

ANALYSIS INTERACTION BETWEEN EMPLOYEE ORIENTATION AND WORKFORCE RETENTION IN THE AUTOMOTIVE SECTOR

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Abstract: Employees are valuable assets for every organization so it is very necessary to retain them in the organization. So, employee retention is a process in which employees are motivated to stay in present organization for a long-term period. In modern era employee retention has become a major apprehension issue for organization. So, employee retention is a power in the hands of organization that retain all employees in the organization. Career development practices are very helpful to retain the talented employees in present organization. There is a positive significant relationship between career development and employee retention. This research explained that many organizations design orientation programs for new employees in order to give them warm welcome and to reduce their first day anxieties. This study highlighted that if the welcome procedure of the employees is good then orientation program will be successful. This research paper represents the theoretical background of employee orientation and employee retention and their influencing factors and practices. Employee orientation is a very important term to each newly hired employee because he has to be aware of all the things what is happening in the organization. The goal of employee orientation program is to help new employees' transition into the workplace and prepare them to handle new tasks efficiently.

KEY WORDS: Employee, Orientation, Employee Orientation, Employee Retention, Automobile Sector.

INTRODUCTION

Today, human resources are considered as intellectual, intangible, irreplaceable and most valuable assets of an organization. Organizations cannot run without human resources. Human resource is the primary factor of production so it is all requirements should be fulfilled. The truth that the world is changing dangerously fast is irrefutable. If each association and organization is to answer these changes, it should advance. There are numerous reasons why businesses must start orient their employees in order to prepare and equip them with current skills and information. In present

era employee orientation becomes a biggest challenge for an organization. Human resource managers must give priorities employee retention in order to keep turnover and absenteeism at manageable levels. It is vital to hold caliber of employees to maintain smoothening function and profit maximization of the organization. There is a positive connection between worker direction and representative maintenance A well- planned orientation program can solve the retention problem of an organization. To acquire a far-reaching comprehensive understanding of concepts regarding employee orientation and employee retention, several essential words should be presented before proceeding when a new employee enters in any organization, he/she is totally stranger to all the things. In such condition employees face various kinds of challenges and a lot of questions round in their mind. They feel insecure and anxious; they undergo reality shock caused by difference between their expectations and the real situations. The central basic aim of orientation is developed the new employees feel at home and develop a sense of pride in the organization. Orientation is characterized as the conventional course of acclimating new workers with the association. It is helpful to remove fears, anxiety and insecurity of new employees. The main aim of employee orientation programs is to enable every new employee to be fully informed about the job, duties and responsibilities of the positions. Employee retention is mix up to all policies which are helpful in retaining employees in present organization in today's changing working environment, it has become very important to keep the valuable employees in the organization. Employee retention is a very critical issue of human resources management. If an organization is unable to stop its valued employees in organization, then that organization is going to face from huge losses. Employee retention is a very important tool that helps to prevent skilled employees in present organization. It includes all practices which enforce the employee sticks to an organization for long period. An automobile sector is one of the largest revenue generated sectors in the world. It is one of the fastest growing and large-scale sectors. Automobile sector has a big contribution in the economic development of a country. Automobile sector of nation plays an important role in Indian automobile India. It includes passenger vehicles, commercial vehicles, three wheelers, two wheelers and the spare parts of automobile. This sector has emerged as sunrise sector in the Indian economy. This sector helps in reducing unemployment in the country because many people work in this sector. Automobile sector plays an important role in making all round development of a country by increasing GDP and FDI. This research paper represents the theoretical background of employee orientation and employee retention and their influencing factors and practices. Employee orientation is a very important term to each newly hired employee because he has to be aware of all the things what is happening in the organization. The goal of employee orientation program is to help new employees' transition into the workplace and prepare them to handle new tasks efficiently Employee retention is the total ability of an organization to retain its best employees in present organization. Nowadays employees are facing a lot of problems in automobile sector, we know that employees are the valuable and precious assets of an organization. So, organization should solve all employee retention relating problem and should encourage employees to stay in the organization for long run of period. To retain the valuable employees in organization retention practices are developed by the organization.

REVIEW OF LITERATURE

Alberta (2012) examined that the effects of employee orientation on performance in the Ghana education service at the Greater Accra region. It was revealed that employee orientation/induction leads to job commitment, employee satisfaction and employee retention.

Awan (2013) found that employee orientation has a significant effect on employee satisfaction and employee retention. It was found that during the orientation program new employees gain various kind of information which is helpful to prevent their anxiety and nervousness. It was found that employee orientation can increase satisfaction level of employees.

Belwal and Kavidayal (2014) found that factors of retention such as location in a good city, workplace close to home town, spouse job in same city, children education and constant Motivation by the authorities of institute are important for increasing the faculty retention rate.

Dutta and Benergee (2017) indicated that the term of employee retention is mixture of various affecting practices like training, skill recognition, career development, job satisfaction, fair reward system and promotion policy etc. and these practices help in employee retention.

Fatim and Mbenga (2020) revealed that new employee orientation (NEO) program provides all important information of new employees, so that they can put themselves in the new working environment. It is given to a clear image of the organization and the department which the new employee working here.

Jaseel(2019) explored the influencing factors of employee retention strategies of Vodafone UK. It is concluded that there is a lot of strategy of employee retention such as rewards, pay and benefits, communications, career growth, flexible working environment etc. which are helpful in retaining employees. This study was showed the relationship of employee orientation and employee retention

Lawrence et al. (2020) investigated that workplace is a connector point which reflects the employee orientation program and employee retention. A positive relationship is found in both of them. It is also disclosed to improving retention because orientation program removes all doubts of employees.

Ramlall(2003) noticed that positive and good working environment of organization have positive impact on higher retention of employees, they felt welcomed and being valued. Employee satisfaction improves as a result of performance-based compensation, which motivates and engages employees.

Mehrez and Bakri (2019) analyzed in their study that compensation, career path, and workplace environment are the factors impacting on employee retention whereas career path being the most important contributing element that representatives look for while looking for a job in the relationship.

Nagarathanan et al. (2018) found that there is a positive significant relationship between career development and employee retention, In Qatar Aviation Industry career opportunity practices plays a vital role in retaining existing employees. It was found that employee retention can be increased by career development program.

Sharma (2017) according to this research employee retention in the IT sector, there is a disconnect between company initiatives and employee perception. Career advancement, training and development, supportive managers, competitive compensation, flexible scheduling and open-way communication was found to be important factors in retaining IT employees.

RESEARCH GAP

According to the assessment of the available literature, employee orientation has been examined in relation to a number of different topics, including workplace environment, supervisor-employee relationships, employee performance, and employee happiness. Similar to this, studies on employee retention have also looked at a variety of issues, including compensation and benefits, training and development, rewards and recognition, job-hopping, job security, employee engagement, and health and safety regulations. The majority of studies are concentrated on the effects of employee orientation on worker performance and job satisfaction, but its effects on worker retention have not been examined. Based on a review of the literature, it can be said that employee orientation and employee retention are associated. There were very few studies that looked at the impact of staff orientation. So, the present research paper entitled “Effect of Employee Orientation on Employee Retention” in is developed with the intention to fill this gap.

OBJECTIVE

After review of some literature in the field of orientation and retention found that orientation and retention have some correlation. So I decided objective of this research paper is to examine the effect of employee orientation on employee retention in automobile sector.

RESEARCH METHODOLOGY

□ RESEARCH DESIGN

A research design is a framework or blueprint for conducting the research process. A research design is a set of method and procedure used in collecting and analyzing measures of the variables in the research objectives. It is a framework that has been created to find the answer of research questions.

□ **SAMPLE DESIGN:** Primary data sources were used to collect the data from automobile companies of NCR for the present study. The researcher was targeted total ten automobile companies in auto mobile sector. Disproportionate random sampling technique was used for targeting sample. 55 to 65 questionnaires were distributed in each company and a total number of 591 filed questionnaires are received out of total 700 distributed questionnaires. After examining, 91 responses are in complete. Finally, 500 fully filled up questionnaires from 10 companies were found to be usable for final analysis. 50 employees from each company using disproportionate random sampling techniques were finally taken as sample.

□ SAMPLE AND SAMPLE PROFILE

Respondents were asked to provide the information about their demographic profile viz. marital status, age, gender, type of organization, income, educational qualification, level, total experience

in years, and experience in present organization in year and No. of promotion earned. Out of 500 respondents, 352 were married and 148 were unmarried. When respondents were categorized on the basis of age group, 135 respondents belonged to below 30 years age group, 294 respondents were 31-40 years age group, 64 respondents were of 41-50 years of age group and 7 respondents were more than 50 years of age. 392 were male respondents and 108 were female respondents.

□ INSTRUMENTS FOR DATA COLLECTION

This study was based on primary data; self-developed structured questionnaire with five-point Likert scale was used to collect the responses from respondents. The structured questionnaire was developed after having a thorough review of the available literature and other information on employee orientation and employee retention. Researcher has personally visited the targeted organization for obtaining genuine opinions of the employees to have comprehensive views on employee orientation and its effect on employee retention in auto mobile sector.

Part1: Demographic Profile

It is first and important part of the questionnaire, it is related to demographic profile of respondents like their marital status, age, gender, annual income, education qualification, their level, total experience in years, experience in present organization in years and the No. of earned promotions.

Part2: Employee Orientation

This section of questionnaire is related to employee orientation. It contains fifty-eight statements regarding employee orientation. In this section some basic questions related of employee orientation was asked from respondents by using five-point Likert Scale ranging from strongly agree to strongly disagree (strongly agree=1, agree=2, neutral=3, disagree=4, strongly disagree=5) is designed.

Part3: Employee Retention

This part of questionnaire related with employee retention practices developed by researcher. It consists of forty-four statements to identify the employee retention practices in Indian automobile sector. Respondents were asked questions in form of five-point Likert scale rating from strongly agree to strongly disagree (strongly agree=1, agree=2, neutral=3, disagree=4, strongly disagree=5) In this section lastly respondents were asked to give the major reasons why they intend to leave the present organization.

□ STATISTICAL ANALYSIS

Use of appropriate tools and techniques are an essential part of any study. On the basis of objective framed, relevant statistical techniques are incorporated. Statistical Package for Social Science (SPSS 20) and Analysis of Movement Structure (AMOS21) was used for analyzing the collected data. To achieve the research objectives and to test the statistical hypotheses structural equation modeling (SEM) were applied. There were two scales that are employee orientation scale and employee retention scale. To achieve the first and second objectives the researcher identified the variables related to employee orientation factors and employee retention practices from the available literature and related studies. Structured questionnaire for employee orientation and employee retention were framed.

STATISTICAL HYPOTHESES

The following null hypotheses were formulated to achieve the objectives of the study.

H01: There is no significant effect of employee orientation on employee retention in automobile sector.

RESEARCH ANALYSIS

Effect of Employee Orientation on Employee Retention – SEM Approach

To examine the effect of employee orientation on employee retention the following hypothesis has been formulated:

H02: There is no significant effect of employee orientation on employee retention in automobile sector.

In structural equation modeling (SEM) there exists a clear relationship between dependent and independent variable. In this study employee orientation considered as independent variable and employee retention is considered as dependent variable.

Model for Effect of Employee Orientation on Employee Retention

The final model of the effect of employee orientation on employee retention (Fig. 1) shows that the effect is significant at 0.1 levels. The result of the model reveals that employee orientation constructs viz. Role of Supervisor, Working Environment, Management Support, Benefit for Employees, Welcome Procedure, Information Sharing, Task Capability and Essence of Employee Orientation has a direct positive and significant effect on employee retention i.e., 45% (SMC=.45, $p < 0.001$). The employee orientation scale explains 45% of variance on employee retention where as unexplained variance is 55%. All the sub constructs (factors) of employee orientation significantly affect the employee retention of employees. From the structural equation modeling of employee orientation and employee retention it is revealed that the effect of welcome procedure construct is highest and positive on employee retention which is 65% ($r = .654$). It is concluded that a well-planned orientation program can increase employee retention. Essence of employee orientation constructs has second highest positive effect on employee retention which is 60% ($r = .602$). Management support constructs has third highest positive 57% ($r = .574$) effect on employee retention. The effect of task capability on employee retention is 56% ($r = .560$). Benefit for employees has positive significant effect on employee retention which is 54% ($r = .540$). The effect of information sharing on employee retention is 54% ($r = .540$). Working environment has 52% ($r = .521$) effect on employee retention. Role of supervisor has least but positive significant effect on employee retention which is 35% ($r = .350$). It is investigated that all these constructs can increase employee retention in organization. So, it can be concluded that employee orientation has a positive effect on employee retention.

Direct Effect of Employee Orientation on Employee Retention

All the indices of the model show that the model is good fit. In SEM model the researcher demonstrates the effect of employee orientation on employee retention. Employee orientation is considered as independent variable and employee retention is dependent variable.

Table 1: Direct Effect Structural Model -Employee Orientation on Employee Retention

Constructs	Squared Multiple Correlation (SMC)	Standardized Regression Weight (SRW)	Critical Ratio	P Value
Employee Retention<- -Employee Orientation	.45	.671	2.665	***

In Table 1 (figure 1) shows that the effect of employee orientation on employee retention is positive and significant and the probability of getting a critical ratio as large as 2.665 in absolute value which is less than 0.001. In other words, the Standardized Regression Weight for employee orientation in the prediction of employee retention is significantly different from zero at the 0.001 level. The result of the study reveals that employee orientation has a significant and positive effect on employee retention which is .450 (45%) ($p < 0.001$) and Standardized Regression Weight is .671 (67%). Consequently in by and large it is reasoned that representative direction affects worker maintenance. Thus, the invalid speculation is dismissed. There is tremendous impact of worker direction on representative maintenance of representatives working in Indian vehicle area.

Hypothesis Testing: Effect of Employee Orientation on Employee Retention

H01: There is no significant effect of employee orientation on employee retention in automobile sector. To test this hypothesis structural equation modeling (SEM) was applied. Employee orientation was considered as independent variable and employee retention a dependent variable. The scales of employee orientation and employee retention are valid and reliable for further study. The results suggested that employee orientation has a positive and significant effect on .671 (67%) employee retention. Therefore, the null hypothesis is rejected because the calculated value is greater than table value.

CONCLUSION

It is concluded that estimation scale utilized in this study is profoundly dependable and validate. At last finally, forty-eight statements were identified into eight factors (constructs) role of supervisor, working environment, management support, and benefit for employees, welcome procedure, sharing of information, task capability and essence of employee orientation. The organizations should provide an orientation kit to all newly hired employees before orientation session. Orientation kits may explain the organization philosophy (history, vision, mission and goals etc. The organizations should arrange short term orientation program time to time, and consider some basic principles before designing the orientation program. It can be concluded that a well- designed employee orientation program can increase employee retention, thus the first objective i.e. to identify the factors influencing employee orientation in automobile sector of the study is achieved. Thus, the objective i.e. to identify the employee retention practices of automobile sector of the study is achieved. The impact of representative direction on worker maintenance was dissected with the assistance of primary condition demonstrating (SEM) considering worker maintenance as reliant variable and representative direction as autonomous

variable. The outcome shows that every one of the measures are satisfied and the model is solid match objective of this study are achieved.

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