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**MASTER OF BUSINESS ADMINISTRATION (MBA) - PART 2
Analysis of Employee Attrition and Retention Strategies of Sharayu Toyota**

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Section A

COMPANY PROFILE

Sharayu Toyota, exclusive dealership of globally renowned Toyota was started on 7th May 2001 under the dynamic leadership of Mr. Shrinivas A. Pawar, Founder and Managing Director. It was the vision of the management and the relentless effort put in by the committed employees that enabled the organization to distinguish itself from its competitors. Apart from Sharayu Toyota facilities and locations, the management has plans to strengthen the operations and magnify the customer's service goals, thereby ensuring that each customer's unique needs are addressed to their utmost satisfaction.

Management Philosophy

Sharayu Toyota's management philosophy is based on 'mutual trust and mutual responsibility' Sharayu Toyota endeavours to improve business performance in order to make it possible to provide equal employment opportunities and to maintain fair and stable working conditions. It strives to create a safe and harmonious work environment for its employees.

Sharayu Toyota respects and honours the rights of all the people working for it and will not discriminate against them or permit the infringement of their rights. Therefore, all the employees must recognise their essential roles in contributing to the success of

Toyota and should make a commitment to comply with internal rules, as well as conduct the company's duties / work with integrity and in a socially acceptable manner. As valuable contributors to Toyota, the company also endeavours to fully utilize the capabilities and to put forth its best efforts in all matters in order to strengthen and build its business performance globally.

Objective / Goal of Sharayu Toyota

Sharayu Toyota wants its employees to be aware that each one is essential contributor to its success. In this era of global competition borderless trade and diversification, it wishes to conduct business in an open and fair way. It aims to become the most valued, respected and entrusted company in the world by its customers and society.

Accomplishing this goal requires that each one is aware of Sharayu Toyota's respected reputation and standing in the community, the gratitude they owe to the customers and society and the necessary respect of laws.

Vision and Mission Statement

'Be a socially committed corporate through building vibrant communities in harmony with nature, aiming to become the most admired company in India and meet customer expectation and be rewarded with a smile'

Organizational hierarchy

Human Resource Department

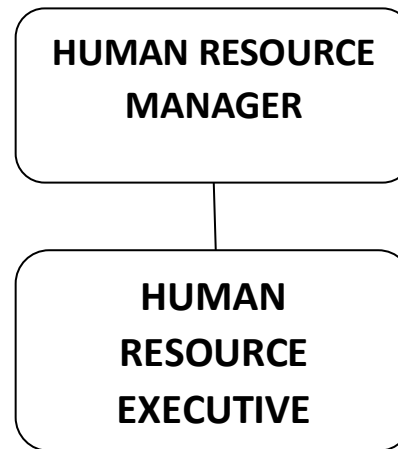


Chart 1.1 Hierarchy of the HR Department

The Human Resource Department is the very important department in any industry. The department involves overseeing all things related to managing the organizations human capital it also involves developing and administering programs that are designed to increase the effectiveness of an organisation. It includes the entire spectrum of creating, managing, and cultivating the employer-employee relationship.

Other departments at Sharayu Toyota:

Service Department

The service department includes five sub departments, namely service front office which deals in handling the services provided by the organisation such as handling the booking, cashier, handling customer relations etc, the general workshop is a department in the service centre it includes a team of technicians, working under the team leader. Body and paint which keeps a record of the accidental vehicles and also these vehicles are then repaired in the showroom by the body and paint department. The washing department is a sub department of the service centre where the vehicles are washed and a record of the vehicle is kept. The fifth and the last sub department in the service department is the drivers department.

Sales and Marketing Department

The functions of the sales and marketing department is to look for the Sales Opportunities with the existing and new customers to sell products and services, and to maintain permanent contacts with the customers to know their needs and requirements, to identify the target budget for each year with following-up percent of the budget realization each quarter of 9 year, to define business opportunities with each customer to be considered in the target budget or forecast list and also to develop the rapports with all existing and new customers to know their future plan as well as co-ordination with Marketing Department to reach the strategic goals.

Accounts Department

The role of the Accounts Payable involves providing financial, administrative and clerical support to the organisation. Their role is to complete payments and control expenses by

receiving payments, plus processing, verifying and reconciling invoices. Keeping track of all payments and expenditures, including payroll, purchase orders, invoices, statements, etc reconciling processed work by verifying entries and comparing system reports to balances, maintaining historical records.

Call Centre Department

The function of the call centre departments are handling inbound and outbound calls, taking appointments through MRS. Handling customer grievances and offering the right information to the customers.

Insurance Department

Providing car insurance to the customer and maintaining the insurance accounts of the customers and providing guidelines to the customers.

COMPANY ANALYSIS

SWOT Analysis

Strengths

- 1) Strong supply chain and distribution channel: Toyota boasts a large and efficient supply chain and distribution network. Each of the vehicles produced by Toyota is formed from thousands of parts sourced from suppliers located round the globe. It has 167 main overseas distributors for the distribution of its products round the globe.
- 2) Strong focus on research and development (R&D) leading to some of the most innovative vehicles in the world
- 3) The most valuable and one of the most recognizable automotive brands in the world. Varied product portfolio Toyota has a large and diverse product portfolio and has a vehicle for consumers from every walk of life. Toyota offers sedans, SUVs, sports vehicles, hatchbacks, minivans, station wagon, trucks, and buses. It also offers premium segment cars under the brand name “Lexus”. Apart from this, Toyota is introducing a variety of hybrid cars
- 4) Low fuel consumption, good resale value, high durability, easy availability of spare parts

Weaknesses

- 1) Product Recalls: In the past few years, Toyota has recalled several of its products from the market, which in turn has somewhat created a dent in its brand image. In 2017, Toyota was forced to recall around 2.9 Million vehicles thanks to faulty airbags.
- 2) Weak position in Asian markets: Toyota’s position in the Asian markets is still weaker than its competitors.

Opportunities

- 1) Expanding to other geographies: With the vast portfolio of products that Toyota has, the brand has a huge potential to expand its operations in other developing countries. Investing more in these geographies are going to be extremely fruitful for the brand.
- 2) Hybrid and electric cars: The future of vehicles is electric, with increasing pollution and crude oil prices, the need for electric cars is on the rise. Toyota should be depending on investing heavily within the electric segment because it poses an enormous opportunity for the brand.
- 3) Autonomous vehicle technology: Bringing the first autonomous vehicle to the market has become the prime objective of many companies be it automotive brands like Tesla or non automotive brands like Google.

Threats

- 1) Competitive pressure: Competition in the automotive industry is cut throat with different players fighting hard to get the maximum market share. Competitive pressure is one among the main threats for Toyota within the market.
- 2) Growing cost of raw materials and labour: The costs of labour and raw material is growing which has led to high operational costs in the vehicle industry and this has ultimately affected the profitability of the automotive brands.

VRIN Analysis

Toyota's Organizational Resources & Capabilities	V Valuable	R Rarity	I Inimitable	N Non-Substituable
High efficiency manufacturing processes	Yes			
High production capacity	Yes			
Global network of manufacturing facilities in strategic locations	Yes			
Partnerships and alliances with complementary companies	Yes			
Capacity for intelligent driving technology	Yes			
Rapid innovation in research and development	Yes	Yes		
Technological expertise based on a history of relevant R&D	Yes	Yes	Yes	Yes
Access to support from diverse businesses via the Toyota Group	Yes	Yes	Yes	Yes
Capacity to compete based on cost and price via the Toyota Way (includes the Toyota Production System)	Yes	Yes	Yes	Yes
High brand popularity	Yes	Yes	Yes	Yes

Toyota Motor Corporation's core competencies enable strong competitive advantages that apply to automotive business development within the future. These core competencies, such as the ones discussed in this VRIN analysis of the company, include resources and capabilities that promote technological advancement, which is necessary to compete in the saturated and highly competitive international automobile market.

In this VRIO analysis of Toyota Motor Corporation, the business is taken into account in terms of how it fares relative to competing automakers, and the way its core competencies provide sustainable competitive advantages to secure the company's future as a serious player within the transportation sector.

The core competencies of Toyota are supported its history of innovating business processes for high-efficiency automobile and parts manufacturing. Such business development history yields long-term competitive advantages that the company uses for maintaining its profitable operations in markets.

Section B

INDUSTRY PROFILE

In the year 1890, Sakichi Toyoda created the Toyoda Spinning and Weaving Company with the help of his sons. Sakichi Toyoda invented Japan's first power loom by the end of the 19th century. Kiichiro Toyoda, he fulfilled his lifelong dream of building his automatic loom in 1924. This was followed by establishment of Toyoda Automatic loom works in 1926.

Kiichiro laid the foundation of Toyota Motors Corporation, which was established in the year 1937. Apart from TMC, Kiichiro Toyoda's legacies include the TMC itself, the Toyota production system and the world famous Just in Time Concept.

Toyota became the largest manufacturer of Japan with over 40% market share and started making its roads to foreign markets in 1960's. Toyota's first model Crown arrived in the USA in 1957 and by 1965 models such as Corolla started its competition with domestic producers.

The first Toyota car imported into Europe was via Denmark in 1963. Toyota has continued to grow since then in Europe's sophisticated and complex markets and in the year 2000 delivered its 10 millionth car to a customer in Germany. In fact, growth is the main word in Toyota's European vocabulary and the company expected annual sales of 80,000 cars in Europe by 2005.

Toyota is number one for customer satisfaction in the majority of European countries and has built an excellent reputation across Europe for reliability and customer service. This enviable reputation, along with the support of a network of more than 25 distributors and 3,500 sales outlets are important factors in supporting Toyota's European sales growth in coming years.

Industry Analysis

PESTLE analysis

Toyota PESTLE Analysis examines the various external factors like political, economic, social, technological (PEST) which impacts its business along with legal & environmental factors. The PESTLE Analysis highlights the various extrinsic scenarios which impact the business of the brand.

Political Factors:

1. Toyota has manufacturing units in 28 countries and sells its product in nearly 170 countries. The political stability and policies of those countries are vital for the Toyota.
2. Moreover, the relationship of Japan (where it is originally belongs) with other countries is also very important for it. Japan has disputes with china over tons of matters and that's why china sees any Japan products somewhat negatively. It has a negative impact on China as China is one of the largest car markets in the world.
3. Toyota was considering in 2014 to expand its market in Thailand but the political turmoil there affected its position to move forward its plan, so it decided to scrap its expansion plan. In India when the govt announced demonetisation, there was a shortage of money within the market, many businesses pack up and economy took successful which reduces the demand of cars significantly.

Economic Factors:

1. Any economy's GDP, its per capita income, purchasing power and inflation significantly affect the company's performance.
2. Trade war between China and USA has also significantly impacted the sales of Toyota. Trade war between these countries led to slow growth in their GDP's which ultimately affected the demand of car in these countries.
3. Increase in oil prices can force customers to purchase cheap cars or cars having great fuel efficiency. Since 2011, Malaysian government make more than 100 exemptions regarding the electric vehicles which provide the great opportunity to Toyota to make fully electric cars which until now is making hybrid cars.

Social Factors:

1. Consumers today are more environment friendly and they are demanding cars which is not only cost efficient but also more energy efficient.
2. Environment friendly cars is becoming new trend in the market. For customers the security feature within the car is extremely important, but Toyota recently faced a backlash from consumers when several Toyota cars goes out of control thanks to faulty pedals and acceleration.
3. Many customers started seeing the brand negatively and its sales dipped afterwards and it took a lot of effort from the company to again gain the customer trust. In India, Toyota is legendary for its Innova car which may be a great choice for long trips.
4. Knowing that most Indian families are joint families it launched Toyota Innova with features suitable to Indian conditions. It also keeps the worth of the car very low keeping within the mind the worth conscious consumers in India.

Technological Factors:

1. Technology nowadays is changing at so rapid pace that companies regularly have to update themselves to stay in the market.
2. Better the brand technology, higher the chances of its success.
3. Toyota follows the kaizen principle which focuses on continuous improvement.
4. Toyota is the first company in the world to launch a hydrogen car.
5. It is continuously working towards finding alternative fuel cars which could be more efficient and environment friendly.

Legal Factors:

1. Toyota faced a lot of heat when it has to recall its cars due to faulty acceleration. It faces a category action for it and made to pay 1.2 billion dollars in settlement of the dispute.
2. Toyota in 2019 lost a battle of trademark infringement of its Prius tag.
3. In 2009 it filed a suit in Delhi high court claiming that 'Prius Auto Industries' infringe its Prius trademark, but high court found that 'Prius auto industries' acquired the right to use 'Prius' trademark in 2002, while Toyota launched its hybrid section in 2010 only.

Environmental Factors:

1. Sustainability has now become an important part of planning and strategy by companies.
2. In 2015, Toyota has formulated the Toyota Environmental challenge 2050 with a target to go beyond zero environmental impact to achieve a net positive impact.

3. It set 6 challenges which includes new vehicle zero CO2 emissions, life cycle zero CO2 emission, plant zero CO2 emission, minimising and optimising water usage, establishing a recycling-based society and system and establishing a future society consonant with nature.

4. Toyota in Australia set up environmental management system to manage environmental risks and legal compliance.

To conclude, the above Toyota PESTLE Analysis highlights the various elements which impact its business performance. This understanding helps to evaluate the criticality of external business factors for any brand.

PORTER'S 5 Force Analysis

Toyota's Five Forces analysis illustrates that the most significant concerns are competition and the bargaining power of customers, which are the strongest external factors in the automobile industry environment.

Competitive Rivalry or Competition with Toyota (Strong Force)

Toyota must affect the strong force of competition. This component of the Five Forces analysis determines how firms affect each other. In Toyota's case, the next external factors are the foremost contributors to the strong force of competitive rivalry within the industry environment

- High aggressiveness of firms (strong force)
- High variety and differentiation of firms (strong force)
- Low number of huge firms (moderate force)

Automotive firms are aggressive against each other in terms of such factors as innovation and marketing. Also, Toyota competes with a high kind of firms, which differentiate through cost, electronics, fuel efficiency, style, brand image, and other variables.

Although there are many small auto firms, Toyota competes with only a touch number of giant firms. This is often a neighborhood of Toyota's Five Forces analysis shows that the company must have comprehensive strategies to affect the strong force of competitive rivalry.

Bargaining Power of Toyota's Customers/Buyers (Strong Force)

Toyota's customers directly affect the business through revenues. This component of the Five Forces analysis shows the influence of buyers on business. In Toyota's case, the next external factors are the foremost contributors to the strong force or bargaining power of buyers within the automotive industry environment:

- Low switching costs (strong force)
- top quality of data (strong force)
- Moderate substitute availability (moderate force)

The low switching costs mean that customers can easily change from Toyota to competing firms at no extra cost. This alteration typically happens when customers buy a replacement car. Additionally, Toyota's customers can easily choose their most suitable option because they have access to accurate information, like product information from companies' websites. Substitutes are available, although cars from firms like Toyota are still better in terms of convenience. During this a neighborhood of Toyota's Five Forces analysis, the combined effect of these external factors is that the strong force or

bargaining power of consumers . Toyota must confirm that its products match the preferences and expectations of its target customers.

Bargaining Power of Toyota's Suppliers (Weak Force)

Toyota's suppliers aim to influence the firm to enhance their businesses. This component of the Five Forces analysis reflects the interactions between firms and their suppliers. In Toyota's case, the subsequent external factors within the industry environment contribute to the weak interaction or bargaining power of suppliers:

- Moderate population of suppliers (moderate force)
- High overall supply (weak force)
- Low forward integration of suppliers (weak force)

The limited population of suppliers round the world creates a moderate force that influences Toyota. Theoretically, this bargaining power is higher when the suppliers are fewer. However, the high availability of supply used for manufacturing Toyota's products weakens suppliers' power. In addition, majority of suppliers within the global automotive industry don't have forward integration or ownership and control of the distribution of materials that reach firms like Toyota. Thus, this a part of Toyota's Five Forces analysis highlights the company's relative ease in addressing the weak interaction or bargaining power of suppliers.

Threat of Substitutes or Substitution (Moderate Force)

Substitutes affect Toyota's business by competing with the company's products. This component of the Five Forces analysis determines the impact of substitute products. In Toyota's case, the subsequent external factors within the automotive industry environment are the most contributors to the moderate force or threat of substitution:

- Low switching costs (strong force)
- Moderate availability of substitutes (moderate force)
- Low convenience in using substitutes (weak force)

In most cases, it's relatively easy for patrons to shift from Toyota to substitutes. These substitutes to Toyota products include public transportation, bicycles and other modes of transportation. However, these substitutes are only moderately available. In some areas, substitutes to Toyota's products are absent, like in some suburban areas where public transportation isn't readily available. In addition, these substitutes are usually less convenient than using the products of firms like Toyota. In this a part of Toyota's Five Forces analysis, the mixture of such external factors within the industry creates the moderate threat of substitution that Toyota must address by making its products more accessible, affordable and convenient.

Threat of latest Entrants or New Entry (Weak Force)

New entrants are potential competitors that threaten Toyota's business. This component of the Five Forces analysis shows the potential impact of latest entry. In Toyota's case, the subsequent external factors within the automotive industry environment contribute to the weak interaction or threat of latest entrants:

- High capital costs (weak force)
- High cost of brand name development (weak force)
- High supply chain costs (weak force)

Toyota faces the weak threat of new entry. The high costs of building, maintaining and growing a replacement firm within the industry are significant entry barriers. These barriers weaken the consequences of latest entrants on companies like Toyota. This force is a smaller amount significant than competition and therefore the bargaining power of

consumers on Toyota's business. Thus, this a part of the Five Forces analysis shows that the threat of latest entrants is among the smallest amount of Toyota's concerns in growing its business and maintaining its positions together of the highest automobile manufacturers within the world.

PROJECT UNDERTAKEN

Analysis Employee Attrition and Retention Strategies at Sharayu Toyota

Introduction

The present study is conducted at Sharayu Toyota, Cortalim Goa. The main focus was on the department of Human Resource an attempt was made to study the rate of Attrition as well as check the counter measures to reduce the same.

Problem statement

During the course of my job at Sharayu, one prominent problem that was observed was the high rate of attrition which made me do a more comprehensive study of the same. The rates of attrition are as follows:

- In the year 2021, the attrition rate was 40%.
- In 2020, the attrition rate was 55%
- In 2019, the attrition rate was 63%

Research Gap

An in depth study will be conducted and various reasons will be studied at the time of exit interview as to why the employee attrition is high. Gap analysis will be made and various suggestions will be put forward to the management. Employee leaving the organization as well as currently working employees will be given the questionnaire for survey purpose. This project will lead to the ways of retaining employees with the help of employee engagement activities and by providing motivational trainings.

Research Objectives

Primary objective:

- To recognize the factors which are central to employee attrition.

Secondary objective:

- To critically analyse the causes of high attrition rate,
- To suggest measures that will decrease attrition and retain employees at Sharayu Toyota

Scope of the study

The present study has its own practical importance as it focuses on key aspects of the employees work environment that is rate of attrition, the higher the rate of attrition the higher is the level of dissatisfaction. By conducting this survey an attempt is made to understand the causes for the rate of attrition which will help to work on the factors affecting the satisfaction level of the employees at Sharayu Toyota Cortalim Goa.

Such knowledge will help the employers to formulate policies which will be able to balance the satisfaction level and work performance of their workers. Thus the study conducted is very significant from the point of view of the employers as well as the employees such studies will help to retain the employees and thus reduce the attrition cost.

Literature review

Despite several studies carried out on attrition management, the strategic human resource researchers are still investigating the casual mechanism between HR practices and firms performance mostly related to voluntary turnover as a critical component

(Shaw, Gupta and Delery, 2005) as employee retention plays a vital role in bridging the gap between the macro strategies and micro behaviour in organizations. This is because it ensures stability and connects the experiences of individuals in organization on a continuous basis to the critical measures of success factors in the organisation the decision of leaving the organization is not easy for an individual employee as well as significant energy is spent on finding new jobs, adjusting to new situations, giving up known routines and interpersonal connection and is so stressful.

(Boswell, Boudreau and Tichy, 2005)

Therefore if timely and proper measures are taken by the organizations, some of the voluntary turnover in the organization can be prevented the reasons for employee turnover may vary from external environment factors such as economy that influence the business that in turn affects the employment levels.

(Mobley 1982, Schervish, 1983, Terborg and Lee, 1984)

To organizational variables such as type of industry, occupational category, organizational size, payment, supervisory level, location, selection process, work environment, work assignment, benefits, promotions and the other factors that influence employee turnover in organizations include the individual work variables like demographic variable, integrative variable like job satisfaction, any of the above factors could be the reasons, but the decision process to leave or stay in the organization is to be periodically examined to understand the specific reasons that prompted them to take such a step and the organizations should be mainly cornered about voluntary turnover and not involuntary as it is within their control.

Research Methodology

Sample Design

Sample selection is done through random techniques to select the respondent from available database. The research work will be carried on the basis of structured questionnaire. The study is restricted to the employee of Sharayu Toyota Cortalim only.

Sample size

Population size- 154

Sample size- 50

The population size of this study is 154 employees working at the Sharayu Toyota showroom. Since the employees are large in number, only 50 respondents will be considered adequate to represent the characteristics of the entire company. Department wise analysis will be made at the end of survey.

Tools of data collection

Primary data

The primary data been collected from the respondents by

- a. A structured questionnaire
- b. Observation

c. Interview and discussions with the management

Secondary data

Apart from primary data collected, the secondary data was collected through company records, manual, phone calls and the Sharayu Toyota website.

Limitation:

1. Busy schedule of the managers
2. Difficulty in getting information due to company policy
3. Refusal to answer survey questionnaire by the employees
4. Delay in submission of the survey questionnaire

Employee Satisfaction Survey

Please take few minutes to tell us about your job and how the organisation assists you

DATE _____

NAME _____ (optional)

JOB TITLE _____ (optional)

(Please put a tick in the box which seems most appropriate)

1. I feel like I am a part of this company
 - ☐ Somewhat agree
 - ☐ Strongly agree
 - ☐ Somewhat disagree
 - ☐ Disagree completely
2. Overall how satisfied are you working in your department
 - ☐ Very satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied
 - ☐ Very dissatisfied
3. I have the training, tools and knowledge to perform my job
 - ☐ Yes
 - ☐ No
4. The amount of work expected from me is reasonable
 - ☐ Yes
 - ☐ No
5. There is a good communication from managers to employees
 - ☐ Disagree completely
 - ☐ Somewhat disagree
 - ☐ Somewhat agree
 - ☐ Strongly agree
6. Do you feel you that your opinions are heard and valued by your superior
 - ☐ Always
 - ☐ Sometimes
 - ☐ Never
7. How satisfied are you with the base pay offered to you?
 - ☐ Very satisfied
 - ☐ Satisfied
 - ☐ Dissatisfied
 - ☐ Very dissatisfied
8. Salary and incentives are communicated and disbursed on time.
 - ☐ Disagree completely
 - ☐ Somewhat disagree

- ☐ Somewhat agree
 - ☐ Strongly agree
9. Do you enjoy your company's culture?
- ☐ Yes
 - ☐ No
10. Do you feel connected to your coworkers?
- ☐ Yes
 - ☐ No
11. My job makes good use of my skills and abilities.
- ☐ Disagree completely
 - ☐ Somewhat disagree
 - ☐ Somewhat agree
 - ☐ Strongly agree
12. Does management seems invested in the success of the team?
- ☐ Yes
 - ☐ No
13. Do you think the work is distributed evenly across the team?
- ☐ Yes
 - ☐ No
14. Does your company provide you with the tools and technologies required to do your job?
- ☐ Yes
 - ☐ No
15. The organisation motivates me to contribute more than is required.
- ☐ Yes
 - ☐ No
16. I receive recognition when I do a good job.
- ☐ Disagree completely
 - ☐ Somewhat disagree
 - ☐ Somewhat agree
 - ☐ Strongly agree

Data Analysis

Attrition definition:

Reduction of staff by voluntary or involuntary reasons

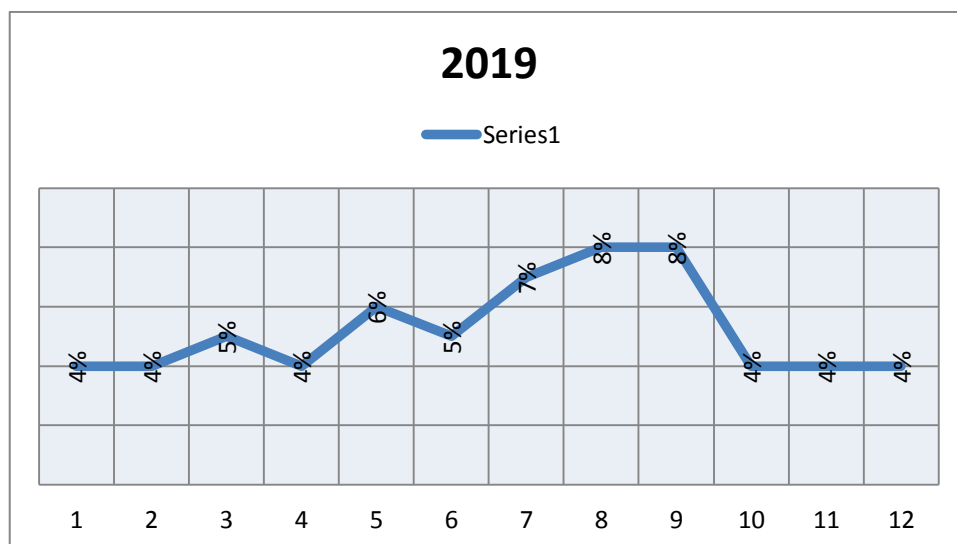
Attrition Rate in Sharayu Toyota in the year 2019

The attrition rate in the year 2019 was 63%. The table below provides detail information about the attrition rate.

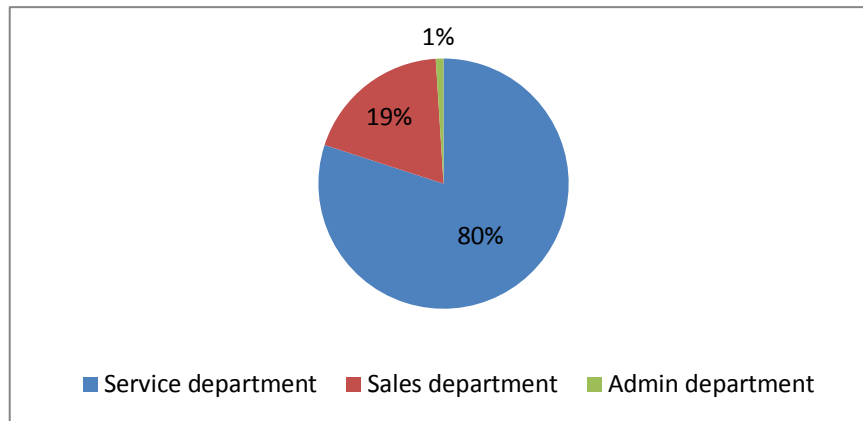
Attrition summary 2019

Month	Opening	Joinees	Separated	Transfers	Closing	Attrition
Jan	195	8	7	0	196	4%
Feb	196	9	7	0	198	4%
Mar	198	1	9	0	190	5%
Apr	190	9	8	0	191	4%
May	191	11	11	0	191	6%
Jun	191	4	9	0	186	5%
Jul	186	5	13	1	177	7%
Aug	177	7	14	0	170	8%
Sep	170	7	13	0	164	8%
Oct	164	13	6	0	171	4%
Nov	171	11	7	0	175	4%
Dec	175	5	7	0	173	4%

Table: Overall attrition at Sharayu Toyota



Department attrition analysis:



Analysis:

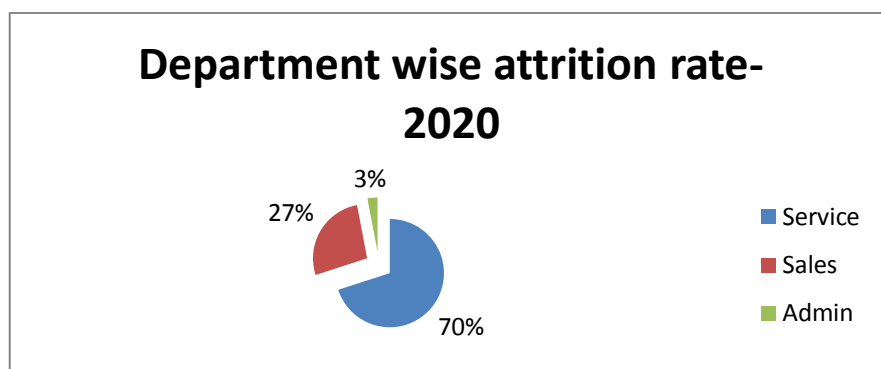
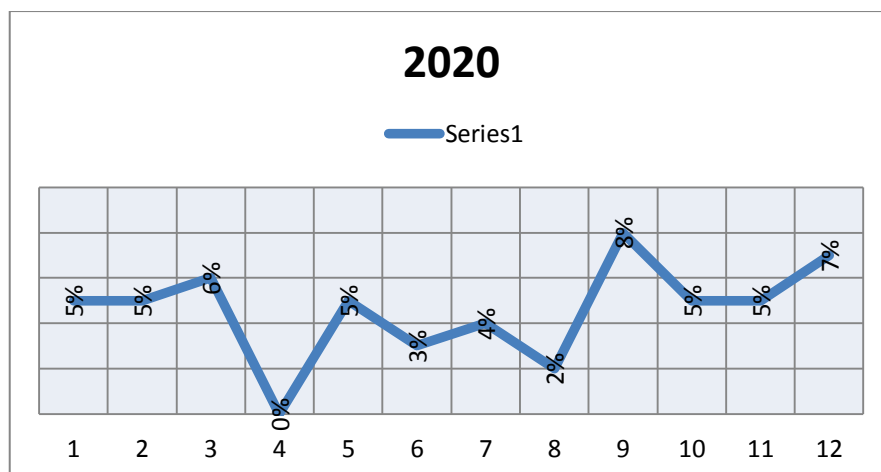
It was found that most of the employees leaving the organisation were from the service Department which is 80%, this was also because the service department has five sub departments and there are approximately 80 employees working in the service department. Whereas, the sales department is 19% and only 1% from the admin department which includes the accounts, an HR department.

Attrition Rate in Sharayu Toyota in the year 2020

The attrition rate in the year 2020 was reduced to 55%. The table below provides detail information about the attrition rate.

Attrition summary 2020

Month	Opening	Joinees	Separated	Transfers	Closing	Attrition
Jan	173	5	8	0	170	5%
Feb	170	1	9	0	162	5%
Mar	162	4	10	0	156	6%
Apr	156	0	0	0	156	0%
May	156	0	8	0	148	5%
Jun	148	0	5	0	143	3%
Jul	143	0	5	0	138	4%
Aug	138	2	3	2	139	2%
Sep	139	2	11	0	130	8%
Oct	130	4	7	0	127	5%
Nov	127	4	6	2	127	5%
Dec	127	15	9	0	133	7%



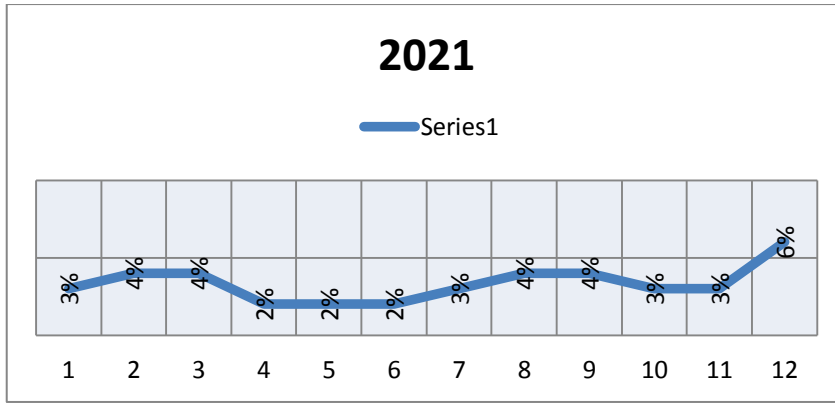
Analysis:

As service department has got five sub departments, it seems that staff leaving the organization is high in this department, but this year slightly less percent which is 70%. The sales department is 27% which is high as compared to previous year. And 3% from the administrative department.

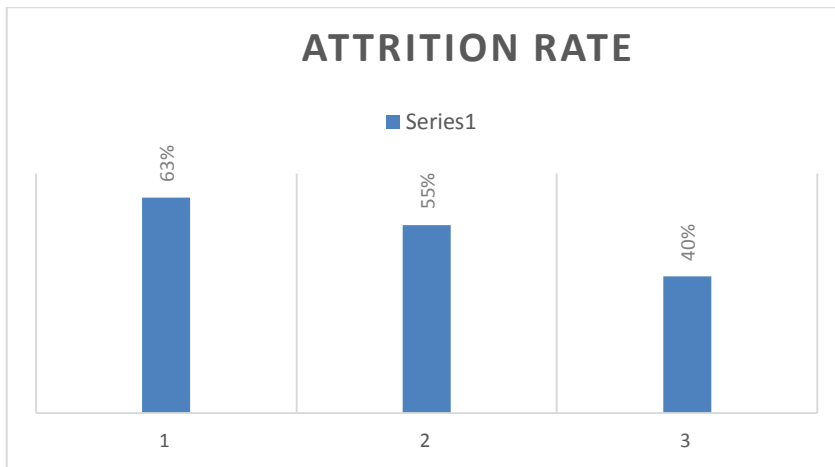
Attrition summary 2021

The attrition rate in the year 2020 was further reduced to 40%. The table below provides detail information about the attrition rate.

Month	Opening	Joinees	Separated	Transfers	Closing	Attrition
Jan	133	6	4	0	135	3%
Feb	135	9	5	0	139	4%
Mar	139	2	5	0	136	4%
Apr	136	3	3	0	136	2%
May	136	0	3	0	133	2%
Jun	133	1	2	0	132	2%
Jul	132	9	4	0	137	3%
Aug	137	4	5	3	139	4%
Sep	139	7	5	3	144	4%
Oct	144	9	5	0	149	3%
Nov	149	1	5	0	145	3%
Dec	145	2	8	0	139	6%



Total Attrition rate in three years:



Types of Attrition at Sharayu Toyota:



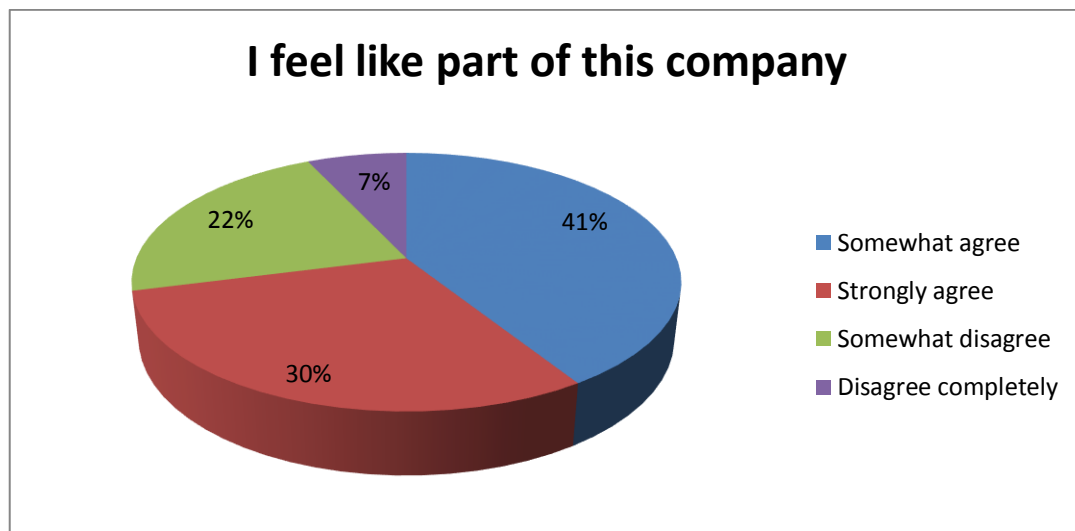
Analysis:

The above bar graph explains the type of attrition in the organization. This is overall analysis for three years. It was found that 40% of the employees left the job without informing the company, while 40% of the employees resigned by giving reasons like work pressure, family problems, found better opportunities, personal reasons, interpersonal issues with the managers and 10% of the employees were terminated from the job on the grounds of misbehaviour, low attendance, misuse of company assets.

Survey Analysis:

A survey was conducted through structured questionnaire to identify the causes of attrition. The survey was conducted for 50 respondents (employees) working at Sharayu Toyota Cortalim:

1) I feel like I am part of this company.....



Interpretation:

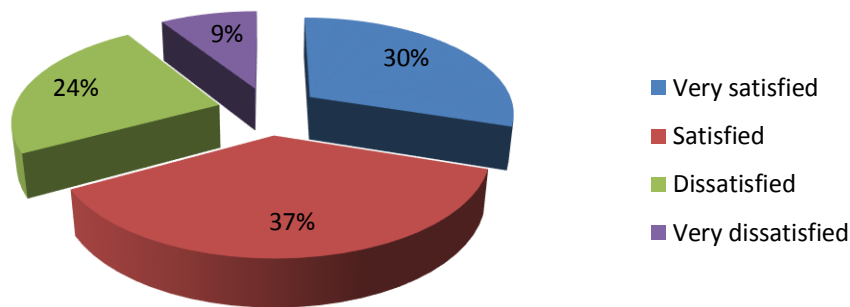
30% employees strongly agree to the statement “I feel valued in the organisation” followed by 41% who somewhat agree and 22% of the employees do not feel valued in the organisation and only 7% completely disagree to the above statement.

Analysis:

As explained in the above graph most of the employees feel valued in the organisation and very few of the employees do not feel valued for various reasons like partial behavior of few managers towards certain staff incase of late comings or absenteeism or providing few with leave facilities and so on.

2) Overall how satisfied are you working in your department

Overall satisfaction in the department



Interpretation:

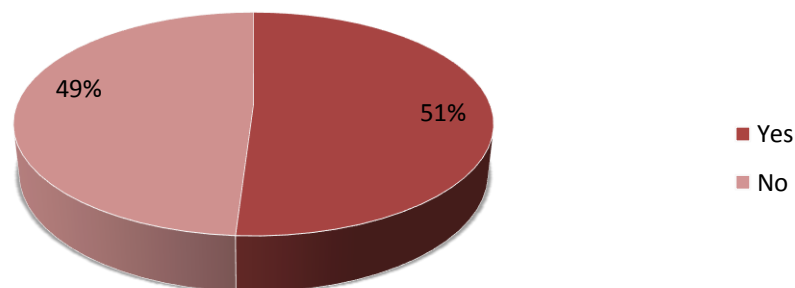
The above graph explains that 24% of the employees are dissatisfied working in their department and 9% of the employees are very dissatisfied working in their department. Whereas 30% of the employees are very satisfied and 37% of the employees are somewhat satisfied working in their department.

Analysis:

24% of the employees are dissatisfied working in the department because of various reasons, some of which are interpersonal issues with their managers and team members, not having the right training to perform the job and dissatisfaction with the job.

3) Availability of training facilities and tools

Availability of training facilities & tools



Interpretation:

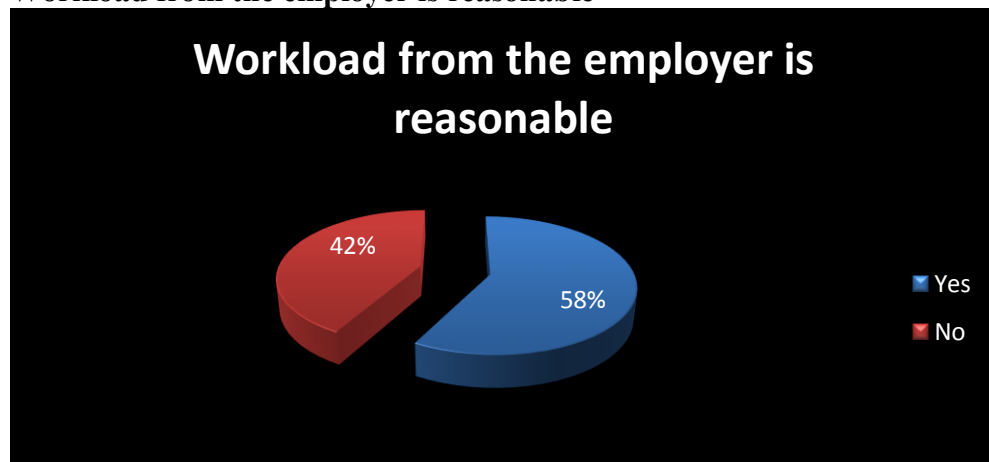
As shown in the above chart 51% of the employees said that they have the right training and tools to perform the job and the training was provided by the company and 49% of the employees said that company did not provide them with the right training and tools.

Analysis:

The company provides training and learning to the employees as soon as they join the organisation but due to Covid scenario, the company couldn't provide proper training to the

staff. That's the reason, the new joined employees in Service department couldn't be sent for training to other locations.

4) Workload from the employer is reasonable



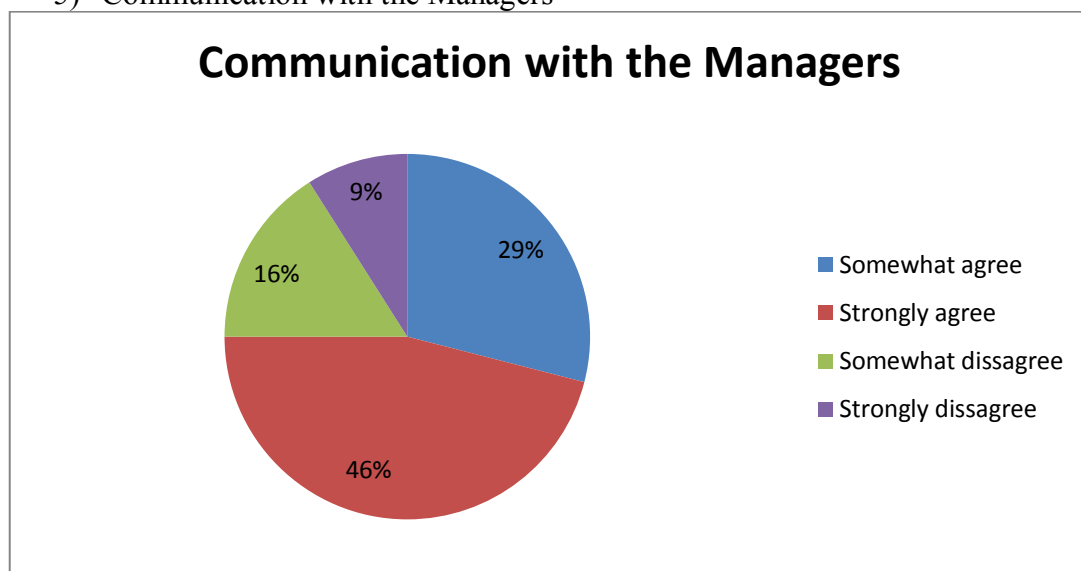
Interpretation:

As per the survey 42% of the responses stated that they are over burdened with work and only 58% of the employees feel that the work load is reasonable

Analysis:

The analysis to the above chart state that 42% of the employees said that the work load is more and the work is not distributed equally among the other team members which results in dissatisfaction and lacks motivation to perform the job.

5) Communication with the Managers

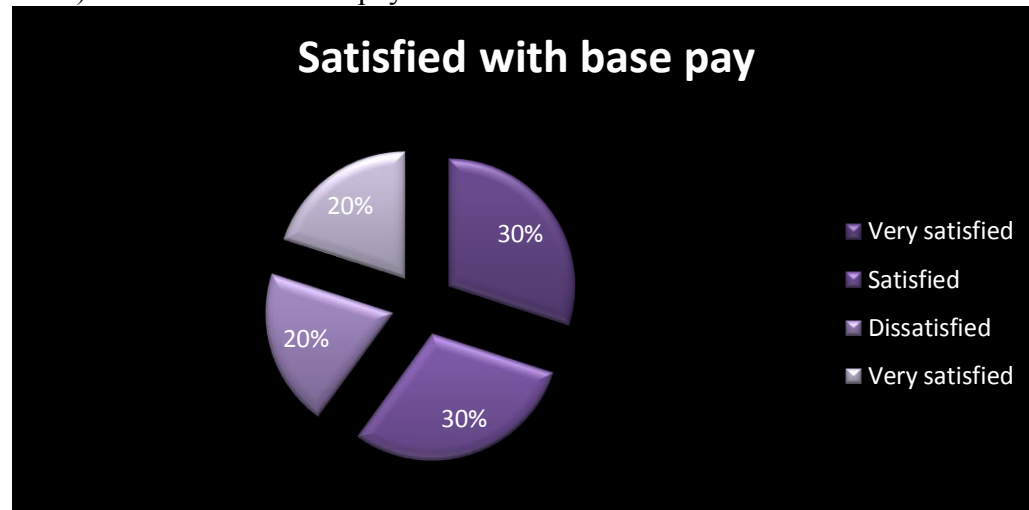


Interpretation:

The above chart states 9% of the employees somewhat disagree to the statement "There is effective communication with the managers", 16% of the employees totally disagree to the above statement, 29% of the employees somewhat agree to the statement and 46% of the employees completely agree to the statement.

Analysis:

The analysis to this chart shows that there is good communication between the managers and the subordinates. However, there are employees who disagree to the statement and feel that the communication between the managers and subordinates is not effective and the reason for this given by the employees is because the employees do not receive the proper instruction from the managers which results in delay of task.

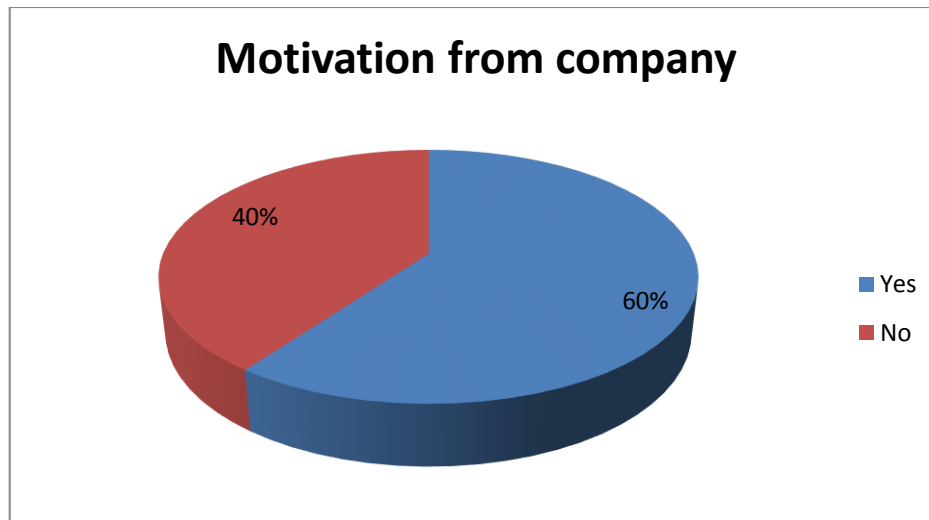
6) Satisfied with base pay**Interpretation:**

The above chart explains that 20% of the employees are dissatisfied with the base pay offered and 20% of the employees are very dissatisfied with the benefits offered, 30% of the employees are very satisfied with the pay they receive and 30% of the employees are somewhat satisfied with the pay they receive.

Analysis:

It was also found that most of the employees who are dissatisfied with the basic pay were employees from the service department ie. Body and paint and general technician the employees said that they receive very less and can get better salary packages in other companies. The satisfied employees are those employees who have worked in the company for more than 3 years.

7) The organisation motivates me to contribute more than is required.



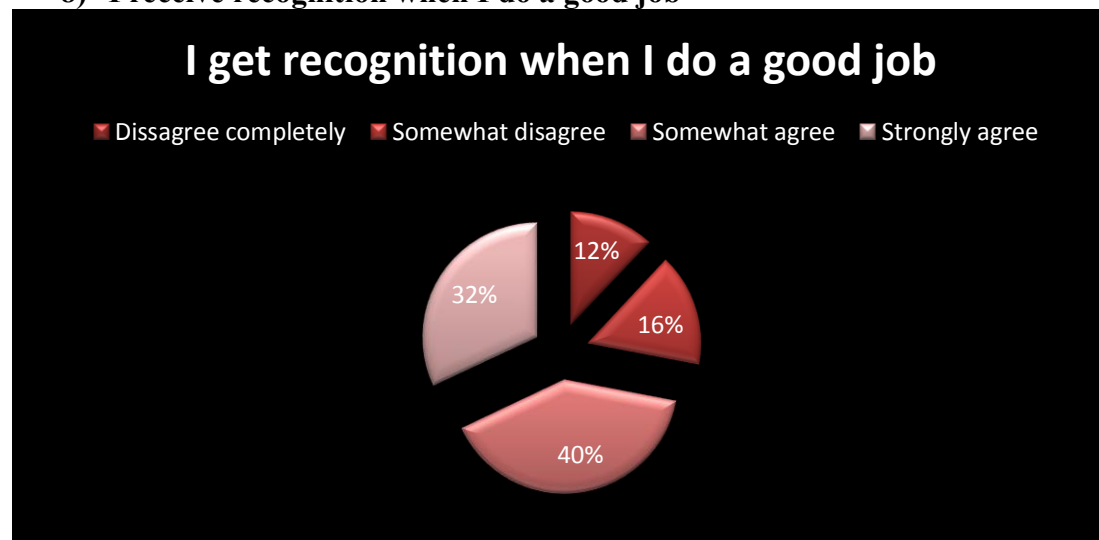
Interpretation:

The above chart explains that 60% of the employees feel that they are motivated by this company to do a better job whereas 40% feels that there is lack of motivation by the employer.

Analysis:

The employees working in the lower level feel that only top level management gets better benefits as well as motivation and so the employees feel that there is lack of motivation and benefits.

8) I receive recognition when I do a good job



Interpretation:

The above chart states 16% of the employees somewhat disagree to the statement “I get recognition when I do a good job”, 12% of the employees totally disagree to the above statement, 40% of the employees somewhat agree to the statement and 32% of the employees completely agree to the statement.

Analysis:

The analysis to this chart shows that employees are motivated and recognized whenever they do a good job. However, there are employees who disagree to the statement and feel that there is no recognition given whenever they do anything good and that they are taken for granted. This usually happens with the technicians who put in so much effort and get the work done even though they are over loaded with work.

FINDINGS

On the basis of the survey conducted at Sharayu Toyota Cortalim Goa the following were the findings regarding the cost of attrition

Recruitment cost:

- Cost of advertisement in newspaper, (Navhind Times),
- Develop and implement sourcing strategy,
- Review candidate's background,
- Prepare for interview
- Conduct interview,
- Orientation of the employees
- Enrolling the employees for ESIC and Provident fund procedures can increase the cost in hours which can range from 25-30 hours

Training cost:

Training of the employees from the service department is conducted in head office Pune. Cost of training includes booking tickets and accommodation, training cost etc. the approximate cost is Rs.7000/-

Lost productivity cost:

As the new employee is learning to perform the new job company policies and practices etc they are not fully productive. In the first 2 weeks of the employees contribution is only 25% the cost therefore is 75%

Other Findings

- Better compensation packages offered by other companies

Employees were leaving the organisation as they were getting better compensation packages by other companies.

- No proper communication with the employees by the managers

It was observed that there is a conducive environment with the higher ups and the lower level staff, it is observed that the job is not explained properly and no more proper specifications are given to the employees which leads to confusion and stress to the employees and besides this problem the managers are not approachable.

RECOMMENDATION AND SUGGESTIONS

The high attrition rate in the company can be reduced by motivational techniques and better understanding between superiors and subordinates.

- **Performance appraisal/Yearly increments**

Employee's performance should be monitored and reviewed after 6 months or atleast a year and accordingly decided on their increments. Since there is no increment, employees tend to leave for better opportunities. Performance bonus according to true and fair analysis of their contribution towards job.

- **Lack of facilities:**

Staff is not provided with basic facilities like changing room or locker rooms & canteen facility.

Transport facility should be provided to the employees so that they can travel with ease and comfortable to work.

Proper training should be provided to the employees relating to their specific jobs if the company wants to improve service and have good customer relations.

- **Mentor-Mentee program to be restarted**

Earlier they had a concept known as mentor-mentee wherein the staff had mentor to guide them. This concept should be restarted inorder to increase confidence and teambuilding.

- **Conducting a meeting with the technician every week**

The service HOD should conduct a meeting with the employee every week, and the employees should get deadlines for the project and also clear responsibilities this will reduce employee stress and help the employees plan and manage their work effectively

- **Suggestion box**

Suggestion box should be kept in each department this box gives all the employees a safe avenue to communicate things they might not otherwise feel comfortable doing. The suggestion box has to be opened every month by the Head of Department and the suggestions have to be taken care of.

- **Testing employees after Training:**

After completing the training the HOD's should conduct a test for the employee to know the effectiveness of the training this will help the organisation know their standard of employees and also help the employee improve their performance.

- **Employee of the month programme**

The company should have programs like employee of the month and the best performer should be rewarded with a cash price. This will motivate all the employees to work hard as per the company budget for each department a cash price of Rs.500/- can be given to the best performer.

This programme should be conducted in the last week of every month and the reward should be given to the performer by the Head of Department.

- **Team building activities**

Team building activities should be conducted in the organisation for the purpose of learning team work; task management and leadership and communication skills, the duration for these activities can be 2 hours to 3 hours every 4 months. The cost of this team building activities will be approximately Rs.2200/- the managers along and the HOD's should also be a part of the game to motivate the employees.

Learning's & Conclusion

Sharayu Toyota helped me start my career; I got an exposure of learning various things. Currently I am responsible for handling HR and Admin activities at Sharayu Toyota and Sharayu Petroleum. I am looking into the overall recruitment process and also handling the payroll. This company has software named HRMS thread and most of the attendance and payroll activities are monitored there. Apart from that, I also look into the admin related things like ordering of stationary items, pantry items, and uniform/boilers/safety shoes for staff.

This company has outsourced housekeeping as well as security staff, so I also have to coordinate with the agencies in case of absenteeism of staff or payroll related activities and so on. I am also responsible for handling the renewal of licenses required for running this organisation. At the end of the month, I have to make various reports for example: P&L report (HR department), attrition report, training report, manpower report and so on.

Overall, it is an overwhelming experience working with Sharayu Team, all the managers and staffs are equally supportive and helpful.

Conclusion

Toyota has strong focus on research and development leading to some of the most innovative vehicles in the world. It is most valuable and one of the most recognizable automotive brands in the world. Varied product portfolio Toyota has a large and diverse product portfolio and has a vehicle for consumers. Expanding to other geographies with the vast portfolio of products that Toyota has, the brand has a huge potential to expand its operations in other developing countries. Investing more in these geographies will be extremely fruitful for the brand.

The future of vehicles is electric, with increasing pollution and crude oil prices, the need for electric cars is on the rise. Toyota should be looking on investing heavily in the electric car segment as it poses a huge opportunity for the brand.

As I joined this company as an HR Executive, I studied that the major problem faced by most of the automotive sector is Employee Attrition and Retention, due to various reasons. I did an in-depth study of the various reasons which lead to higher attrition rate and accordingly implemented the strategies on retaining employees.

We started with sending staff for trainings at other locations which were stopped due to pandemic, also started with in-house trainings. Also employee engagement activities which were stopped due to pandemic have been put into practice for the staff to be more productive. Facilities like transportation will be started soon.