos (self) and motives (of motion) which self-powered vehicle.

Automotive industry in Bangalore, Karnataka

After an exponential growth in the automotive industry and going through a series the first Indian manufacturing firm that was established in Bangalore was Sipani Automobiles Ltd commonly known as SAIL (Sunrise Automotive Industries Ltd) until 1978. They were established in 1973 manufacturing subcompact cars with fiberglass bodies also they took over the Auto tractors in 1991 and manufactured diesel engine tractors.

SAIL was one of the three companies to receive the industrial license for automobile production in 1973. During 1975 the sunrise company introduced the fiberglass bodied Badal, India's first three wheeled car with wagon type body, and having the rear engine with two doors on the left and one door on the right, it was 198cc single cylinder two stroke engines of Italian origin. And from 1981 to 1991 few other cars were manufactured like Badal 4, Dolphin, Montana, D-1 and Montego. The company made huge contribution to the Indian automobile industry before they ventured into other business.

Employee retention strategies adopted by other automotive companies today

- Internal Job Rotation Mechanism-when is an employee is highly skilled at a particular job, he is encouraged to learn new skills on what other job requires. This helps the employer to manage their business anjobs within the resources they have. On the other hand, the employee gets to have hands on experience in other skills which develops professionally and make him competitive.
- Talent optimization Strategy-many companies adopt talent management but then the real need is for talent optimization that means finding out how well an employer can develop the skills of existing employees. This involves training, coaching, counseling and proper delegation of jobs
- Strengthening the Talent Pipeline-A high quality talent pipeline enables organization to operate with efficiently. This can be done through involving technology institution or training institutions to develop technical talent in the organisation at all levels. Identifying the departments which has high attrition rate and train them on the skills required.
- Flexible work shifts-Flexible work hours is adopted by companies as they found out that employees work efficiently when they are given flexible work hours. But it depends on the type pf project an approval by management. This helps both the employer and the employee to fulfill their goals. Andit is one of theefiuvent strategies to retain the employees.
- Performance based incentive system-performance based incentive system is another strategy which motivates the employees to work more effectively. This can be based on project completion and the time taken to deliver to the client. These facilities will want the employees to company to office and reduce their time going out to avail facilities. This improves quality of output in their work and a way to relax and relieve their stress.

COMPANY PROFILE -GREAT WALL MOTORS

Introduction:

Great Wall Motors (GWM) is the largest SUV manufacturer in china with more than 80,000 employees around the world. GWM is one of the most successful Chinese car makers, pursuing the strategic goal to developing

leading vehicle technology with intensive investment in R&D. The corporate culture of Great Wall Motors has a high spirit corporate culture of “improving little by little everyday” with the aim to build professional SUV and EV brand and become the world’s most dynamic automobile manufacturer. The brand strategy adopted by GWM is having its strategy as focus, dedication and specialization in SUV’s and EV’s, looks to establish a brand that promises best of technovation, mobility and sustainability.

GWM’s Research and Development center has been established in 2016 at Bangalore, India. Main focus of GWM is software development for Hybrid and Battery Electric Vehicles, Artificial Intelligence for Self Driving Cars.

Many GWM brands have made its mark in the market. GWM is a leading automotive brand across the globe with three key brands in its portfolio, catering to different customer segments and their needs as follows.

- Haval- Haval is the expert and specialist brand in SUV fabricating being the biggest SUV makers in china for 6 years in row and is one of the biggest SUV seller in the worlds since its beginning in 2013, it has zeroed in on building top caliber and exquisite products.
- GWM EV- the newest brand in the GWM family, GWM EV was step up in 2018 as an independent brand for new energy vehicles. It has been making the information with its most recent compact electric contribution, in R1.
- Great Wall Pickup- the Great Wall Pickup was step up as an independent pickup arrangement brand in 2018. Taking its heritage from the Great Wall Pickup brand, it keeps on being the market leader in China with export To Europe, Australia, South Africa, Southern Asia, The Middle East, Africa and different parts of the world.

The future of GWM

- Building the best- GWM is on the path to become a multinational company with international brands, globalized market and modern management methods. We continue to develop robust software and strive to” BUILD THE BEST VEHICLES” • Developing new ideas- const and continuous innovation of GWM has resulted in ongoing development of environmental friendly technologies. By applying energy saving design and developing ecologically responsive technologies including EV and Hybrid Power trains, GWM constantly strive to better global emission regulations.

Hybrid control unit (HCU)

HCU is a focal regulator of a hybrid vehicle and the expert of the CAN-transport based vehicle control network. It decides the general and overall driving conduct of the vehicle. The team develops the logic for the controller to deal with the complete system energy (engine+ batteries) and organize the power output from the hybrid powertrain alongside other fundamental vehicle functions. The team has effectively and successfully evolved

and delivered programming for the Wey P8 half breed SUV-coupe and continually designing, executing and updating the software for different undertakings and projects. The team is associated with requirement analysis, core programming and logic design, fundamental programming modules interface layer that works with the necessary data information exchange, unit testing and integration testing.

Vehicle Control Unit (VCU)

Vehicle Electrification and new power train frameworks and systems are driving the presentation of vehicle control units (VCU) that go about as domain controller for electric vehicle. The VCU Peruses sensor signals, for instance, brakes, charger connection and it at that point act too adjust the framework energy, improve force and torque, and control the engine, HV Battery Pack and on-board energizing framework charger lock. The team is associated with prerequisite investigation, for programming and logic design, essential programming modules unit testing, modules unit testing and integration testing.

Battery Management System (BMS)

The significance of battery pack energy storage in all automotive industries have clearly made the BMS as one of the key for progress and success. The team believes in high performance, safe operation and ideal life expectancy under different environmental conditions. GWM is associated with requirement management, base programming, application software advancement and test case generation for HIL testing to help different diverse programs like the full electric, Plug- in hybrid, low cost variations and industrial batteries. Application SW is created using model base development instruments like Matlab/Simulink and base SW utilizes AUTOSAR engineering and architecture.

Review of literature

In a study conducted by **K. Balanaga Gurunathan and V. Vijayalakshmi (2012)** the emphasis was on two variables. The influencing variables were organization and working environment. Also health and safety measures, rewards and recognition are some of the influencing variables for the employee retention.

According to a research study by **Neha Shakya (2013)**, she concluded that there is a justification for the increasing focus on employee retention as it is proved motivated employees work differently and think outside the box, and are directed towards quality of work. Manager and the management should use technique of reward, particularly money as it motivates people to work, but some theories state money alone cannot be a motivation factor, like the Herzberg two factor theories says job enrichments, job rotations and added responsibilities are powerful motivating factor.

Amit Bijion Dutta and Sneha Banerjee (2014) in their research found out that employee retention is not only a concept to apply but it is a what to follow to retain employee. Effective communication will allow the worker to be open and flow with the organization. An impelled worker may not be committed but jointly working with the peers will influence a better work culture this helps in Hyman resource balance.

Dr. Theresa Nithila Vincent and Anjali Kunamputra Paul's (2018), research reveals that the employers creating an environment for employees which focuses on free and unbiased communication, employees perspective are considered while making decisions is a need in the organization. When employees feel their voices are heard and respected they feel motivated which gives them a sense of belonging and ownership. It all comes down to appreciation, recognition and freedom of speech.

Weber Shandwick and KRC Research conducted and investigated a survey in 2017, they found out that creating an employer brand is a company's identity in the market; they concluded that there is a gap between the expectation of automotive engineers and the reality in everyday working life. This concludes that the employer not only should consider communicating to the external and internal audience but through sustained and deliberate actions through employee experience in the career journey.

Employee engagement a motivating factor- **Vimala Kadiresan and Wong Sook khuan (2019)** in their study concluded that stress plays a vital role to avoid this employee need to be engaged. Employee engagement activities will help the organization grow and produce quality work.

Retention is based on different variables including training and development, recognition/reward, competitive salary package and job security. There are also other non-monetary variables such as intrinsic extrinsic motivational factors which can enhance retention and help to formulate retention policy. This is a conclusion on a research conducted by **Dr. K Blaji Mathimaran and Prof. Dr. A Ananda Kumar**.

Damarsari Ratnasahara Elisabeth and Rahuk Chauhan in their study (2020) stated employee retention must be implemented from top and then to all levels. The study indicates that company may not care losing 10% of bottom employees but should give importance to 50% of top executives. Automobile sector need to focus on management first and managers are to be held responsible for retention as managers are interacting with the employee's everyday they need to give attention as much as they give for sales and product. Continuous monitoring and trust building has to be enhanced in order to encourage the employees and keep them competent.

A study and survey conducted by the **vantage circle a blogging company, (18 may 2021)** came to a conclusion that employees are happier to work from home or anywhere is one of the best strategies to retain

employees as it allows employees to apply from across the world. And also to follow best standard practices in the market to increase productivity. Although this is the current trend to have work from home, it depends on the company and the industry they are into and the services they render to the society and the market.

Research article published by **Fei Zhu and Alexander Newman in the year 2022**, gives an understanding that in order to investigate how one financial reward-pay level in relation to the market average and three non-financial rewards- job autonomy, growth opportunities and team support jointly affect employee retention in entrepreneurial new ventures, this study integrates human capital theory and research on organizational rewards. It also looks how managerial experience affects their contingent relationships in a moderating way. The research papers stated that relative pay level enhances the beneficial effects of particular non-financial rewards on employee retention and that employee with and without managerial experience can both be retained utilizing various reward techniques.

Statement of the problem:

The present inquiry focuses on enhancement of employee retention practices at GREAT WALL INDIA R&D PVT LTD. There are many theories and practices to enhance the retention policy in the field of HR. the study concentrates on how HR Practices can be improved to face the Gen Y and other following digital generations to retain employees.

Objectives:

- To support implementation of employee retention in GREAT WALL INDIA R&D PVT LTD.
- To understand and analyze the attrition data on why employees quit the organization.
- To implement practical solution to retain employees.

Research methodology

This is a Descriptive and observation Research since this study focuses on ways to enhance employee retention at Great Wall India R&D private LTD

Data collection

Data collection is done in two methods that are, primary data and secondary data – the primary data is gathered by interacting with the resigned employees, HR manager and the recruitment team in the company. Secondary data is collected from referring various articles, journals, publications and online sources

Sample design

Sample size-20

Sample technique-in the study survey sample technique is executed using questionnaire method.

Analysis and interpretation

In order to keep your identity anonymous, can you indicate the time period you were an employee at Great Wall India R&D Pvt. Ltd. Great Wall India R&D Pvt Ltd mostly consists of millennial and Gen Y employees. The recruitment system in the company is unbiased and believes in hiring the right talent and also ingiving opportunity and scope to showcase the talent. The recruitment system is outlined and structured to cater the needs of the organization every year, following new strategies to hire theright fit to the organization.

I was part of theteam at Great Wall India R&D Pvt. Ltd.

DEPARTMENT	NO OF RESPONDENTS
Engineering	15
Finance	1
Human Resources	2
Other	2

WORK EXPERIENCE IN GREAT WALL INDIA R&D	NO OF RESPONDENTS
Above 5 years	2
3 - 4 years	3
1-3 years	15
Less than 1 year	0

Great Wall India is an automotive R&D industry most of the employees are engineers from Electronics and Communications background. The rest falls under the supporting departments such as HR, Finance, Legal and IT. The engineers work across different departments such as Hybrid control unit department, Vehicle control

department, Battery management system department and automation department. Each has its unique features and contribution in building the organization and they play a vital role in the car manufacturing process overall.

The factors that motivated me to apply to/ join Great Wall India R&D Pvt. Ltd. are:

FACTORS	NO OF RESPONDENTS	PERCENTAGE
Interesting job profile	15	58
Job Security	4	15
Career advancement opportunities	6	23
Goodwill of the company	0	0
Goodwill working conditions	1	4

In the above table 58% of the employees agree that interesting profile and job description drive them to apply for a job. But in reality after the employee joins the organization his motivating factor will be career opportunities and job security. This is not realized when an employee applies for a job.

With respect to your experience at Great Wall India R&D Pvt. Ltd., please rate the following: (1 being the lowest and 5 being the highest)

Sl No	Utilisation of talents	Job Security	Career Advancement	Working Conditions	Support from higher officials
1	4	8	6	7	7
2	1	6	5	4	6
3	6	3	6	5	5
4	8	3	3	3	1
5	1	0	0	1	1

Most of the employees agree there are utilization of talents which results in good productivity and talent enhancement. But on the other hand job security, working conditions, career development and higher management support is not up to the expectations of the employees, few feel it should be considered and developed.

Did the Human Resources team bridge the gap between you and the management?

PARAMETERS	NO OF RESPONDENTS	PERCENTAGE
Yes	9	45
No	11	55

In the above table 45% of employees agree that human resource department played a role in bridging the gap, but 55% of employee disagree to it. This might be due to poor understanding of the role of HR by employees, communication gap between the HR and employees. Every company has its own protocols in addressing employee's grievance, in the same way Great Wall has its own. The HR department at Great Wall India tries to address the all possible ways to keep the employees engaged and continues to serve their needs at all times. The HR department believes people first in all their decisions, but there could have been glitches due to internal and external factors.

Appreciation and recognition at the company

PARAMETERS	RATING SCALE	NO OF RESPONDENTS
Never	1	8
	2	4
	3	4
	4	3
Always	5	1

In this Table most of the employees have a grievance that the company does not appreciate or recognize often. This matter can be considered and further discussed with the team leads and project managers with the HR department on how the company can build a system that will be recognize and appreciate the employees often. This matter is a serious concern as it may lead to high turnover. Quick decisions are to be made in order to avoid loss of talents.

Attitude of the management

PARAMETERS	RATING SCALE	NO OF RESPONDENTS
Poor	1	10
	2	3
	3	5
	4	1
Excellent	5	1

The table tells that most employees from the sample consider that attitude of the management is poor. This can be their view point and as per their experience in the company. But this point has to be considered and made necessary changes to rectify this opinion on the management. Every management has a drawback and it differs for every individual. In the same chart few say its average and one response tells the attitude is excellent, so as mentioned earlier it differs and it also tells us the level of relationship between the management and the employee.

There have been substantial activities and programs undertaken to cater to the needs of the employees.

PARAMETERS	RATING SCALE	NO OF RESPONDENTS
Never	1	8
	2	2
	3	5
	4	3
Always	5	2

In the above table most employees feel that there wasn't any activities undertaken to cater the needs of the employees and few believe the company did take some measures. Getting the employees engaged as per their changing needs is a big task, and it is a huge responsibility on the HR department. HR department has a major role to play in identifying the needs of the employees and fulfilling them, not everything can be addressed but anything that comes under the authority and responsibility of the HR department.

Do you believe that there is a need for Great Wall India R&D Pvt. Ltd. to have a specific and independent Employee Retention Policy?

PARAMETERS	RESPONSE	PERCENTAGE
Yes	16	80
No	4	20

In the above table more than 80% of the respondents feel that there is a need for employee retention policy in the company. The HR department with the management needs to take necessary decisions and steps to formulate such a policy. To implement these, factors like business model, process and policy of the company and approval from higher management has to be considered. And the policy should benefit the employees as well as the company. In most of companies there is no separate policy but there are strategies which support retaining of employees. As per your understanding, an Employee Retention Policy must consist of the following:

FACTORS	YES	NO
Proper monetary reward/ compensation	17	3
Creation of leaders and never bosses	15	5
Flexibility and Adaptability	16	4
Hiring and Mentoring	15	5
Employee Development Program	16	4
Feedback, Timely Assessment & Evaluation	17	3

The above table shows the importance of proper reward, monetary reward and feedback. This helps the employees to rethink of searching another job. Mentoring is another motivating factor which enhances the ability of the employees to work with full potential. Good leaders are important in every organization, their presence will drive the employees to achieve the goal and direct them in every aspect of their job and career goal. There is a constant need for employee development program; this may be in the form of skill development, coaching, encourage employees to enroll on courses etc.

Findings & suggestions

During the project research at Great Wall India Pvt Ltd, discussing with the HR manager the researcher understood that the company is putting efforts to retain employees in the form of joining bonus, meal card benefits, employee engagement activities, different committees to address the issues of employees. But still there is a need for retention policy and strategies to be formulated at Great Wall India Pvt Ltd in order to face the turnover, reduce the attrition rate and retain employees. The company has to take some measures to overcome this through discussions with the HR team, project managers and the headquarters to identify the need of the employees.

Findings and Data Interpretations

By virtue of this research and analysis, the researcher highlights the following findings and interpretations. The most important factor that motivated the employees to apply at Great Wall India is the job description and the job profile, by this we understand that most of the employees are 1-3 years' experience and their only motivating factor will be job description and profile. But once they join the company, they realize it's not only the job profile but also their career path, career development and compensation. Another way of interpreting this would be employees with 1-3 years' experience join companies to explore new environment, job and skills, after they are trained and gain some experience, they tend to leave the organization and search for new opportunities, this continues till an employee reaches an experience of 5-6 years and understand that job security is important.

Another crucial point to be noticed is the appreciation and recognition in the company. Most respondents feel there is no appreciation and recognition in the company. As employees perform and complete their day today task, they expect their manager to recognize and appreciate for their work, when that is not been done it demotivates and decreases their morale.

Attitude differs for every individual in the company; most resigned employees at Great Wall India feel that attitude is not up to their expectation. This may be an outcome of poor understanding between the employee and the management of their general opinion on the management or their general opinion on the management, although this is just a matter of understanding and communication, it is a serious concern if it leads an employee to leave the organization. Necessary brainstorming sessions and engaging employees through talks can help the situation.

Most resigned employees suggest that there is a need for the company to formulate retention policy. Retention policy brings clear path to enhance retention of employees, measures to help hiring system, improve quality of work, organize employee development program.

Suggestions and the road ahead

The most important point to be considered is to give the employees a competitive salary package not only during their joining period but also in their yearly increment.

Allocating bonus for employees in recognition for completing certain period of service years in the company is a strategy to retain experienced employees.

Hiring right candidate is an important factor to be considered, hiring the wrong candidate can lead to high attrition. Certain metrics have to be formulated for the interview panel, based on the metrics the candidates have to be scrutinized and selected. Almost all companies fail to hire the right candidate and face high hiring challenges and recruitment expenses.

Allowing employees to explore new skills and job rotations can bring a change in employee's monotonous job changing their mindset to retain in the organization. These job rotations help to generate multi-tasking talents within the organization reducing hiring costs.

Another major factor is promising job security in the organization, this leads an employee to trust the organization and retain.

Formulating training and development policy which enables to identify the employee's strengths, weakness and assess them based on technical and communication skills

Conclusion

This study is an earnest attempt to determine and bring out the level and need for employee retention policy at Great Wall India Pvt Ltd, Bangalore. It is understood that there is a need for retention policy in order to reduce attrition and retain top talents. Every organization asset is the "People" component. People are one factor that cannot be imitated or duplicated and is considered most valuable if managed properly.

From the study it was identified that not only money plays a major role but also other factors determine retaining an employee. Development and investing on the employee development program are a major step towards retaining employees. Indeed, the company's chances for growth are closely aligned with its commitment towards developing the employees.

Hiring and mentoring is another need for the organization, the need for leaders and mentorship in the organization is in demand for today's dynamic environment, every employee expects to be mentored and lead by someone who understands both the business and the employees, it is the responsibility of the organization to develop leaders through various leadership development programs.

To conclude, even though the study brings out various factors that play an important role in retaining employees, attrition and retention is a constant process and no factor can end this process. The organization and the employees together must take all necessary steps to develop the organization and themselves in this success journey, during this journey there can be ups and downs but the constant factor that remains is the goal to achieve.

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