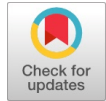


Behavior and Trends in Retention of Employees of Automobile Industries-A Study in Bangalore

V. Basil Hans



Abstract: *The retention of employees in the automobile industry has emerged as a critical factor for maintaining organizational stability and competitiveness, especially in rapidly growing markets like Bangalore. This study examines the behaviour and trends that influence employee retention within the automobile sector in Bangalore, a hub for numerous global and domestic automobile companies. The research highlights key factors — job satisfaction, career development opportunities, organisational culture, leadership styles, and compensation packages — that significantly influence employees' decisions to remain with their employers. By analysing the perceptions and experiences of employees across various automobile companies, the study identifies prevailing retention strategies and the challenges organisations face in fostering long-term employee engagement. The findings aim to provide actionable insights for human resource practitioners and organisational leaders to develop effective retention policies that align with the evolving needs of the automotive industry workforce. Additionally, the study compares employee segments across demographics, job roles, and career stages to understand the diverse factors influencing retention in this dynamic industry.*

Keywords: Hub, Career Stages, Retention, Workforce Dynamics, Job Satisfaction.

Abbreviations:

HR: Human Resource
MNC: Multinational Companies
SSI: Small-Scale Industries
MSI: Medium-Scale Industries

I. INTRODUCTION

The automobile industry, one of the most dynamic and competitive sectors globally, plays a pivotal role in shaping economic growth and providing employment opportunities. In India, cities like Bangalore have become significant hubs for automobile manufacturing, research and development, and service, attracting both global and local automotive companies. As these companies strive to maintain a competitive edge, employee retention has become a key concern, particularly in labour-intensive sectors such as the automotive industry. The process of retaining skilled and experienced employees is crucial for organizations aiming to sustain productivity, innovation, and customer satisfaction.

With rapid technological changes, shifting consumer demands,

and evolving business practices, the automobile industry faces challenges in maintaining a motivated and committed workforce. Employee turnover can be costly, affecting not only operational efficiency but also the organizational culture and overall performance.

This study aims to explore the key factors influencing employee retention in the automobile industry in Bangalore, focusing on behaviours and trends that shape employees' decisions to stay or leave an organisation. It aims to understand how various factors—including work-life balance, career development opportunities, compensation, job satisfaction, and leadership styles—contribute to employee engagement and loyalty in the automotive sector. Additionally, the research examines how demographic factors, such as age, gender, and job roles, influence retention patterns, offering a nuanced understanding of the industry's workforce dynamics.

By investigating these issues, the study aims to provide valuable insights for human resource managers and industry leaders, enabling them to implement effective retention strategies tailored to their workforce's unique needs. This research contributes to the broader understanding of employee retention in the automobile industry and serves as a foundation for future studies in this domain.

The automobile industry is significant in India. The Indian automobile industry is the ninth largest in the world and accounts for 7.1% of the country's gross domestic product. The increased demand for commercial vehicles, passenger cars, and two- and three-wheelers, driven by an expanding working population, rising middle-class income, and a large population, provides a significant boost to the automobile industry. This is particularly important for the study of human resources (HR) practices, especially in the automotive industry. The foremost industries are Tata Motors, Maruti Suzuki, Mahindra and Mahindra, and Hyundai. Every employee needs career growth, job security, a good work-life balance, a competitive salary, and more. It is worth noting that small and medium-sized enterprises suffer the most from high employee turnover, primarily due to inadequate human resources practices. Due to employee turnover, production is significantly affected, and the organisation faces numerous problems as it must undertake time-consuming, resource-intensive activities to find new employees. This context has been used to identify trends in employee retention and to suggest solutions to reduce employee turnover.

All organisations are dependent. On their employee strength. Employees are the organisational people who contribute their efforts towards improving the business's performance by giving their best inputs. Human resource practices play a crucial role in fostering job satisfaction among employees. Therefore, retention can be addressed by



Manuscript received on 15 March 2025 | First Revised Manuscript received on 05 April 2025 | Second Revised Manuscript received on 10 October 2025 | Manuscript Accepted on 15 November 2025 | Manuscript published on 30 November 2025.

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retaining satisfactory employees in the workplace. How HR practices help in retaining employees, and what employees practice in terms of trends, and in which areas employees dislike the HR practices, and suggest what alternatives or changes are needed as part of this study. Industries must fulfil certain obligations to meet their employees' needs. Employees feel satisfied when those promises are executed. It is the nature of individuals to compare themselves with others who are equally or more satisfied. The same happens in industries too; employees may quit when they are not happy with their job.

The Human Resource Department needs to establish practices to meet employees' needs in various situations. Job satisfaction leads to the best organisational and productivity outcomes. The industrial dispute, employee turnover, and absenteeism calculations are lower. To achieve a satisfied organisation, job satisfaction is crucial.

A. Background of the Study

The study is made against the backdrop of the automobile industry in Bangalore. The study presents some key facts about the industry and its trends from a social scientist's perspective. The promotion of the automobile industry in Bangalore dates back to the 1980s, making it a central hub for the industry in India. Since the last decade of the 20th century, Bangalore has seen numerous automobile companies, both domestic and multinational, establish their manufacturing plants. The growth of this sector has led to multiple economic changes in the city. The automobile industry is one of those sectors characterised by continuous growth and expansion. Employees work for long hours and are under constant pressure to meet their targets. Unskilled workers bear the brunt, and this study focuses solely on employees. Employees in this sector often complain about long working hours, low wages, meagre increments, and harsh management. The automobile is considered a polluting industry. A considerable number of organic solvents, plastics, and ferrous metals are used to produce different spare parts. Manufacturing car, bike, and heavy-vehicle components is standard in these factories. Workers who are exposed to these industries often suffer from several health problems. The industry is typically labour-intensive and employs a large workforce. High turnover rates due to migration, lower wages, inadequate training, ongoing negotiations between employers and employees, and the increasing use of machines in place of human labour have led to a noticeable decline in employment opportunities. However, the recent trend of growth and the establishment of new plants across different regions of the city has put immense pressure on the workforce recruitment and retention policies of companies located both in the town and in areas that have been there for quite some time. The situation calls for an exploration to understand the dynamics and identify the problems. Such an initiative would also lead to an imported employee engagement strategy designed to reduce attrition (Helen Sparrow, 2010) [1].

B. Research Objectives

The automobile industry in India is one of the largest industries in the world, with an estimated worth of \$34 billion, ranking it third globally. Companies in the automotive industry face a significant challenge in retaining

employees due to competition from other companies. There is a constant struggle to keep employees engaged in day-to-day human resources activities. Any organisation needs to maintain its workforce effectively to thrive in a competitive market. The automobile companies in this rapidly growing industry must effectively retain their employees. This research aims to investigate the various factors and trends that impact employee retention. A survey study was conducted with 100 early-career employees working in the automobile sector in Bangalore, India. Bangalore is also known as the IT hub or Silicon Valley, and the growth of the automobile industry is a positive indicator for companies in the city. This research work focuses on studying demographic trends and the factors influencing employee retention in the automotive industry. The primary objective of this work is to provide managers in the automotive industry with insights into trends and factors affecting employee turnover rates. It is essential to retain a valued workforce. Recruiting new employees is expensive, and the new workforce may take several months or years to achieve the productivity level of the existing employees (Helen Sparrow, 2010). Earlier studies have highlighted the primary causes of early work departure from the organisation. The job's expectations are not being met. Most of them left the industry due to underpayment. Most employees left their jobs due to issues with location placement, work stress, repetitive tasks, and the complexity of their work. In this study, various job satisfaction variables are considered based on the earlier survey results and interpretation of the HR managers' personnel outlays (Anncelia Brendaline, 2021) [2]. Phase I: A survey will be distributed to the HR managers. Based on this survey, various questionnaire variables will be identified. This observed-variable questionnaire will be used in the final questionnaire to measure the job satisfaction variables. Through this involvement, the gap between the existing job satisfaction and the factors will be discussed. From this, the college will focus on the automotive industry, which will help reduce employee turnover. This model will also help bridge the gap between job satisfaction and HR managers, clarifying their doubts about the factors that lead to satisfaction. The gap between HR managers and employees will be interpreted. This gap will be closed if HR managers regularly communicate with employees about their job-related issues. This will likewise help the employee to increase their standard of living.

C. Scope and Significance

Factors influencing talent in the automobile industry, with special reference to Bangalore, are considered for study. Economic reforms and globalisation have a profound impact on industrial development in all areas. The liberalisation has enabled thousands of multinationals to operate in India. These companies offer job opportunities and provide employees with additional career development. The reliance on multinational companies is increasing, as they offer higher pay and greater workplace responsibility. Therefore, the organisation's growth directly depends on employee retention. The companies are providing good training to their employees, as they need skilled personnel to perform



high-technology jobs (Helen Sparrow, 2010) [1]. In this situation, retaining employees has become challenging. This study will primarily focus on the characteristics of talent that organisations want to keep. The study will be conducted in automobile industries such as Acura, Chrysler, Ford, Hyundai, Mercedes, Suzuki, Tata Motors, Toyota, and TVS. The study will be conducted in Bangalore, a city experiencing rapid growth in the automobile industry. It should work for nearly 1.5 million employees. The issue of dropout employees has a significant impact on India's economy, as it affects the country's employment rate, which is nearly 10%. Multiply social problems, unemployment, and maintaining a standard of living; employment plays an important role. The rapidly growing automobile industry accounts for approximately 10% of the country's employment. Multinational companies in major cities, such as Bangalore, offer employment opportunities to both unskilled and skilled employees. This also affects the country's economy. This sector is also categorised in the foreign exchange and contributes to industrial growth. Employment has focused on promoting life growth through proper working conditions, consideration, and health, which, in turn, fosters personal growth—further support for employees to strengthen and grow. Many cars have entered the market, creating widespread employment across the country (including rural areas). The study focuses on employee retention, which is essential for achieving proper growth. The working atmosphere, job working conditions, and the industry's evolution methodology at that moment. In the ever-evolving industrial world, higher organisations need to retain top talent to drive their growth. There is a need to transition workers from local to rural areas. This consideration focuses on industrial growth and fosters a strong export industry, thereby increasing service production within the country.

II. LITERATURE REVIEW

Employee Retention The subject of employee retention has gained significant attention in recent years due to the upward trend in recruitment activities and turnover rates. The Bangalore automobile industries have not been insulated from the buzz surrounding this issue in recent times. This chapter aims to provide a retrospective view of the various factors that impact employee retention and the efforts employers are making to retain their employees. The automobile industry in Bangalore has witnessed significant development in recent years, accompanied by exponential industrial growth. During these developmental stages, the most important resource — human resources — is exploited. These developments have raised concerns about how various Human Resource (HR) practices by organisations in the automotive industry have affected employees. The stance an organisation takes during these early stages will affect the industry's later functioning.

Retaining an employee is a process combining unrelated approaches (Helen Sparrow, 2010). The employee retention approach should cover the issues of industrial patron satisfaction, growth, and job security. When creating a suitable retention strategy, the organisation must consider all factors that motivate employees to stay. Employee retention involves taking various steps to encourage employees to

remain with the organisation for a long time. It began to be recognised by organisations in the 1980s and became an essential topic of discussion. Attrition refers to employee turnover resulting from various reasons, including retirement, resignation, medical grounds, and disciplinary actions, as employed by the supply chain. During recruitment, the focus was generally on offering work, skills, and optimum packages (Sareen Surabhi Agarwal, 2016) [3].

A. Concept of Employee Retention

Employee retention is an organisation's ability to retain employees over an extended period (Reginald Stafford, 2018). Many theoretical frameworks view retention as the fundamental condition that allows for ongoing organisational health. In practice, employee retention is measured through observable behaviours, such as job satisfaction, loyalty, and intentions to leave the organisation. Each of these theories is supported by a range of retention models that pinpoint and describe the key factors contributing to the longevity of employees' relationships with their organisations. These theories propose various potential one-time interventions that may enhance the likelihood of employee retention. A more promising approach, however, rests on the underlying assumption that, while it may be possible for an organization to take specific short-term actions that will increase the likelihood of any single employee remaining over the short to medium term, employee retention is fundamentally linked to a broad range of factors having to do with the relationship between the employee and their product of paid work environment. As such, it is argued that it is more appropriate for an organisation to develop an understanding of the factors that may contribute to increased retention and to take a management view aimed at engendering a broad-based, supportive organisational climate (Sareen Surabhi Agarwal, 2016). These initiatives should aim to foster long-term relationships with a broader group of currently employed individuals, thereby creating an environment that promotes increased retention of key employees. This essay uses the term 'key employee' to refer to senior and middle-ranked technical and professional staff.

There are several weaknesses with existing employee retention theories. Employee turnover is often viewed as a primary measure of success, and this emphasis on long-term relationships may obscure an understanding of the factors contributing to increased short- to medium-term retention. Employee retention theories tend to rely heavily on structural or outcomes-laden Factors, thereby overlooking. The possibility that various forms of dimensionality — such as relationships, networks, or expectations — may also be necessary. Existing theories primarily focus on employee and organisational attributes that may contribute to increased retention, overlooking the wider social and economic influences that may significantly affect the likelihood that a given individual will remain with their employing organisation. Finally, existing paradigms fail to account for variations in the extent and nature of voluntary turnover likely to be observed across occupational groupings. Careers and identities created in a given location, shaped by external social, economic, or



political events, may play a crucial role in shaping retention rates.

B. Factors Influencing Employee Retention

Employee retention refers to the ability of an organisation to retain its employees. The norm is to minimize voluntary resignations. Employee retention is a strategic measure an organisation takes to keep its most profitable employees. It is a process that encourages employees to remain with the organisation for as long as possible. Employee retention benefits the organisation. This research focuses on employee retention in the automobile industry in Bangalore. A well-executed human resource management strategy within an organisation will lead to improved organisational performance. Factors influencing employee retention are also considered a critical problem in organisations, as the costs increase due to the number of leavers. A combination of internal and external factors influences employee retention. Internal factors include job satisfaction, superior-subordinate relationships, working conditions, salary, employee recognition, managerial relationships, organisational culture, and opportunities for promotion (Helen Sparrow, 2010) [1]. While external factors include market stability and the current economic situation. High labour turnover hurts the organization, wastes expenditure on recruiting and training new employees, decreases organization performance, and often leads to a decrease in the quality or value of products (Sareen Surabhi Agarwal, 2016) [3]. It would be beneficial in identifying which factors undoubtedly contribute to the employee retention. Thus, a holistic review approach was required. A combination of quantitative and qualitative methods was expected to provide a well-balanced understanding of the factors influencing employee retention. Analysis of data should also lead to recommendations for organisations, especially in the automotive industry, on which processes, procedures, or methods are likely to enhance employee retention.

C. Trends in Employee Retention

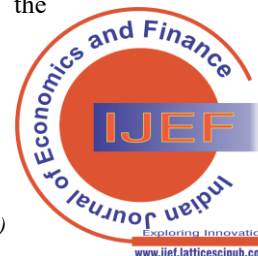
This section examines the trends in employee retention in the automobile industry of Bangalore. The sector focuses on retaining employees, especially engineering staff, as the workforce and practices in the automobile industry differ significantly from conventional norms. Convergence analyses of retention specialists and business professionals reveal considerable variation in how the employee referral rate is defined. The study helps define and explain this distinction. Many practitioners anticipate that the employee referral rate will increase, and most expect it to become the most frequently used retention measure (Helen Sparrow, 2010). Although the engineering field is struggling to retain employees, the referral rate appears lower than anticipated. For automotive employees, disparity analysis suggests that companies with higher referral rates tend to have superior evaluations, recommend earlier referral starts, and expect a more successful implementation. Bootstrap analyses confirm that earlier and more extensive referral programs lead to higher referral rates, supporting earlier findings of the need for active intervention to efficiently increase the referral rate (Sareen Surabhi Agarwal, 2016) [3]. Due to its reliance on engineering staff, the automobile industry's retention practices have created a unique workforce and environment.

High-tech employees are commonly perceived as more individualistic and challenging to manage, leading to practices that may diverge from general norms. Moreover, the engineering industry relies heavily on principles unfamiliar to those in other fields. This context naturally shapes the nature of retention processes, leading to an inclination to explore unfamiliar tools and programs for business professionals and retention specialists in other areas. Industry-specific retention programs and practices tend not only to differ significantly across sectors but also within companies within the field. Analysing and evaluating trends in referrals requires an assessment of many contextual details and approaches that professionals outside the industry might not possess. As a result of these conditions, the automotive sector was chosen for analysis of retention processes to influence targets and expectations. With that, one of the goals that emerged was to increase efficiency in addressing turnover concerns by drawing on insightful comparisons of internal, external, and national trends.

One such component is the compound effects of multiple changes and their ramifications for retention trends. A steady emphasis in the professional analyses of comments and the literature review highlighted a range of points that needed to be reiterated with increasing urgency as the anticipated completion timeline began to narrow. These comments reveal that helping professionals and business executives are somewhat resistant to prolonged exchange. This simple transfer of recommendations and proposals has been complicated by long-standing relationships with the respondent's managers and by a vital effort to address each problem and change as they arose. The cycle of analysis and intervention has also lasted longer than expected, addressing high workloads and fundamental data, resulting in a profound shift in research and operational formats. At the same time, a wide range of interventions has been made that, while outside the specific focus required to meet the essay's aims, have each directly affected the completion of this analysis and have thus enabled the product. As such, the given section mainly considers an external macroenvironment from which changes emerge. An understanding of meso- and Micro-level phenomena is then limited to an evaluation of how they compound their effects at the industry level, as well as a discussion of which aspects require immediate attention in the context of emerging trends.

III. RESEARCH METHODOLOGY

At the research proposal level, the research methodology systematically addresses the research problem. It may be understood as the science of conducting research. In it, we examine the various steps typically adopted by a researcher when studying their research problem, along with the logic behind them. This research also adheres to specific principles and guidelines regarding various phenomena and research objectives related to employee retention within the automobile industry in Bangalore. This section critically examines existing frameworks and evaluates their effectiveness in studying the multifaceted, evolving nature of the automobile sector in Bangalore. Moreover, this



chapter deliberates on the selection criteria that enable this research to comprehensively understand employee retention behaviour and trends in this domain, followed by a discussion of the chosen data collection process and data analysis strategies. Furthermore, this section critically evaluates the choices made in this research, focusing on its effectiveness and the reliability of the research findings and conclusions. After explaining the research design, the next chapter provides an evaluation of the data collection methods to facilitate a critical understanding of the collected data and the resulting interpretations.

A. Research Design

Numerous aspects, beyond pay itself, impact staff retention, which varies with the unique characteristics of associates in the automotive trades. The field of study is Bangalore Taluk, which has higher returns than India as a whole. The leading cause of worker departures cannot be identified, but it can be assessed, and steps can be taken to retain workers. Retention is not only the sustenance of workers within one industry but also the attraction of rivals' workers and the reduction of impulsive coming and going. To assess officials' retention in Bangalore city, a fellow has less than twice the likelihood of remaining in the model. The best modelling process employed to study the contingency on the devolution of binary variables has also been used in examining the return of conditioned volunteers (Salau et al., 2018) [4]. The sub-population research focuses on employees who have received training and are respectful. The Kerala TRAINPOL study, in conjunction with the Koha KC pilot study, demonstrated that training has a significant impact on a subpopulation. Unlike mass-skilling courses, internal training offers a better return on investment and higher retention rates. Appended the convictions of the future person into the model (the need for the difficulties being met, the income endowment, and the mortgage influenced by the child's work, or the grown-ups). Thereby, have a look at the partner's education and the Eden endowment. Five policy dilemmas related to apprentices and vaccination in the sub-population study have been examined.

Based on the diagram, the results reveal the major structural picture of officials' turnover and the connected progress of businesses in Bangalore city. A means-variance estimate for all the factual and potential variables. All the latent and manifest variable loadings on the specified constructs are found to signify an excellent level of construct seriousness. If not, within ventures, dissimilar retention policies — such as encouraging a fellow to stay — are also important. The total number of authorised people is expected to be tripled by 2030 (Sareen Surabhi Agarwal, 2016). Only the automotive and part tooling concerns of those using Bangalore Taluk jigs and machines are thought to be growing more. To avoid altering the choices in the current circumstances, such perceptions can help reduce the rate of return on an international scale. It is possible to minimise the elimination of workers by practising such an inquiry. Furthermore, the police organisations can predict the employee's return based on the report provided here.

B. Data Collection Methods

The methodology includes the specific sample participants, instruments, and proposed data analysis. In this study, in-depth secondary data have been collected on retention

practices and their causative factors. Primary data were collected from car assembly employees who were surveyed. Understanding the current state of employee retention requires providing details on why employees are retained or not, as well as the factors that determine employee retention. The study aims to assess and investigate factors believed to be statistically significant for employee retention in the automobile assembly industry in Bangalore. The survey questionnaires were designed and conducted among all car assembly companies and their employees. The results showed that company size and age were positively correlated with employee retention rates in the car assembly industry in Bangalore. The semi-structured interviews were analysed using the adjusted coding frame, revealing that job satisfaction, job security, and training and development are statistically significant for employee retention. Basic employment and training practices are recommended for improving employee retention in the Bangalore car assembly industry. The survey questionnaire has been utilised to gather quantitative information. Twelve questionnaires were distributed to the six companies, with two per group: employees and management personnel from the capital companies. Eight members of management were discussed during several coffee breaks. Additionally, interviews with union leaders are conducted to gather sensitive information. The sample for the survey questionnaires consisted of general employees and management personnel randomly selected. The remaining 10 management personnel were sampled from those accompanying the interviews (LEGESSE YIFRU & TESSEMA (PH.D.), 2018) [5]. Management personnel of the companies were the sample. Qualitative information has been gathered through in-depth, unstructured interviews. Also, the result is based on the six large car companies, which account for 66% of the workforce in Bangladesh's car industry. The result implies the entire automobile industry in Bangladesh. It highlights the importance of retention, its challenges, and strategies to keep employees in Bangladesh. It appears the average employee turnover rate is somewhat low (21%). The company-wise highest and lowest turnover rates are 55% and 12%, respectively. Female employees are less likely to turn over than their male counterparts. The turnover rate appears to decrease with increasing tenure. However, the highest production line takes a beverage break of only 20 minutes, while the other six lines have breaks of only 5 minutes' duration (Salau et al., 2018) [4].

C. Data Analysis Techniques

To analyse the data, a two-way approach was adopted, combining quantitative and qualitative analysis. To complement each other, the insights sourced from the data are comprehensive and wide-ranging.

A quantitative analysis of employee responses provides informative data that can help give an overview of what motivates employees to seek employment and then decide to work at a particular place (Salau et al., 2018) [4]. It can lead to a better understanding of what the next step is to be taken. To design an effective employee retention model, it is essential to understand the reasons why employees choose to stay or leave a company.



This study employed quantitative analysis as the basis of the research and qualitative data to inform the correlation between the two. The qualitative data itself flowed quite easily and quickly using predefined keywords. The quantitative analysis, however, explained the results based on 150 respondents. Methods and strategies in qualitative analysis. All the collected data are transcribed and coded, meaning they are converted into a more understandable form — usually words, phrases, or codes — that makes them easier to analyse. Data can only be interpreted well if obtained through a specific approach, such as collecting data after grouping it into defined themes. Some of the employee data collected is also filtered using predefined keywords. The codes and themes made each data point identifiable. Lastly, the patient in the data analysis was also needed. The collected data comprises 150 quantitative items, which are described manually, making it laborious and increasing the risk of error. Categorising the data into groups might lead to less reliable results, as grouping can be accidental and subjective. To overcome this, processing the data with Python and Stata, which are widely used software programs capable of handling large datasets, is a practical approach. Some of the data were insufficient for continuity, such as empty portions, and were thus eliminated.

IV. RESULTS AND DISCUSSION

The findings from this study shed light on the various factors influencing employee retention in the automobile industry in Bangalore. Through a detailed analysis of surveys, interviews, and case studies, several key trends emerged, offering valuable insights into employee behaviour, preferences, and motivations. The study's results are organised around several major themes: job satisfaction, career development opportunities, organisational culture, compensation, leadership, and work-life balance.

A. Job Satisfaction

Job satisfaction was found to be one of the most significant predictors of employee retention. Employees who reported high levels of satisfaction with their job roles, work environment, and relationships with colleagues were more likely to stay with their current employers. A positive work environment characterised by mutual respect, teamwork, and effective communication contributed to higher job satisfaction. On the contrary, dissatisfaction with job roles, lack of recognition, and limited autonomy were identified as key factors driving turnover intentions.

B. Career Development Opportunities

A substantial number of employees highlighted career growth opportunities as a critical factor in their decision to remain with an organization. The availability of clear career paths, training programs, and development initiatives was considered essential to employee retention. Employees who felt that their skills were being nurtured and that they had opportunities for advancement within the organisation expressed greater commitment to their employer. Conversely, organisations that did not provide such opportunities experienced higher rates of dissatisfaction, which contributed to a greater desire to leave.

C. Organizational Culture and Leadership

The organizational culture and leadership style emerged as pivotal factors influencing employee retention. A culture that emphasized inclusivity, open communication, and employee well-being contributed to greater job satisfaction and loyalty. Employees who felt valued and appreciated by their leaders were more likely to remain committed to the organisation. On the other hand, leadership perceived as hierarchical, authoritarian, or disconnected from employees' needs often led to low engagement and increased turnover intentions.

V. COMPENSATION AND BENEFITS

While compensation and benefits packages were necessary, they were not the sole determinants of employee retention. Employees in the automobile industry in Bangalore preferred holistic compensation packages that included competitive salaries, as well as benefits such as health insurance, retirement plans, and performance-based incentives. However, it was noted that while compensation played a role in the initial attraction to an employer, long-term retention was more heavily influenced by non-monetary factors, such as job satisfaction, career development, and organisational culture.

A. Work-Life Balance

Work-life balance emerged as a critical consideration for employees, especially for those in senior or high-demand roles. Employees expressed a preference for employers who supported flexible working hours, remote work options, and initiatives to maintain a healthy work-life balance. Companies that prioritise employee well-being, support personal time off, and offer flexibility are more successful in retaining talent. In contrast, long working hours and a lack of personal time led to burnout and dissatisfaction, contributing to increased turnover.

B. Demographic Variations in Retention Trends

The study also revealed demographic variations in retention trends. Younger employees, particularly those in entry-level positions, were more likely to seek new opportunities for career advancement, reflecting a desire for rapid growth and professional development. On the other hand, older employees and those in more established roles showed greater loyalty to their employers, valuing job stability and work-life balance. Gender differences were also noted, with female employees often expressing a stronger preference for organizations that provided flexible work arrangements to accommodate family responsibilities.

VI. DISCUSSION

The findings underscore the complexity of employee retention in the automobile industry in Bangalore. While competitive compensation and benefits are significant, employees are more likely to remain with an organisation when they feel satisfied with their work, have opportunities for career growth, and experience a positive organisational culture and strong leadership. The study emphasises the importance of adopting a holistic approach to retention



that extends beyond financial incentives and addresses employees' broader needs and aspirations.

Moreover, the demographic differences in retention patterns suggest that employers in the automotive industry should tailor their retention strategies to different employee segments. Younger employees may be more focused on career development and learning opportunities, while older employees may prioritize stability, work-life balance, and organizational loyalty.

Ultimately, the study recommends that employers in the automotive sector continually evaluate and adjust their retention strategies to meet employees' evolving expectations. With rapid technological advancements and changing industry dynamics, organisations must cultivate an environment that promotes innovation, personal growth, and a healthy work-life balance to keep their workforce engaged and committed.

The results of this study highlight that effective employee retention in the automobile industry in Bangalore requires a multifaceted approach that focuses on job satisfaction, career development, organisational culture, leadership, and work-life balance. By understanding the trends and factors that influence employee retention, organisations can develop strategies that enhance employee loyalty, reduce turnover, and improve overall organisational performance.

In today's rapidly growing economy, the automotive industry is a promising sector for career opportunities. The automotive sector is the most significant industry in terms of revenue and employment generation. It is also necessary to focus on employee insight and to recognise the expert employee's viewpoint to retain proficient personnel in the sector. Bangalore is now measured as a strategic emerging city in the automobile industry. Employee retention rates have risen significantly in the automobile industry in Bangalore, mainly due to the automotive sector's expansion. The hypothesis is accepted.

An automobile is a wheeled vehicle that transports passengers from one place to another. There are many businesses in the automotive industry, including car manufacturers, car accessories suppliers, commercial vehicle manufacturers, two-wheeler manufacturers, access step manufacturers, advertising providers, air conditioning accessory suppliers, aircraft subassemblers, alarm system providers, alignment services, engine overhauling services, and more. With advances in knowledge, the technology of expert systems was conceived by distinguishing engineering problems fundamentally in programming the computer and extending to electronic perception and support. This practical know-how was then applied to many sectors and developed into a thriving industry. As the industry grows, there is a vast scope for employment, which in turn leads to higher employee retention. Using discriminant analysis, it is planned to identify the main factors that significantly impact employee retention and develop a predictive model for other automobile industries, thereby confirming that the employee retention ratio is higher. Many industries are in the automobile field. Notwithstanding, it is surprisingly worth exploring, and troubles would arise in the industry.

A. Overall Employee Retention Trends

The overall data gathered highlights changing trends in employee retention in Bangalore's automobile industry over the past 30 years. The automobile industry showcases Bangalore, as vehicle production has seen one of the fastest growth rates in the world. Bangalore is the capital of the Indian state of Karnataka. Karnataka features 31 districts, whereas Bangalore and the national capital, Delhi, are known as 'Cities in States.' Industries had traditionally migrated to other districts, thus reducing Bangalore's prominence. Therefore, data were collected considering only the Bangalore Urban (city) district. Here, the total automobile sales and vehicle production in India are considered for comparison and normalization. The data span is from 1982 to 2011. The major automotive industry players are TATA, KGF, and IFB. Market forces to retain a major employee working for an organisation changed in the 90s, following the demise of KGF and Tata. IFB experienced lopsided sales growth, but the impact on employee retention was not significant, as the retained employees were primarily professionals. A few publications on employee retention enrich the overall summary of the collected survey, explaining how retention rates change over time and how the inclination to change varies across organisations (Helen Sparrow, 2010; Sareen Surabhi Agarwal, 2016). A snapshot of the vehicle production forecast for 2011 and trends on 'Automobile Industries in Transition—A Study' is also presented for better understanding. Transformations planned for Bangalore also deviated from the original route to Bangalore, subsequently aligning with changing retention rates. Detailed overall employee trends are collected and matched with the industry sales trends. Emerging trends to watch in employee retention within the automobile industry in the Bangalore context include the rise in vehicle production and sales.

B. Comparison with National Data

An analysis of the automobile industry in Bangalore, often referred to as the Silicon Valley of India has implications for multi-fold industrial and economic growth. The impact of such a high-income-driven job market is reciprocated in high standards of living. The focus, however, is strictly on retention in the automotive sector, which accounts for a significant portion of the industry landscape in Bangalore. The labour market here operates in zones, and most businesses have parallel zones to cater to recruitment and retention needs emerging from this sectoral segregation, especially given that policies on hiring and retention are as dispersed as the industries themselves. A combination of quantitative and qualitative data collection methods provides a comprehensive understanding of economic, demographic, and attitudinal variables. The automobile industry in Bangalore exhibits retention trends that coincide with national averages. This is significant, as Bangalore was previously primarily considered an outsourcing city, with call centres and the IT industry dominating employment. Types of job benefits considered in employment decisions are similar across the automobile sector and national averages. Results reveal lower levels of job flexibility than the



national average, along with a high reliance on performance-related benefits. Relationship-based benefits are considered most in employment decisions across years and employment situations. Employee-specific benefits are considered the most crucial consideration across demographics. A high dependence on performance-related benefits is observed in the automobile sector. On average, relationship-based benefits are considered most in employment decisions (Khatun et al., 2023) [6]. Lone findings exist for low-income employees, who primarily consider employment-based benefits, and for high-income earners, who also consider family-related benefits and recognition. Employee-specific benefits are particularly significant for employees aged 30 or less, female employees, and employees in permanent jobs.

C. Key Factors Impacting Retention

Few sectors are as broad as the automotive sector, encompassing assembly and manufacturing plants and showrooms. Bangalore is one of India's major cities. People working in this field are often compelled to seek alternative employment for various reasons. Competition among automobile companies has increased since 2011, as more middle-income individuals can now easily obtain loans from financial institutions. This forced non-permanent employees in the Pune automotive industry to frequently change jobs. So, the researchers chose Bangalore City for the present study (MAINA NJARAMBA, 2017) [7]. Retention management is often overlooked as an essential aspect that has not been adequately considered. Nowadays, it plays a crucial role in various industries. Employee turnover rates across all sectors have increased due to insufficient retention programs. Nowadays, almost all companies are focusing on managing employee retention. The automobile industry is one of the significant industries that must focus on employee retention. Many employees in this industry are dissatisfied with the company's policies and procedures. Even if they are satisfied, they are not bestowed with complete promotion and career development opportunities. Some employees are happy with their wages but do not experience job satisfaction because the facilities provided to them are not as sufficient as expected. Many factors influence employees' satisfaction with their company, including compensation, job satisfaction, job pressure, organisational environment, and benefits. Among many factors, the researchers identified eight key factors that lead employees to leave the company, with job satisfaction and career development as the primary ones. Moreover, the second compound factor includes job environment and career development. The third compound factor is compensation and benefits, and the fourth is compensation and job satisfaction. All four factors are primary reasons for employees' recommendations of the company, so the researchers examined them in the current study to assess their significance for employees' recommendations.

VII. IMPLICATIONS

The findings from this study have several important implications for both organisations within the automotive industry and human resource practitioners seeking to enhance employee retention. The insights derived can help guide the formulation of retention strategies better aligned with the

evolving needs of the workforce. Below are the key implications based on the study's results:

A. Enhanced Focus on Career Development

Organisations in the automotive industry need to place greater emphasis on providing clear career progression paths and opportunities for professional development. Offering structured training programs, mentorship, and opportunities for upward mobility can significantly improve employee retention. Employers should invest in skill-enhancing initiatives that help employees grow personally and professionally, reducing turnover and strengthening long-term commitment to the company.

B. Prioritising Organisational Culture and Leadership

Creating a positive organisational culture and fostering effective leadership are essential for retaining employees. Companies should prioritise cultivating a work environment that promotes trust, collaboration, inclusivity, and transparency. Leadership styles should be employee-centric, with leaders actively listening, appreciating feedback, and engaging with employees in meaningful ways. A supportive and engaging leadership approach contributes to higher levels of job satisfaction and reduces the likelihood that employees will seek opportunities elsewhere.

C. Comprehensive Compensation Packages

While compensation is not the only driver of employee retention, organisations must ensure that they offer competitive salary structures and comprehensive benefits packages to attract and retain top talent. This includes not only financial rewards but also health benefits, retirement plans, and performance-based incentives. By offering a holistic package that supports employees' financial and personal well-being, companies can enhance job satisfaction and create a more loyal workforce.

D. Support for Work-Life Balance

The study highlights the growing importance of work-life balance for employees in the automobile industry. Organisations should recognise the diverse needs of their workforce by implementing policies that promote flexibility, such as offering remote work options, flexible hours, and ample paid time off. Providing employees with the ability to manage their personal and professional lives effectively will help reduce stress, prevent burnout, and increase employee satisfaction.

E. Targeted Retention Strategies for Different Demographic Segments

The findings suggest that retention strategies must be customized to the diverse demographics within the workforce. Younger employees, who are often in the early stages of their careers, are more likely to seek professional growth opportunities and career advancement. Therefore, employers should offer development programs tailored to this group. On the other hand, more experienced employees may prioritize stability, work-life balance, and long-term job security. Employers should develop retention strategies



that consider employees' varying priorities, including career stage, gender, and other demographic factors.

F. Addressing Turnover Costs and Organizational Stability

Employee turnover can be costly for organisations, resulting in increased recruitment and training expenses, workflow disruptions, and decreased employee morale. The study emphasises the need for organisations to view employee retention as a strategic investment rather than a reactive measure. By understanding the factors that drive employee turnover and proactively addressing them, organisations can reduce turnover rates, enhance organisational stability, and ultimately improve overall performance.

G. Implementing Regular Feedback Mechanisms

Organizations in the automobile sector should establish regular feedback mechanisms, such as employee surveys or one-on-one meetings, to gauge employee satisfaction and identify potential retention risks. Continuous feedback enables organisations to monitor the effectiveness of their retention strategies and adjust as needed. By fostering a culture of open communication, organisations can gain valuable insights into their employees' needs, expectations, and concerns.

H. Promoting Employee Well-being and Mental Health

Employee well-being is a growing concern, particularly in high-demand industries such as automobile manufacturing. Companies should adopt a holistic approach to employee well-being that includes mental health support, stress management programs, and access to resources for maintaining physical and psychological health. Demonstrating a genuine concern for employees' well-being can significantly enhance employee loyalty and retention.

The implications of this study suggest that employee retention in the automobile industry in Bangalore can be significantly improved by implementing comprehensive strategies that address career growth, organisational culture, leadership, compensation, work-life balance, and employee well-being. By tailoring these approaches to their workforce's unique needs, organisations can create an environment that fosters loyalty, reduces turnover, and enhances productivity. Ultimately, the findings underscore the importance of considering employee retention as a crucial component of long-term organisational success.

This study examines employees' views on retention issues and trends in the automobile industry in Bangalore. It also discusses the impact of demographic and psychographic variables on employee retention, aiming to understand the profile of employees in the automotive industry. Stratified random sampling was used to select the sample. Data collection and analysis were done through primary and secondary sources. The present research involves modelling and testing the hypothesis using regression analysis and path analysis. The findings of this research study were that satisfaction with the work environment and fringe benefits was generally poor among automobile employees in Bangalore. It is evident from this study that the employee retention rate declined during the year, as well as employee perceptions of management's retention measures and

suggestions. The automobile industry and the union should initiate discussions on this point and take tripartite steps. The union should propose management trade-offs in collective bargaining.

This research offers several recommendations to enhance employee retention in the automotive sector. Workers must participate in managerial decisions and have a say in the decision-making process. Management must think and discuss critical matters affecting retention with the union. Retrenchment, as a cost-reduction measure for management, involves social compromises with available facilities for workers. There should be proper placement of workers who are transferring from one section to another. Workers' grievances must be redressed as early as possible. Standing orders should be implemented in the automobile industry. Auto companies should bear this statement. For better prospects and implementation, the industry and the union should consider and enter into a memorandum of understanding on the above points.

I. Implications for the Automobile Industry

A significant implication of this study is the derivation of a wide range of strategies to enhance employee retention in the automobile industry. A key factor shaping the retention strategy is the work environment. Organisations must consider the structure of work and the workplace culture. Job redesign, employee empowerment, rewards and recognition, organisational socialisation, and leadership were among the suggested strategies. Beyond the workplace environment, methods to enhance employee retention should also address each employee's personal factors. This may concern the well-being and health of employees, person-job and person-organisation fit, flexible work-life balance practices, development and career orientations, and individualised compensation packages. These strategies reflect the complexity of the phenomena related to employee retention, and they should be considered when automobile industry managers develop retention plans. They must have a range of levers to activate to mitigate the turnover spiral, and the specific combination of these strategies should match the unique conditions of a particular workplace (Krzan Merla, 2018) [8].

It is the obligation of management and workplace stakeholders to create an environment where colleagues work towards the corporate aim or objectives, devise strategies for managing work-life interfaces, and respect business essentials. An environment in which workers feel they are employed or utilised most effectively by the organisation, rather than by the department in which they devote their time, tends to create some allegiance. Therefore, retention strategies should be continually reviewed and refined, and companies should adopt a tailored approach to enhance job satisfaction (Helen Sparrow, 2010). [1]. Since job satisfaction is in part determined by the benefits of a job, these should be analysed alongside an individual's duties and self-perceptions. In addition to salary, healthcare, and a car allowance, the benefits package should include an on-site medical facility and an in-house car maintenance facility. Through industry benchmarking, a recalibration

of the company car scheme could realign the current mileage reimbursement scheme and increase other car-related benefits.

J. Recommendations for HR Practices

The key findings from this task will be beneficial to the HR professionals of the sample companies and other automobile companies in formulating and aligning HR practices to improve retention rates. The HR toolkit comprises a range of HR practices designed to engage employees and positively enhance their job satisfaction. Managing employee retention should be a key outcome of an effective employee satisfaction strategy.

2. Conduct Training and Development: Implement regularly scheduled, need-based training and development programs. According to the findings, 70.7% of employees feel their training and development needs are not being met. That means 70.7% of employees have not received consistent, need-based training and development. To address this, departments should collaborate to assess the organization's overall training and development needs (LEGESSE YIFRU & TESSEMA, 2018) [5]. The training and development program should be planned for everyone, from vehicle cleaning workers to executives. Employees generally opt for standardised training and development programs, but internal machinery workers tend not to. So, design respective training programs for them.

3. Create an Inclusive Culture: Foster a supportive, inclusive culture that drives engagement and retention. 30.1% of employees do not feel respected and included at the workplace. Automobile companies indeed have very few female employees. This type of workplace environment sometimes becomes uncomfortable. To promote diversity and engagement, foster a respectful, inclusive work environment. There should be training programs on diversity, equity, and inclusion (DEI). Moreover, make every employee aware of these topics through at least a biannual program. Diversity councils should be established. Request regular feedback mechanisms; they help provide suggestions for improvement. At every yearly medical check, provide a feedback form for employees. Take immediate action on those feasible suggestions. Moreover, review and publicly discuss the feedback system annually.

VIII. CONCLUSION AND FUTURE RESEARCH

In this research, an effort has been made to study the behaviour and trends of employee retention in the automobile industry of Bangalore city. To understand trends in employee retention, a questionnaire was prepared, administered to a sample of employees from eight automobile industries in Bangalore, and analysed. To collect data more meaningfully and flexibly, some personal information was also collected. Multinational companies (MNCs), small-scale industries (SSIs), and medium-scale industries (MSIs) were targeted in Bangalore. All companies are Looking Glass Informatics Pvt. Ltd., Lorven Engineering Pvt. Ltd., Comme of Vehicles, Automobile Industries, Satyasai Inc., Numet Asia Exports Administration, Jain Commodities Exports, Sriram Automotive, and Shahi Exports Pvt. Ltd. After coding, the data was scrutinised based on the objectives of the study. On the whole, it was observed that lower- and middle-rung

executives were more inclined to leave their service in search of better jobs, education, and career prospects outside their hometown or homeland. Top executives were concerned about the company's prospects, achievements, and the industry's better environment. Therefore, management should be vigilant in identifying these factors, as they create attractions that lead employees to leave their designated field. As inferences and opinions cannot be drawn from such a small sample due to the limitations of time and resources available, it can be considered a pilot study, which sheds some light on the procedures to be adopted in the above lines. It is suggested that a comprehensive, in-depth, and large-scale study encompassing multiple automotive industries and a broader segment of employees may yield different and interesting findings that could be more beneficial to management and the nation. Furthermore, such studies may shed light on the behaviourist and job-satisfaction aspects of employees amid changing trends in the automobile industry, the socio-political scenario, and global changes. Total effects must be viewed holistically. Important indications were also observed that in all industries, employees are yearning for greater satisfaction with their jobs (Helen Sparrow, 2010) [1]. Hence, industries cannot ignore their personnel's behaviour at any stage of development, as it is just as vital as employment.

A. Summary of Findings

The findings from the research study on employee retention in the automobile industry are ummarized in this section. The Main trends and key factors on which the research focuses are reiterated. This summary highlights some notable comparisons between local and National data. Against the backdrop of the theoretical discussion, these insights are framed to highlight their importance. Ultimately, this summary highlights how the employees' perspective aligns with the broader requirements of the automobile industry, as outlined in the literature. The implications of the research findings for practice and further research are also discussed.

A total of 769 filled-in questionnaires from two- and four-wheeler automobile manufacturing companies in Bangalore are the basis of the data analysis. The workforce retention rate fluctuates within the industry due to various intrinsic and extrinsic factors. These values may be high in individual companies and align with national trends in the given states, or vice versa. With empirical evidence, corrective or enhancement measures are sought. The descriptive data reveal that 50.3% of employees at each company have retention intentions for up to 5 years of employment. The same employees perceive the golden mean values between many intrinsic and extrinsic factors to be highly impactful on retention behaviour. While comparing factors, it was observed that the work environment and respect for employees have been consistently emphasised. Using the rough sets technique in the hypothetical analysis indicates that the employees' perspective, which remains non-compliant with industry requirements, needs to be aligned with industry requirements (Helen Sparrow, 2010) [1]. At the outset, to achieve the desired level of employee retention in



the growing industry, specific strategic changes must be implemented.

B. Limitations of the Study

Behavioural patterns and trends in employee retention, particularly in the automotive industry, are primarily driven by job insecurity, pressure to balance work and life, poor working environments, a lack of growth opportunities, and job stress. This case study, conducted in Bangalore, India, examines how employee retention behavioural patterns and trends develop across a few automobile industries in the city. The reason for the growing industrialisation of the automobile industry is economic globalisation and increasing taxation on automobiles, as observed from 2007 to the present. Bangalore is the most preferred city for establishing industries, particularly in the automobile domain. The selection of Bangalore city for study is mainly due to its central location, the growth of major industries, the increasing number of accidents, and the expansion of the automobile industry across manufacturing, assembly, and fabrication. Within a 15- to 20-km radius of Bangalore city, specifically in Peenya, Tumkur Road, and Magadi Road, an extensive automotive industry has been established. This location was selected because it is less developed and far from the city, but it is now growing to become one of the most developed and leading business areas. Another reason is that most were preferred by industrialists, who applied for land to establish factories. Features for the establishment of factories are nearer to Bangalore city, easy developing city layouts, and government schemes for industry development; layouts are well instructed for setting up an industry within a 20-30 kilometre distance, particularly in Peenya, Tumkur Road, and Magadi Road (Helen Sparrow, 2010) [1].

C. Future Research Directions

The study is based on the current state of the automotive industry in Bangalore and the strategies it has implemented to retain employees. The study's findings include "just-in-time job training," "no discomfort in transferring jobs," and "proper work-life balance satisfaction" among employees, which are strategies implemented by industries to retain their employees. Each firm's employees are selected as the sample size and studied. The data are collected through a structured questionnaire administered in personal interviews. The data collected is analysed using a simple percentage analysis method. The conclusion states that implementing strategies helps retain employees in the automobile industry. The findings may not be generalised to other parts of India, since the findings and analysis are based on the study and data collected only in Bangalore (Sareen Surabhi Agarwal, 2016) [3].

Future researchers can investigate further the trends and how demographic shifts in the automotive industry workforce and employee work preferences in Bangalore are evolving. A longitudinal study can observe employee retention trends over time as demographics and work preferences change. Researchers can explore the unique retention experiences of diverse employees across federal groups, which often differ. The composition of the workforce, or the number of industrial jobs held by these groups, is becoming increasingly crucial in

Bangalore's automotive sector due to limited hiring intentions for skilled workers. It also means that if a supply-and-demand mismatch occurs due to the changes wrought, supporting the automotive industry with an expanded, coordinated, and more interdisciplinary research agenda will help sustain the industry and its workforce. The future trend of research should provide an understanding, conference, and expectation for interventions regarding the effects of direct and indirect factors.

DECLARATION STATEMENT

I must verify the accuracy of the following information as the article's author.

- **Conflicts of Interest/ Competing Interests:** Based on my understanding, this article has no conflicts of interest.
- **Funding Support:** This article has not been funded by any organizations or agencies. This independence ensures that the research is conducted with objectivity and without any external influence.
- **Ethical Approval and Consent to Participate:** The content of this article does not necessitate ethical approval or consent to participate with supporting documentation.
- **Data Access Statement and Material Availability:** The adequate resources of this article are publicly accessible.
- **Author's Contributions:** The authorship of this article is contributed solely by the author.

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