CHAPTER 5

DATA ANALYSIS AND RESULT

In this chapter, Data analysis is done using various statistical tools. This chapter is one of the very important steps of any research study. Because, outcome of the whole data collected by the researcher reflects in this chapter. Here, researcher is trying to achieve the possible result of the objectives and hypothesis which have been set by the researcher for the study.

Data analysis and Results of the Study:

Frequency Table

Table 40: Gender –wise classification of the respondents

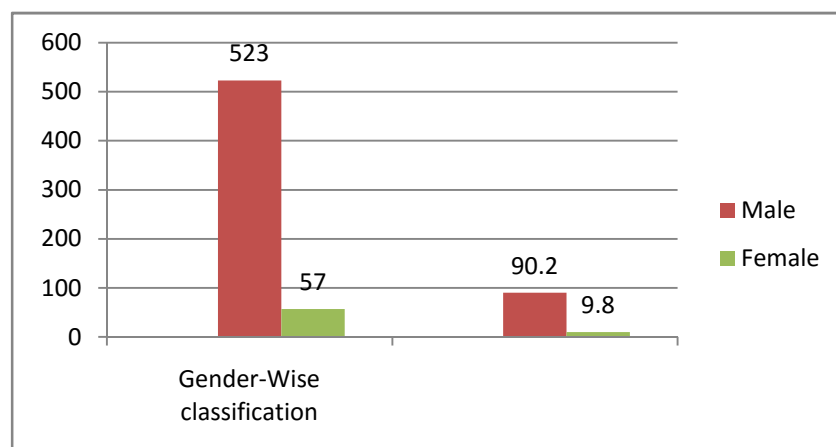| Sl no	Gender	No of respondent	Percentage
1.	Male	523	90.2
2.	Female	57	9.8
	Total	580	100.0

Source: Primary data

Figure 13: Gender-wise classification of the respondents

Interpretation:

It has been inferred from the Table 40 and from Figure 13 that majority of the respondents i.e. 90.2 % are male and only 9.8 % are female. As the study was based on employees working in the automobile service workshops, it has been found that there is no any/very few female employees working in the Technician or equivalent level and very few are working in the managerial level. As it is manufacturing industry so it is very hard to deploy females in technician works.

Table 41: Educational qualification of the Respondents

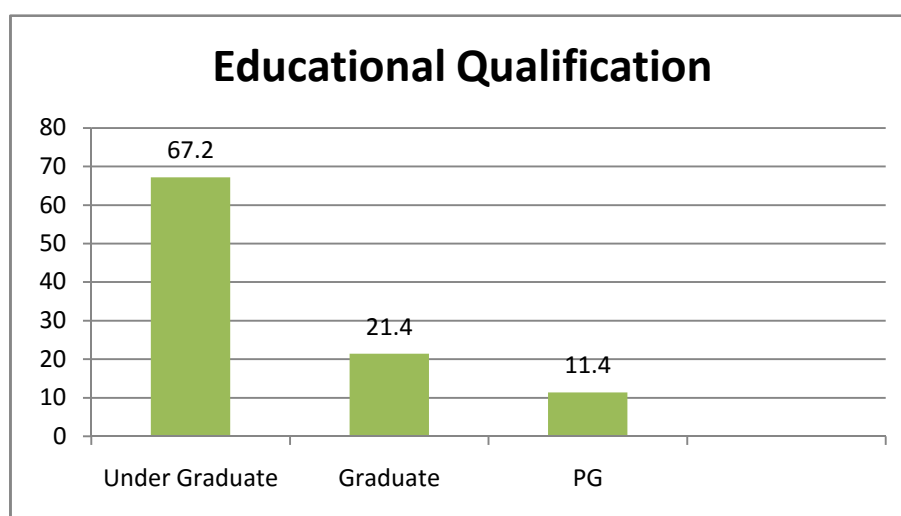| Sl no	Educational Qualification	No of respondents	Percentage
1	Under Graduate	390	67.2
2	Graduate	124	21.4
3	PG	66	11.4
	Total	580	100.0

Source: Primary data

Figure 14: Educational qualifications of the Respondents

Interpretation

From the Table 41 and Figure 14 it has been inferred that majority of respondents i.e. 67.2 % are undergraduates and 21.4 % are graduate degree holders and only a small portion i.e. 11.4 % constitute to Post graduate level. It is inferred from the analysis that the numbers of undergraduates are highest because in a service workshops compared to managerial or executive level employees; the numbers of Technician or equivalent level employees are more in the workshops. Graduates are generally employed for Executive level and Post graduates are mostly employed for different categories of Managerial level employees.

Table 42: Age –wise classification of the respondents

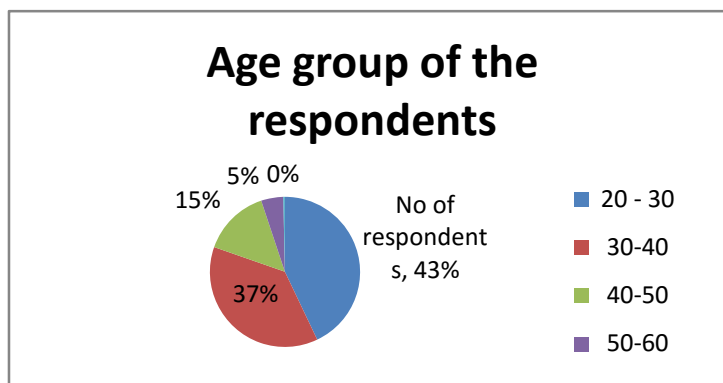| Sl no	Age group of the respondents	No of respondents	Percentage
1	20 – 30	249	42.9
2	30-40	217	37.4
3	40-50	84	14.5
4	50-60	28	4.8
5	Above 60	2	.3
	Total	580	100.0

Source: Primary data

Figure 15: Age –wise classification of the respondents

Interpretation

From the Figure 15 and Table 42 it can be seen that maximum numbers of respondent i.e. 42.9 % are in the age group of 20-30. 37.4 % comprises age group of 30-40 and remaining 19.3 % comprises age group between 40 to 60. Almost negligible i.e. 0.3 % are in the age group of above 60.

Table 43: Classification of the respondents based on Tenure/Working experience with the present organisation

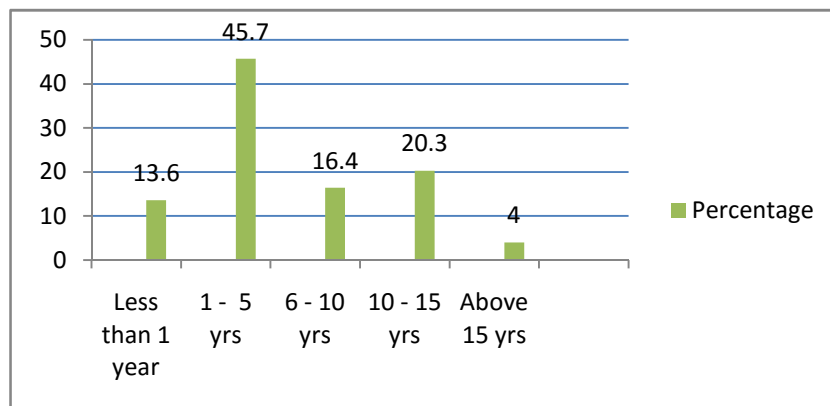| Sl no	Tenure	No of respondents	Percentage
1	Less than 1 year	79	13.6
2	1 - 5 yrs	265	45.7
3	6 - 10 yrs	95	16.4
4	10 - 15 yrs	118	20.3
5	Above 15 yrs	23	4.0
	Total	580	100.0

Source: Primary data

Figure 16: Tenure wise classification of the respondents

Interpretation:

From the Table 43 and Figure 16, it can be clearly seen that maximum number of respondents i.e. 45.7 % are in their tenure of 1-5 years. In the second rank, 20.3% are in 10-15 years of tenure. 16.4 % are in the tenure of 6-10 years. Less than 1 year tenure has only 13.6 %. Least amount of respondents i.e. only 4 % include in the tenure of above 15 years with the organisation where they are working presently.

Table 44: Working hour wise classification of the respondents

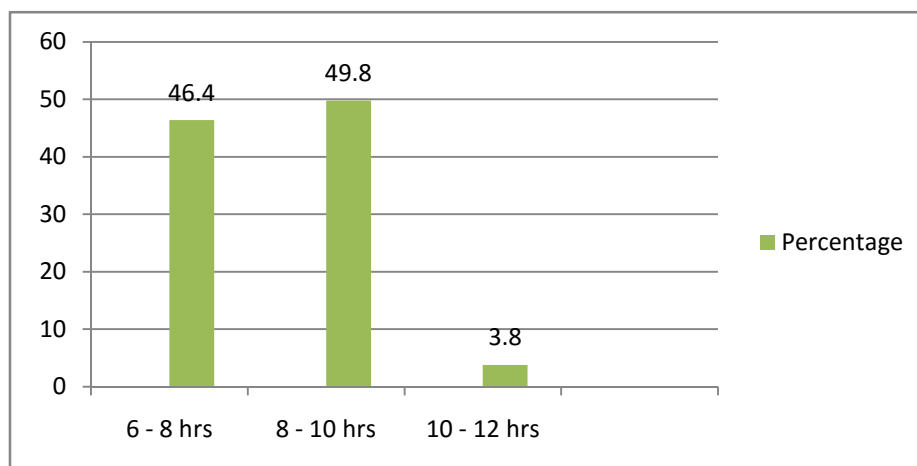| Sl no	Working hours	No of respondents	Percentage
1	6 - 8 hrs	269	46.4
2	8 - 10 hrs	289	49.8
3	10 - 12 hrs	22	3.8
	Total	580	100.0

Source: Primary data

Figure 17: Working hour wise classification of the respondents

Interpretation:

From the Table 44 and Figure 17, it can be interpreted that maximum number of respondents 49.8 % works 8-10 hours daily in their workshops. Mostly the workshops of Assam start from 8.30 am and close at 5.30 pm. Some workshop's employees working time is 9.00 am to 6.00 pm. So, 46.4 % employees working hours is in between 6-8 hours. Least number of employees i.e. 3.8 % work 10-12 hours in their workshops.

Table 45: Income wise classification of the respondents

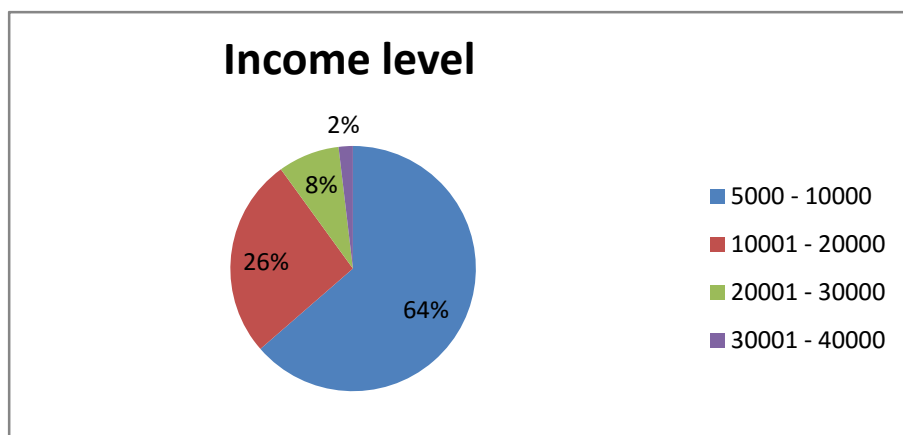| Sl no	Income	No of respondents	Percentage
1	5000 - 10000	369	63.6
2	10001 - 20000	153	26.4
3	20001 - 30000	47	8.1
4	30001 - 40000	11	1.9
	Total	580	100.0

Source: Primary data

Figure 18: Income level wise classification of the respondents

Interpretation:

It is interpreted from the Table 45 and Figure 18 that maximum number of respondents i.e. 64 % falls in the income level of 5000-10000. The employees of Technician or equivalent level and some executive level employee get their income in this bracket. As the numbers of Technician or equivalent level employees are much higher than managerial or executive level employees in any Automobile service workshops, so 64 % employees get their pay in this bracket. 34 % of employee's income level is in between Rs 10001 to 30000. Only 2 % employees (i.e. senior managerial level) get their income in bracket of 30001-40000.

Table 46: Organisational hierarchy of the respondents

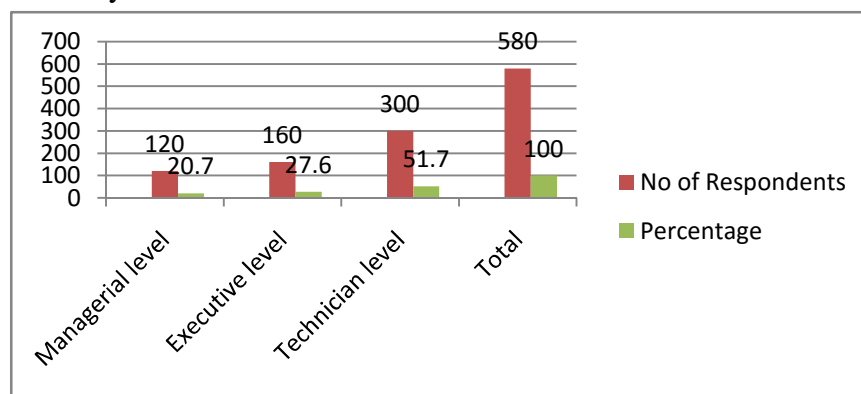| Sl no	Organisational hierarchy	No of respondents	Percentage
1	Technician or equivalent level	300	51.7
2	Executive	160	27.6
3	Managerial	120	20.7
	Total	580	100.0

Source: Primary data

Figure 19: Organisational hierarchy of the respondents

Interpretation:

Table 46 and Figurer 19 shows that 51.7 % of respondents are from Technician or equivalent level; 27.6 % comprises of Executive level and 20.7 % of respondents belong to Managerial level employees. It means that maximum numbers of respondents are from Technician or equivalent level employees working in the Automobile service workshops of Assam.

5.1 **First objective of the study:**

Identification of factors and their relationship with retention of employees working in the Automobile service workshops of Assam.

5.1.1.**VARIABLES AND MEASURES**:

The below table shows the constructs and the also the items representing demonstration of the constructs. Here, constructs imply the latent variables, that cannot be measured directly.

Table 47: Constructs of Employee Retention

Construct	Items
Remuneration & career succession	1. Current salary and future earning potential.(R&CS1) 2. Other allowances apart from base salary. (R&CS2) 3. The annual increment. (R&CS3) 4. The bonuses or incentives. (R&CS4) 5. Level of satisfaction with the job. (R&CS5) 6. Degree of job satisfaction in terms of monetary value.

	(R&CS6)
	7. Degree of proper chances of development. (R&CS7)
	8. Level of Career progression with the organisation. (R&CS8)
	9. The promotion policy & process of the organisation. (R&CS9)
	10. Extension to which reward system is practiced in the organisation. (R&CS10)
	11. Job security level of the organisation. (R&CS11)
	12. Clarity about organisation's vision, mission, goals and objectives. (R&CS12)
Managerial hold with proper guide ship	13. Extent of good relationship with the leader.(MHPG1) 14. Extent to which good leaders help to maintain parity between employee's personal as well as professional goals. (MHPG2) 15. Extent to which leader encourages employees to achieve the organizational goal. (MHPG3) 16. Extent to which employee's satisfaction with the leader. (MHPG4) 17. Extent to which the leader listens to his/her subordinate. (MHPG5) 18. Extent to which distributive justice is present in the organisation. (MHPG6) 19. Extent to which supervisor support for doing the job. (MHPG7) 20. Extent of kind of relationship with the supervisor. (MHPG8)
Learning and development	21. Importance of training sessions for gaining of knowledge.(L&D1) 22. Proper timely based training. (L&D2)
On job	23. Extent to which conduction of on job counselling in the

counselling	organisation. (OJC1)
	24. Degree of satisfaction with the existing leave policy of the organisation. (OJC2)
	25. Level of Role clarity by the employee. (OJC3)
	26. Extent to which on job counselling is considered as a great tool for employee retention in the organisation. (OJC4)
Growth opportunity with process clarity	27. Extent to which training on employee's personal growth is also given apart from orientation programme & product training.(GOPC1)
	28. Presence of career opportunities if doing well in the job. (GOPC2).
	29. Extent of favouritism seen with promotions. (GOPC3)
	30. Level of missing of quality family time for tremendous work pressure. (GOPC4)
	31. Clarity about performance appraisal procedure. (GOPC5)
Better authorization with fair appraisal	32. Extent of conduction of fair performance appraisal in the organisation.(BAFA1)
	33. Extent to which feeling of empowerment of the job by the employee. (BAFA2)
	34. Extent to which employee's suggestions are respected by the organisation. (BAFA3)
Work culture	35. Comfortable personal workspace for doing job.(WC1)
	36. Extent of satisfaction with the space available for lunch and breaks. (WC2)
	37. Presence of separate policy of work-life balance is in the organisation. (WC3)
	38. Extent of satisfaction with the surrounding environment and

		general layout of the office. (WC4)
Non monetary recognition		39. Amount of Recognition for work accomplishment.(NMR1) 40. Degree of Job satisfaction is in terms of non-monetary benefit.(NMR2)

Table 48: Factors of retention extracted by different researchers by doing factor analysis in their recent study

Santoshi sengupta (2010)	Tejashree ranjit deshmukh (2012)	Sinha Ruchi and Sinha Chandranshu (2012)	Jeyasree ramanathan (2013)	Utkarsh Mangal (2015)
-Intrinsic Motivation Factors - Hygiene Factors - Life Interest and Work Compatibility Factors - Involvement	-Positive Work Culture -Opportunities for Individual Growth & Development -Salary Benefit Package -Opportunity for Self	-competence & relationship oriented, -scholastic & futuristic oriented – Developmental & reward oriented Relationship oriented",	-Person-Organizational Fit -Remuneration and Recognition System -Opportunities for Training and Career Development -Challenging employment Assignments and Opportunities -Leadership practices at the organizational and the	Phychological growth factors - Organisational support factors -career growth

Factors	Achievement		team level	factors
		Competence & scholastic oriented	-Organizational polices -Communication -Working environment	
		Reward oriented	-Organizational - commitment Turnover intention	

5.2. **CRITICAL FACTORS – EMPIRICAL VALIDATION:**

Analytical Procedure:

To identify the factors responsible for employee retention, the factor analysis is conducted considering 40 items under 8 constructs. After performing the factor analysis; correlation and regression is done to see the relation of the factors among each other and also with employee retention. The impact of these extracted factors on the dependent variable i.e. employee retention is also seen. Then reliability and validity of the identified items are tested according to (Liker, 1967; Nunnally, 1978) which is a widely accepted approach in social science.

Table 49.Rotated Component Matrix (a)

Items	Components							
	1	2	3	4	5	6	7	8
R&CS1	.600							
R&CS2	.792							
R&CS3	.719							
R&CS7	.634							
R&CS9	.763							
R&CS8	.791							
R&CS10	.733							
R&CS4	.666							
R&CS5	.646							
R&CS6	.632							
R&CS11	.533		.426					
R&CS12	.675					.525		
MHPG1		.728						
MHPG2		.824						
MHPG3		.813						
MHPG4		.863						
MHPG5		.402						
MHPG6		.578						
MHPG7		.785						
MHPG8		.537						
L&D1	.488		.533					
L&D2			.771					
OJC1				.417				

OJC4				.564				
OJC2				.648				
OJC3				.632				
GOPC1	.522				.576			
GOPC2	.453				.464			
GOPC3					.762			
GOPC4					.439			
GOPC5					.604			
BAFA1						.538		.442
BAFA3	.494					.597		
BAFA2						.771		
WC2							.746	
WC3							.523	
WC1							.594	
WC4							.655	
NMR1								.620
NMR2							.	.754

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 21 iterations.

5.3. **Identification of the critical factors and results:**

Principal component analysis with verimax rotation is applied based upon the answers given to the 40 variables from the 70 numbers of authorised service workshops of Assam. The factor loads lower than 0.30 were eliminated for this study.

It is because, 0.40 is taken as a threshold limit in the dissertation of Tejashree ranjit deshmukh(2012) and Rajeev Rajan (2013). The results showed 8 factors accounting for 73.05% of the total variance. Results are showed in the form of rotated component matrix above.

The first factor (refer table 49) is found to consisted of all 12 items under the '**Remuneration & career succession**' construct. The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.533 to 0.792.

The second factor (refer table 49) is related to different aspects of leadership and supervisors support to the employees. It is found to be consisted of all 9 items under the '**Managerial hold with proper guide ship**' construct. The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.402 to 0.863.

The third factor (refer table 49) is related to different aspects of training. It is found to be consisted of 2 items under the '**Learning and development**' construct. The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.533 to 0.771.

The fourth factor (refer table 49) is found to be consisted of 4 items under the '**On job counselling**' construct. In the literature review, this factor was termed as "stay interview" (as cited in Gaikwad Aswale Ms. Neerja and Talib Dr. Owais (2015). The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.417 to 0.648.

The fifth factor (refer table 49) is found to be consisted of 5 items under the '**Growth opportunity with process clarity**' construct. The factor name remains

unchanged for following studies. The factor loading came for this factor is in between 0.439 to 0.762.

The sixth factor (refer table 49) is found to be consisted of 3 items under the '**Better authorization with fair appraisal**' construct. The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.538 to 0.771.

The seventh factor (refer table 49) is related to different aspects of work-life balance and working environment. It is found to be consisted of 4 items under the '**Work culture**' construct. The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.523 to 0.746.

The eight factor (refer table 49) is related to different aspects of recognition given to employee. It is found to be consisted of 2 items under the '**Non monetary recognition**' construct. The factor name remains unchanged for following studies. The factor loading came for this factor is in between 0.620 to 0.754.

A review of the findings with conceptualization of 8 factors / scales critical for success of employee retention is shown in the (Table 49) depending on the above discussions.

5.4. **Hypotheses testing:**

H1. The identified factors have a significant relationship with retention of employees working in Automobile service workshops in Assam.

 H1.1.The retention of employee is due to Remuneration & career succession.

 H1.2. Managerial hold with proper guide ship is positively related to employee retention.

 H1.3. Learning and development is positively related to employee retention.

 H1.4. On job counselling is positively related to employee retention.

H1.5. Growth opportunity with process clarity has relationship with employee retention.

H1.6.The retention of employee is due to Better authorization with fair appraisal.

H1.7. Work culture is positively related to employee retention.

H1.8. Non monetary recognition is significantly related to employee retention.

Hypothesis 1: All identified factors have a significant relationship with retention of employees working in the Automobile service workshops of Assam.

Table 50: Pearson's coefficient of correlation matrix for all factors in the study

	Constant	D_1	D_2	D_3	D_4	D_5	D_6	D_7	D_8
Constant	1								
D_1	.203*	1							
D_2	.041	.402**	1						
D_3	.030	.457**	.336**	1					
D_4	.231**	.219**	.350**	.158**	1				
D_5	.007	.117**	.014	-.270**	.007	1			
D_6	.125**	.583**	.475**	.333**	.266**	-.071	1		
D_7	.093	.420**	.484**	.438**	.257**	-.234**	.329**	1	.
D_8	-.047	.265**	.375**	.099*	.194**	.082*	.402**	.333**	1

* Correlation is significant at the 0.05 level 2-tailed.

** Correlation is significant at the 0.01 level 2-tailed.

N=580(total sample for the study), D_1= Remuneration & career succession, D_2= Managerial hold with proper guide ship, D_3= Learning and development, D_4= On job counselling, D_5= Growth opportunity with process clarity, D_6= Better authorization with fair appraisal, D_7= Work culture, D_8= Non monetary recognition.

To study the impact of various identified factors on retention of employees working in the Automobile service workshops of Assam, first relationship between different factors and employee's retention in the job was found out. After that Multiple Regression Analysis was performed to see the impact of these factors on employee retention and also to see whether this impact was significant or not.

Table 50 shows the relationship among all the factors and the relationship between the factors and employee retention. It shows that association between all factors is either positive or negative. Significant relationship is also found among many factors. Remuneration & career succession has positive and strong correlation with all other factors at .01 significant levels and with employee retention in the job with .05 significant levels. Managerial hold with proper guide ship has positive and strong correlation with all other factors at .01 significant levels except Growth opportunity with process clarity. It has relationship with Growth opportunity with process clarity but it is not significant. Managerial hold with proper guide ship has positive correlation with employee retention which is also not significant. Learning and development has positive and strong correlation with Remuneration & career succession, Managerial hold with proper guide ship, On job counselling, Better authorization with fair appraisal and Work culture at .01 significant level. It has positive and strong correlation with the factor Non monetary recognition at .05 significant level. It has relationship with employee retention but it is not significant. It can be seen from the above table that though the factor Learning and development has relationship with employee retention but this relationship is not significant. On job counselling factor is emerged as a very good factor for retention of employees as this factor was found to be positively and strongly correlated with employee retention at .01 significant level. Except Growth opportunity with process clarity, the factor on job counselling has positive and strong correlation with all other factors at .01 significant level. The relationship is not significant with Growth opportunity with process clarity. Though non significant relationship exists between Growth opportunity with process clarity and employee retention, Growth opportunity with process clarity and

Managerial hold with proper guide ship, Growth opportunity with process clarity and on job counselling and Growth opportunity with process clarity and Better authorization with fair appraisal but it has been found that this factor has strong and positive correlation with Remuneration & career succession at .01 significant level and Non monetary recognition at .05 significant level. Except Growth opportunity with process clarity, Btter authorization with fair appraisal has positive and strong correlation with all other factors along with employee retention at .01 significant level. Work culture has negative correlation ship with Growth opportunity with process clarity .01 significant level. Apart from this factor, Work culture has positive and strong correlation with all other factors at .01 significant level. But it has been found from the table that Work Culture has positive correlation with employee retention but relationship is not significant. Finally it can be interpreted from the table that the last factor i.e. Non monetary recognition though not significantly correlated with employee retention but it has strong and positive correlation with Remuneration & career succession, Managerial hold with proper guide ship, On job counselling, Growth Better authorization with fair appraisal and Work culture at .01 significant level. Again Non monetary recognition has strong and positive correlation with Learning and development and Growth opportunity with process clarity at .05 significant level and with other factors at .01 significant level.

The hypothesis is rejected as because all identified factors don't have a significant relationship with retention of employees working in the Automobile service workshops of Assam.

H1.1.The retention of employee is due to Remuneration & career succession.

Table 51: Correlations between Remuneration & career succession and

Employee retention

	Mean	Std. Devieation	Pearson Correlation
Remuneration & career succession	35.27	9.285	.203*
Retention in the job	4.86	1.206	

* Correlation is significant at the 0.05 level 2-tailed.

Remuneration & career succession has positive correlation with employee retention at .01 significant level. The hypothesis is accepted.

H1.2. Managerial hold with proper guide ship is positively related to employee retention.

Table 52: Correlations between Managerial hold with proper guide ship and

Employee retention

	Mean	Std. Deviation	Pearson Correlation
Managerial hold with proper guide ship	30.94	4.718	.041
Retention in the job	4.86	1.206	

Managerial hold with proper guide ship has very low positive correlation with employee retention. But this relationship is not significant. The hypothesis is accepted but relationship is non significant.

H1.3. Learning and development is positively related to employee retention.

Table 53: Correlations between Learning and development and Employee retention

	Mean	Std. Deviation	Pearson Correlation
Learning and development	7.04	1.587	.030
Retention in the job	4.86	1.206	

Learning and development has positive relationship with employee retention. Though the value is positive but it is totally non significant and very close to 0. The hypothesis is accepted.

H1.4. On job counselling is positively correlated with employee retention.

Table 54: Correlations between On job counselling and Employee retention

	Mean	Std. Deviation	Pearson Correlation
On job counselling	15.13	2.074	.231**
Retention in the job	4.86	1.206	

On job counselling has positive correlation with employee retention at .01 significant level. So, the hypothesis is accepted.

H1.5. Growth opportunity with process clarity has significant relationship with employee retention.

Table 55: Correlations between Growth opportunity with process clarity and Employee retention

	Mean	Std. Deviation	Pearson Correlation
Growth opportunity with process clarity	13.80	3.923	.007
Retention in the job	4.86	1.206	

Growth opportunity with process clarity has no relationship with employee retention. So, the hypothesis is rejected because Growth opportunity with process clarity doesn't have any significant relationship with employee retention.

H1.6.The retention of employee is due to Better authorization with fair appraisal.

Table 56: Correlations between Better authorization with fair appraisal and Employee retention

	Mean	Std. Deviation	Pearson Correlation
Better authorization with fair appraisal	10.23	2.323	125**
Retention in the job	4.86	1.206	

** Correlation is significant at the 0.01 level 2-tailed.

Better authorization with fair appraisal has positive correlation with employee retention at .01 significant level. So, the hypothesis is accepted.

H1.7. Work culture is positively related to employee retention.

Table 57: Correlations between Work culture and Employee retention

	Mean	Std. Deviation	Pearson Correlation
Work culture	14.78	2.889	.093
Retention in the job	4.86	1.206	

Work culture has positive correlation with employee retention but the relationship is not significant. The hypothesis is accepted.

H1.8. Non monetary recognition is significantly related to employee retention.

Table 58: Correlations between Non monetary recognition and Employee retention

	Mean	Std. Deviation	Pearson Correlation
Non monetary recognition	6.93	1.333	-.047
Retention in the job	4.86	1.206	

Non monetary recognition is negatively related to employee retention. The relationship is also not significant. So, the hypothesis is rejected.

5.5 Reliability:

Reliability is a measurement of the degree of stability, dependability and internal consistency of a scale. As Cronbach alpha is the most used instrument for assessing reliability of the scale, the researcher has also used the Cronbach co efficient to see the reliability of the research instrument for the study. For this study, the value of Cronbach alpha for 57 items is given below.

Reliability: TOTAL

Reliability Statistics

Table 59: Cronbach's alpha value for 57 numbers of items.

Cronbach's Alpha	No of Items
.893	57

As it can be seen from the table 59 that the value of Cronbach alpha is 0.893 which is greater than 0.6(the minimum threshold value), so it can be interpreted that the research instrument is highly reliable. Following table shows the list of items used for extracting the Cronbach alpha value:

Table 60: List of 57 numbers of items for testing of reliability of the questionnaire

Sl no	Number of items	List of items	Cronbach alpha
1	57	Current salary and future earning potential.	.893
		Comfortable personal workspace.	
		Other allowances apart from base salary.	
		Importance of training sessions for gaining of knowledge.	
		The annual increment	
		Extent to which training on employee's personal growth is also given apart from orientation programme & product training.	
		Training sessions are boring, not up to the mark, unplanned and too lengthy.	
		Proper timely based training.	
		Degree of proper chances of development.	
		The promotion policy & process of the organisation.	
		Level of Career progression with the organisation.	
		Presence of career opportunities if doing well in the job.	
		Extent of favouritism seen with promotions.	
		Extension to which reward system is practiced in the organisation.	
		Extent of satisfaction with the space available for lunch and breaks.	
		Presence of separate policy of work-life balance is in the organisation..	

		Level of missing of quality family time for tremendous work pressure. Missing of family functions due to heavy workload. The bonuses or incentives. Extent of satisfaction with the surrounding environment and general layout of the office. Amount of Recognition for work accomplishment. Extent of conduction of fair performance appraisal in the organisation. Clarity about performance appraisal procedure. Extent to which conduction of on job counselling in the organisation. Extent to which on job counselling is considered as a great tool for employee retention in the organisation Level of satisfaction with the job. Degree of job satisfaction in terms of monetary value. Degree of Job satisfaction is in terms of non-monetary benefit. Extent of good relationship with the leader. Extent to which good leaders help to maintain parity between employee's personal as well as professional goals. Extent to which leader encourages employees to achieve the organizational goal. Extent to which employee's satisfaction with the leader.	

		Extent to which the leader listenes to his/her subordinate.	
		Extent to which distributive justice is present in the organisation.	
		Extent to which supervisor support for doing the job.	
		Extent of kind of relationship with the supervisor.	
		Employee's main reason of working dissatisfaction in the organisation is the supervisor.	
		Job security level of the organisation.	
		Extent to which employee's suggestions are respected by the organisation.	
		Clarity about organisation's vision, mission, goals and objectives.	
		Degree of autonomy to take some decisions independently by the employee.	
		Degree of satisfaction with the existing leave policy of the organisation.	
		Extent of chance of returning if the employee leave the present job.	
		Extent to which feeling of empowerment of the job by the employee.	
		* Give rating according to weightage given by you for your retention with the organisation.	
		Compensation	
		Training and Development opportunities	
		Reward and Recognition	

		Career opportunities and promotion	
		Work-Life balance	
		Work environment	
		Supervisor support	
		Leadership	
		Fair performance appraisal	
		Autonomy	
		Job Security	
		Extent to which employee retention practices and policies practised in the organisation.	
		Level of Role clarity by the employee.	

The researcher has tried with the same number of items (N=57 items) to see the reliability of the research instrument in case of Technician or equivalent, Managerial and Executive level employees. Following are the results.

Reliability : TECHNICIAN
Reliability Statistics:

Table 61: Reliability of questionnaire in case of technician or equivalent level employees

Cronbach's Alpha	N of Items
.817	57

Reliability : EXECUTIVE

Reliability Statistics

Table 62: Reliability of questionnaire/research instrument in case of executive level employees

Cronbach's Alpha	N of Items
.926	57

Reliability: MANAGERIAL

Reliability Statistics

Table 63: Reliability of questionnaire in case of managerial level employees

Cronbach's Alpha	N of Items
.946	57

From the above tables it can be clearly seen that the value of Cronbach alpha is 0.817 in case of Technician or equivalent level employees, 0.926 in case of Executive level employees, 0.946 in case of Managerial level employees. That means it can be interpreted from these values that the research instrument is highly reliable for all level of employees.

The following table shows the value of Cronbach alpha for Total respondents/employees, Technician or equivalent level respondents/employees, Managerial level employees/respondents and Executive level of

employees/respondents considering the 37 number of items (variables) of the questionnaire.

Table 64: Cronbach alpha value for total, technician or equivalent, executive and managerial level employees considering 37 numbers of variables

Number of items	List of items	Cronbach's alpha value			
		Total (N=580)	Technician or equivalent (N=300)	Managerial (N=120)	Executive (N=160)
37	1. Current salary and future earning potential. 2. Comfortable personal workspace. 3. Other allowances apart from base salary. 4. Importance of training sessions for gaining of knowledge. 5. The annual increment 6. Extent to which training on employee's personal growth is also given apart from orientation programme & product training. 7. Training sessions are boring, not up to the mark, unplanned and too lengthy. 8. Proper timely based training.	0.863	0.764	0.919	0.904

	9. Degree of proper chances of development.				
	10. The promotion policy & process of the organisation.				
	11. Level of Career progression with the organisation.				
	12. Presence of career opportunities if doing well in the job.				
	13. Extent of favouritism seen with promotions.				
	14. Extension to which reward system is practiced in the organisation.				
	15. Extent of satisfaction with the space available for lunch and breaks.				
	16. Presence of separate policy of work-life balance is in the organisation.				
	17. Level of missing of quality family time for tremendous work pressure.				
	18. Missing of family functions due to heavy workload.				
	19. The bonuses or incentives.				
	20. Extent of satisfaction with the surrounding				

	environment and general layout of the office.				
	21. Amount of Recognition for work accomplishment.				
	22. Extent of conduction of fair performance appraisal in the organisation.				
	23. Clarity about performance appraisal procedure.				
	24. Extent to which conduction of on job counselling in the organisation.				
	25. Extent to which on job counselling is considered as a great tool for employee retention in the organisation				
	26. Level of satisfaction with the job.				
	27. Degree of job satisfaction in terms of monetary value.				
	28. Degree of Job satisfaction is in terms of non-monetary benefit.				
	29. Extent of good relationship with the leader.				
	30. Extent to which good leaders help to maintain parity between employee's personal as well as				

	professional goals.				
	31. Extent to which leader encourages employees to achieve the organizational goal.				
	32. Extent to which employee's satisfaction with the leader.				
	33. Extent to which the leader listenes to his/her subordinate.				
	34. Extent to which distributive justice is present in the organisation.				
	35. Extent to which supervisor support for doing the job.				
	36. Extent of kind of relationship with the supervisor.				
	37. Employee's main reason of working dissatisfaction in the organisation is the supervisor.				

Interpretation:

From the above table 64 it can be clearly noticed that the value of Cronbach alpha for Total number of respondents for 37 number of items is 0.863, for Technician or equivalent level of employees is 0.764, for Managerial level of employees is 0.919 and

for Executive level of employees is 0.904, which is greater than the minimum value of 0.6 to become highly reliable.

The following table shows the value of Cronbach alpha for total respondents ,Technician or equivalent level respondents, Managerial level respondents and Executive level of employees/respondents considering the 11 number of items of the questionnaire.

Table 65: Cronbach alpha value for total, technician or equivalent, executive and managerial level employees considering 11 numbers of factors extracted from literature review

Number of items	List of items	Cronbach's alpha value			
		Total (N=580)	Technician or equivalent (N=300)	Managerial (N=120)	Executive (N=160)
11	* Rating according to weightage given by the employee for their retention with the organisation. [Not at all important(1), Not very important(2), Neutral(3), Somewhat important(4), Very very important(5)]	0.891	0.698	0.949	0.896

	1.Compensation 2.Training and Development opportunities 3.Reward and Recognition 4.Career opportunities and promotion 5.Work-Life balance 6.Work environment 7.Supervisor support 8.Leadership 9.Fair performance appraisal 10.Autonomy 11.Job Security				

Interpretation:

From the table 65 it can be clearly noticed that the value of Cronbach alpha for Total number of respondents for 11 number of items is 0.891, for Technician or equivalent level of employees is 0.698, for Managerial level of employees is 0.949 and for Executive level of employees is 0.896, which is greater than the minimum value of 0.6 to become highly reliable.

Reliability of variables for each factor:

Reliability Statistic:

Table 66: Cronbach's alpha value of extracted factors

Sl. No.	Factor/Scale	No of Items	Range of Item Loadings	Cronbach's Alpha (scale)
1	Remuneration & career succession	12	0.533-0.792	.913
2	Managerial hold with proper guide ship	8	0.402-.863	.884
3	Learning and development	2	0.533-0.771	.698
4	On job counselling	4	0.417-0.648	.604
5	Growth opportunity with process clarity	5	0.439-0.762	.750
6	Better authorization with fair appraisal	3	0.538-0.771	.662
7	Work culture	4	0.523-0.746	.730
8	Non monetary recognition	2	0.620-0.754	.638

Table 66 shows that for the all newly formed factors, cronbach's alpha value is more than 0.6 which is the minimum value to pass the reliability test of the new scale.

5.6 **Validity:**

In this study, Content validity was judged by the researcher intuitively. For this research, the researcher has done extensive review of literature and from that, the items have been picked up. Content validity is a non statistical type of validity. It is subjectively judged by the researcher not numerically. Regarding this research study, the items/variables/factors picked from extensive literature review and hence they are considered to have content validity.

The construct validity of each factor measure is evaluated by factor analyzing the measurement items. All the factors have been found unifactorial.

The above analysis established that the eight identified retention constructs are both reliable and valid.

Criterion related validity is also called external validity or predictive validity. It can be viewed by doing multiple correlations coefficients among the factors (both dependent and independent) and their variables. High value of multiple correlation coefficients always point towards high degree of criterion-related validity. The researcher has used criterion related validity to see the validity of the study.

Following table is given to see the_multiple correlations coefficients among the constructs and their variables.

Table 67: Item to Scale Correlation Matrix for critical factors of employee retention

Items(as in table	D_1	D_2	D_3	D_4	D_5	D_6	D_7	D_8
1	**.703****	.292**	.483**	.090*	-.270**	.531**	.448**	.176**
2	**.816****	.277**	.318**	.208**	.171**	.445**	.325**	.134**
3	**.717****	.178**	.289**	.001	.223**	.384**	.178**	.264**
4	**.752****	.285**	.479**	.047	-.032	.423**	.431**	.214**
5	**.715****	.256**	.296**	.284**	.131**	.360**	.449**	.341**
6	.644**	.250**	.003	.037	.346**	.308**	.077	.110**
7	.618**	.343**	.371**	.099*	.063	.266**	.271**	.121**
8	**.795****	.371**	.310**	.211**	.214**	.361**	.294**	.107*
9	**.758****	.419**	.304**	.284**	.274**	.301**	.344**	.172**
10	**.706****	.352**	.280**	.093*	.226**	.314**	.162**	.178**

11	**.612****	.231**	.471**	.256**	-.259**	**.553****	.381**	.241**
12	**.768****	.239**	.326**	.283**	-.007	**.665****	.278**	.227**
13	.267**	**.764****	.119**	.348**	.152**	.436**	.371**	.298**
14	.302**	**.816****	.188**	.250**	.068	.336**	.377**	.267**
15	.291**	**.837****	.332**	.150**	.065	.400**	.293**	.320**
16	.292**	**.853****	.251**	.282**	.023	.286**	.334**	.213**
17	.468**	**.649****	.382**	.141**	-.089*	.404**	.402**	.399**
18	.336**	**.674****	.213**	.312**	.067	.332**	.303**	.195**
19	.138**	**.783****	.302**	.318**	-.120**	.273**	.446**	.242**
20	.287**	**.689****	.200**	.331**	-.068	.413**	.407**	.345**
21	.478**	.297**	**.881****	.090*	-.130**	.221**	.423**	.024
22	.319**	.293**	**.871****	.189**	-.347**	.365**	.343**	.151**
23	.118**	.071	-.329**	.233**	.675**	.056	-.316**	-.047
24	.286**	.262**	.291**	**.722****	-.256**	.228**	.430**	.152**
25	.030	.154**	.298**	**.617****	-.289**	.165**	.246**	.095*
26	-.076	.224**	.202**	.451**	-.403**	.079	.285**	.243**
27	.412**	.069	.281**	.049	**.631****	.185**	-.122**	-.006
28	.381**	.163**	-.179**	.057	**.795****	.072	-.094*	.114**
29	-.046	.065	-.210**	.028	**.677****	-.037	-.059	.064
30	-.079	-.218**	-.460**	-.102*	**.805****	-.352**	-.333**	.003
31	-.222**	.033	-.296**	.026	**.630****	-.033	-.165**	.123**
32	.201**	.475**	.131**	.088*	-.054	**.675****	.301**	.519**
33	.417**	.395**	.185**	.227**	-.002	**.842****	.266**	.302**

34	.659**	.284**	.412**	.272**	-.102*	**.803**	.220**	.190**
35	.444**	.403**	.341**	.251**	-.252**	.392**	**.750**	.208**
36	.324**	.311**	.352**	-.016	-.301**	.165**	**.802**	.191**
37	.298**	.435**	.374**	.336**	-.079	.357**	**.773**	.323**
38	.204**	.325**	.233**	.285**	-.028	.095*	**.668**	.303**
39	.374**	.396**	.132**	.130**	.166**	.492**	.174**	**.810**
40	.042	.200**	.024	.182**	-.040	.145**	.364**	**.790**

** Correlation is significant at the 0.01 level 2-tailed.

* Correlation is significant at the 0.05 level 2-tailed.

It can be concluded that the eight measures have acceptably high degree of criterion-related validity when taken together.

5.7 Second objective:

To find out the impact of demographic variables on retention of employees working in the Automobile service workshops of Assam.

Results and interpretation:

5.7.1 Multiple Regression analysis:

Model Summary

Table 68: Model Summary (Demographic variables)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.234	0.055	0.045	1.178

Source: Primary data

a. Predictors: (Constant), Income, Gender, Work_hr, Age, Education, Experience

Table 69 Anova(b) (Demographic variables)

ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.899	6	7.650	5.508	0.000
	Residual	795.789	573	1.389		
	Total	841.688	579			

Source: Primary data

a. Predictors: (Constant), Income, Gender, Work_hr, Age, Education, Experience

b. Dependent Variable: Retention in the job

Table 70: coefficients(a)(for demographic variables)

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.384	0.272		16.145	0.000
	Gender	-0.329	0.188	-0.081	-1.746	0.081
	Education	0.320	0.093	0.183	3.454	0.001
	Age	-0.044	0.088	-0.032	-0.502	0.616
	W_Experience	-0.022	0.074	-0.020	-0.297	0.767
	Work_hr	0.168	0.095	0.079	1.765	0.078
	Income	0.167	0.102	0.101	1.642	0.101

Source: Primary data

a. Dependent Variable: Retention in the job

Model:

Employee retention=4.384-0.329 (Gender)+ 0.320 (Education) -0.044(Age) -0.022 (Working experience)+0.168 (Working hour)+.167 (Income)

Regression analysis:

As discussed in the research methodology chapter, Multiple Regression Analysis was used for the purpose of this study because there are only one dependent variable and many independent variables. With the help of this statistical technique, the researcher can predict the score on one variable on the basis of scores on several other variables. The independent variables are responsible for influencing the so called dependent variable. The researcher has to identify the independent variables which are also termed as "Predictor variables" in the study. When performing a multiple regression analysis, concentration should be given on the beta value. It is because; beta value is a measure from which it can be known that how strongly each independent variable influences the dependent variable. This beta is measured in units of standard deviation. Thus the higher the beta value, the larger the impact of independent variable on dependent variable.

Interpretation of Table 70

Regression Table 70 measures the amount of total variation in dependent variable due to the independent variable**.** Moving on the beta value of independent variable i.e. Gender is -0.081 with t value -1.746 and significant level of .081. The beta value of independent variable i.e. Education is .183 with t value 3.454 and significant level of .001. The beta value of independent variable i.e. Age is -0.032 with t value -0.502 and significant level of 0.616. Again the beta value of independent variable i.e. working experience is -0.020 with t value -0.297 and significant level of 0.767. The beta value

of independent variable i.e. working hour is .079 with t value 1.765 and significant level of .078. Finally, the beta value of independent variable i.e. Income is -0.101 with t value 1.642 and significant level of 0.101. This beta value indicates the amount of change in the dependent variable (Employee retention in the job) due to changes in independent variables i.e. gender, education, age, working experience, working hour and income.

It can be interpreted from the above table that except **Education**; working hour, income, gender, age and working experience with the present organisation has not any significant impact on employee's retention in the job.

The impact of working hour is not significant to Employee retention. The researcher has found during the study that generally the Service workshops start at 9 am and closes at 6 pm. In some cases the timing is 8.30 am to 5.30 pm with 1 hour of lunch break. It has been found during the study that employees working in these workshops are happy with their working hour which normally never exceed more than 8 or 9 hours. It sometimes happen that free service camps are organised in most of the Sundays or Saturdays or any holidays so that maximum numbers of customers can turn up for the camp. At that time though they have to work on those days, but they can avail compensatory leave in weekdays for that extra day work. Again, in case of some other workshops, sometimes employee gets some cash benefit for that extra day work. Some Technicians get overtime pay/bonus if they have to do overtime duty in case of heavy workloads beyond their scheduled working hour. In the study of James M. J. and Faisal U, after doing the regression analysis, it can be found that the impact of demographic variable "working hour" is not significant on employee attrition in BPO industry of Karnataka and Kerala states of India.

Income is found to have positive beta value and t value, but it is not significant to employee retention. It is very true that if employee gets handsome salary from the working organisation then it will definitely help to retain that employee from leaving

the current job. So; more salary or more income level equals to more the tendency of the employee to retain in his/her present job. But in case of employees working in all the workshops Of Assam, it is found from the survey that the salary /income is not very fair and most importantly salary level is almost same for all the different organisations for three levels of employees. So, this variable has not significant impact on retention. In the study of James M. J. and Faisal U, after doing the regression analysis, it can be found that the impact of demographic variable Income/salary is significant on employee attrition in BPO industry of Karnataka and Kerala states of India.

Education is found to be positively related to employee retention and it has significant impact on retention. It means more educated the employee, more chances of retention of him/her. It is because; it has been found and observed during the study that apart from Guwahati and some major cities of Assam, the normal criteria of education level for recruiting the employees is not maintained due to lack of quality and skilled man power. It generally happens in North-eastern states. For example, ITI pass is the general criteria for recruiting Technician level of employees which is adhered almost 100% in case of Guwahati city. But due to lack of quality skilled professionals in other parts of Assam, this is not fully implemented in case of other workshops of Assam. Generally class 7, 8, 9 or 10 pass with some technical experience people are recruited in case of technician level employees. This is the same case for recruiting middle/upper level employees also. But it has been found that the chance of retention for one technician with ITI pass is more than another technician with class 8 pass. It is because though they are doing the same job, but when time comes for promotion, the technician with ITI degree has more chance of getting promoted. So automatically his/her retention intention increases. Same way one Service Advisor with education qualification of junior engineer (Diploma holder, in some cases BE also) has the chances of career growth to Service manager is more than the service advisor with simple graduate with some experiences in automobile

industry. So automatically retention chances increases for the higher qualified employee for the same position.

Age is found to be negative beta and T value and its impact is not significant on retention. It means employee's age does not have any impact on their retention. It is because of the fact that career growth is very limited for employees working in the automobile service workshops. Again, most of the times and in maximum cases the automobile industries don't pick people for recruitment from the workshops which is a very bigger threat for the employees working in these workshops. In the study of James M. J. and Faisal U, after doing the regression analysis, it can be found that the impact of demographic variable age is significant on employee attrition in BPO industry of Karnataka and Kerala states of India.

Working experience has not any significant impact on retention. That means whether employee with longer or shorter working experience with the present organisation, it does not impact on their retention. In the study of James M. J. and Faisal U, after doing the regression analysis, it can be found that the impact of demographic variable "working experience" is not significant on employee attrition in BPO industry of Karnataka and Kerala states of India.

Gender also has not any significant impact on employee retention. In this study, 90.2% employees are male and only 9.8% employees are female. The beta and t value came negative so it is interpreted that the demographic variable gender has not any impact on retention of employees. Whether the employee is male or female, it won't affect employee retention. In the study of James M. J. and Faisal U, after doing the regression analysis, it can be found that the impact of demographic variable gender is not significant on employee attrition in BPO industry of Karnataka and Kerala states of India. But In Dr. Poongavanam S. and et.al (2014), Cotton and Tuttle (1986) and Weisberg and Kirshenbaum (1993) found that females more likely to leave their job than males. A study conducted by Elaine (1997) and Summers and Hendrix (Mobley

(1982) and Dickter, Roznowski and Harrison (1996) found that male is likely to quit their job than female. So, this is not the same in our findings.

The table depicts that among all the variables, the variable Education has significant impact on employee's retention in the job (p=.001).

Interpretation of Table 68

We know that R value is the square root of R-Squared and this value shows the correlation between the observed and predicted values of dependent variable. The R value represent the simple correlation and is 0.234 (the "**R**" Column), which indicates a low degree of correlation. The R^2 is coefficient of determination and this value (the "**R Square**" column) indicates how much of the total variation in the dependent variable i.e. employee retention in the job, can be explained by the independent variables i.e. gender, education, age, working experience, working hour and income. In this case, 5.5% variance can be explicated, which is very low. It can be said that more the R square better the model, but it is not true always. It depends on the study field. In some fields, it is entirely expected that the R-squared value will be low. For example, any field that attempts to predict human behaviour, such as Human resource, psychology, typically has R-squared values are always lower. Physical processes say that human are simply harder to predict. It was found that the variables for retention in the same job or same position for Mr X may not be the same in case of Mr Y. It differs in case of three levels of employees working in the Automobile service workshops also. So, to study the human psychology for their retention is very complicated. The researcher has found that in Tejashree ranjit deshmukh (2012) dissertation, the R square value came only 10% while doing Regression Analysis between Salary Benefit Package as Dependent Variable and Recruitment Factors as Independent Variables. But still the regression model came totally significant at minimum 5% level.

Interpretation of table 69

This table indicates that the regression model calculates the dependent variable considerably well. If we look at the "Regression" row and go to the "Sig." Column, we can see that the significant value is <.05 so the model 1 is significant at minimum 5% level. Again, F value is 5.508 which is more than threshold value of 4 (as cited in R santhosh kumar (2013). So, both indicate that, overall, the regression model statistically significantly predicts the outcome variable (i.e. Employee retention in the job). It means it is a good fit for the data.

5.7.2: Hypothesis: Demographic variables have a significant relationship with retention of employees working in the Automobile service workshops of Assam.

The hypothesis can be interpreted from the above Regression table that Education has a significant relationship with retention of employees because its p-value is 0.001 which is less than .05. However, the p-value for Gender (.081), Age (.616), W_Experience (.767), Work_hr (.078) and Income (.101) is greater than the common alpha level of 0.05, which indicates that it is not statistically significant.

So, the hypothesis is rejected because among 6 demographic variables, only one variable is significantly related to employee retention and other all 5 variables are not statistically significant to the retention of employees working in the Automobile service workshops of Assam.

5.8 **Third objective:**

Making a comparative analysis of employee retention initiatives meant for Technician or equivalent, Managerial and Executive level employees working in the Automobile service workshops of Assam.

Hypothesis:

There exists a significant difference in retention initiatives taken by the organisation for Technician or equivalent, Managerial and Executive level employees working in the Automobile service workshops of Assam.

Table 71: Anova test of Extracted factors

		Sum of Squares	Df	Mean Square	F	Sig.
Remuneration & career succession	Between Groups	8389.045	2	4194.523	58.276	.000
	Within Groups	41530.367	577	71.976		
	Total	49919.412	579			
Managerial hold with proper guide ship	Between Groups	371.945	2	185.973	8.573	.000
	Within Groups	12516.062	577	21.692		
	Total	12888.007	579			
Learning and development	Between Groups	42.065	2	21.033	8.565	.000
	Within Groups	1416.942	577	2.456		
	Total	1459.007	579			
On job counselling	Between Groups	88.840	2	44.420	10.676	.000

	Within Groups	2400.670	577	4.161		
	Total	2489.510	579			
Growth opportunity with process clarity	Between Groups	1143.278	2	571.639	42.474	.000
	Within Groups	7765.522	577	13.458		
	Total	8908.800	579			
Better authorization with fair appraisal	Between Groups	171.198	2	85.599	16.718	.000
	Within Groups	2954.380	577	5.120		
	Total	3125.578	579			
Work culture	Between Groups	718.179	2	359.089	50.355	.000
	Within Groups	4114.683	577	7.131		
	Total	4832.862	579			
Non monetary recognition	Between Groups	41.730	2	20.865	12.195	.000
	Within Groups	987.228	577	1.711		
	Total	1028.959	579			
Retention in the job	Between Groups	31.150	2	15.575	11.087	.000
	Within Groups	810.538	577	1.405		
	Total	841.688	579			

Source: Primary data

*Significant level at <0.05 **<0.01

Dependent Variable: Retention in the job.

ANOVA compares the variance (variability in scores) between different groups with the variability within each of the groups.

Table: 71 depicts that the differences are significant in the factors like Remuneration & career succession as F value is 58.276 and significant level is .000 , Managerial hold with proper guide ship as F value is 8.573 and significant level is .000, Learning and development as F value is 8.565 and significant level is .000, On job counselling as F value is 10.676 and significant level is .000, Growth opportunity with process clarity as F value is 42.474 and significant level is .000, Better authorization with fair appraisal as F value is 16.718 and significant level is .000, Work culture as F value is 50.355 and significant level is .000, Non monetary recognition as F value is 12.195and significant level is .000 depending the retention initiatives taken by the organisation for Technician, Managerial and Executive level employees working in the Automobile service workshops of Assam.

So, Table 71 shows that the difference in employee's retention in the job depending on the retention initiatives taken by the organisation for Technician, Managerial and Executive level employees is significant at .01 levels.

Table 72: Post Hoc Test

Multiple Comparisons

Tukey HSD

Dependent Variable	(I) Category	(J) Category	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
Remuneration & career succession	Technician or equivalent	Executive	-6.904(*)	.831	.000	-8.86	-4.95

		Managerial Technician	-8.392(*)	.916	.000	-10.54	-6.24
	Executive	or equivalent	6.904(*)	.831	.000	4.95	8.86
		Managerial Technician	-1.488	1.025	.315	-3.89	.92
	Managerial	or equivalent	8.392(*)	.916	.000	6.24	10.54
		Executive	1.488	1.025	.315	-.92	3.89
Managerial hold with proper guide ship	Technician or equivalent	Executive	.514	.456	.497	-.56	1.59
		Managerial Technician	-1.723(*)	.503	.002	-2.91	-.54
	Executive	or equivalent	-.514	.456	.497	-1.59	.56
		Managerial Technician	-2.238(*)	.562	.000	-3.56	-.92
	Managerial	or equivalent	1.723(*)	.503	.002	.54	2.91
		Executive	2.238(*)	.562	.000	.92	3.56
Learning and development	Technician or equivalent	Executive	-.492(*)	.153	.004	-.85	-.13
		Managerial Technician	-.592(*)	.169	.001	-.99	-.19
	Executive	or equivalent	.492(*)	.153	.004	.13	.85
		Managerial	-.100	.189	.857	-.54	.34

On job counselling	Managerial	Technician or equivalent	.592(*)	.169	.001	.19	.99
		Executive	.100	.189	.857	-.34	.54
	Technician or equivalent	Executive	.903(*)	.200	.000	.43	1.37
		Managerial	.515	.220	.052	.00	1.03
	Executive	Technician or equivalent	-.903(*)	.200	.000	-1.37	-.43
		Managerial	-.388	.246	.258	-.97	.19
Growth opportunity with process clarity	Managerial	Technician or equivalent	-.515	.220	.052	-1.03	.00
		Executive	.388	.246	.258	-.19	.97
	Technician or equivalent	Executive	-3.303(*)	.359	.000	-4.15	-2.46
		Managerial	-.928	.396	.051	-1.86	.00
	Executive	Technician or equivalent	3.303(*)	.359	.000	2.46	4.15
		Managerial	2.375(*)	.443	.000	1.33	3.42
	Managerial	Technician or equivalent	.928	.396	.051	.00	1.86
		Executive	-2.375(*)	.443	.000	-3.42	-1.33
Better	Technician	Executive	-.918(*)	.222	.000	-1.44	-.40

authorization with fair appraisal	or equivalent						
	Executive	Managerial	-1.255(*)	.244	.000	-1.83	-.68
		Technician or equivalent	.918(*)	.222	.000	.40	1.44
	Managerial	Managerial	-.338	.273	.433	-.98	.30
		Technician or equivalent	1.255(*)	.244	.000	.68	1.83
		Executive	.338	.273	.433	-.30	.98
Work culture	Technician or equivalent	Executive	2.571(*)	.261	.000	1.96	3.19
		Managerial	1.442(*)	.288	.000	.76	2.12
	Executive	Technician or equivalent	-2.571(*)	.261	.000	-3.19	-1.96
		Managerial	-1.129(*)	.322	.001	-1.89	-.37
	Managerial	Technician or equivalent	-1.442(*)	.288	.000	-2.12	-.76
		Executive	1.129(*)	.322	.001	.37	1.89
Non monetary recognition	Technician or equivalent	Executive	.514(*)	.128	.000	.21	.82
		Managerial	-.207	.141	.310	-.54	.13
	Executive	Technician or	-.514(*)	.128	.000	-.82	-.21

		equivalent					
		Managerial	-.721(*)	.158	.000	-1.09	-.35
	Managerial	Technician or equivalent	.207	.141	.310	-.13	.54
		Executive	.721(*)	.158	.000	.35	1.09
Retention in the job	Technician or equivalent	Executive	-.476(*)	.116	.000	-.75	-.20
		Managerial	-.447(*)	.128	.002	-.75	-.15
	Executive	Technician or equivalent	.476(*)	.116	.000	.20	.75
		Managerial	.029	.143	.977	-.31	.37
	Managerial	Technician or equivalent	.447(*)	.128	.002	.15	.75
		Executive	-.029	.143	.977	-.37	.31

* The mean difference is significant at the .05 level.

One-Way ANOVA will indicate whether there are significant differences in the mean scores on the employee retention initiatives across the three levels of employees. One-way ANOVA Post Hoc tests have been conducted to determine which level of employees in the case of retention initiatives means actually differ. So, Post-hoc tests can be used to find out where these differences lie.   Table 72 depicts that the mean difference of Technician or equivalent level employees is lesser than Executive level employees as well as Managerial level employees working in the Automobile service workshops in case of retention initiatives taken as Remuneration & career succession

by the organisation. That shows that difference is significant at the .05 level. Because in both groups P value came as .000. Again for Managerial hold with proper guide ship, the mean difference of Managerial level employees is greater than Technician or equivalent and Executive level employees working in the Automobile service workshops. In these groups P value came as .002 and .000 which is significant at the .05 level. The mean difference of Technician or equivalent level employees is lesser than Executive level employees as well as Managerial level employees working in the Automobile service workshops in case of retention initiatives taken as Learning and development by the organisation. That shows that difference is significant at the .05 level. Because in both groups P value came as .004 and .001 respectively. The mean difference of Technician or equivalent level employees is greater than Executive level employees working in the Automobile service workshops in case of Retention initiatives taken as on job counselling by the organisation. That shows that difference is significant at the .05 level as P value came as .000. Again for retention initiative like Growth opportunity with process clarity, the mean difference of Executive level employees is greater than Technician or equivalent and Managerial level employees working in the Automobile service workshops. In these groups P value came as .000 and .000 which is significant at the .05 level. For retention initiative like Growth opportunity with process clarity, the mean difference of Technician or equivalent level employees is lesser than Executive and Managerial level employees working in the Automobile service workshops. In these groups P value came as .000 and .000 which is significant at the .05 level. Again for retention initiative like Work culture, the mean difference of Technician or equivalent level employees is greater than Executive and Managerial level employees working in the Automobile service workshops. In these groups P value came as .000 and .000 which is significant at the .05 level. The difference is again significant at the .05 level between Managerial and Executive level of employees as their p value came as .001. In the last retention initiative taken by the organisation i.e. Non monetary recognition, the mean difference is significant at the .o5 level in the group of Technician or equivalent & Executive and Managerial & Executive level of employees. In both groups, value of significance i.e. P value came

as .000. It was also proved by V.muthukumar (2012) after doing one way anova analysis that mean effective score for the variables such as, the relationship with superior and relationship with sub-ordinates differ significantly among different the designation cadres i.e. executives, staff and workmen level at 5% level.

Hypothesis:

5.8.1. Hypothesis: There exists a significant difference in retention initiatives taken by the organisation for managerial, Technician or equivalent and executive level employees working in the Automobile service workshops of Assam.

The hypothesis is accepted as from the above table it is clearly proved that there exists a significant difference (difference at the .05 level) in retention initiatives taken by the organisation for Managerial, Technician or equivalent and Executive level employees working in the Automobile service workshops of Assam.

5.9 **Fourth objective:**

To study the impact of various identified factors on retention of employees working in the Automobile service workshops of Assam.

Hypothesis: All identified factors have a significant impact on retention of employees working in the Automobile service workshops of Assam

5.9.1 **Results and interpretation:**

Multiple Regression analysis:

Model Summary

Table 73: Model summary of total employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.343	0.118	0.105	1.140

Source: Primary data

A Predictors: (Constant), D_8, D_5, D_4, D_3, D_6, D_7, D_2, D_1

D_1= Remuneration & career succession, D_2= Managerial hold with proper guide ship, D_3= Learning and development, D_4= On job counselling, D_5= Growth opportunity with process clarity, D_6= Better authorization with fair appraisal, D_7= Work culture, D_8= Non monetary recognition.

ANOVA(b)

Table 74: Anova(b) table for total employees

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	99.057	8	12.382	9.521	0.000
	Residual	742.631	571	1.301		
	Total	841.688	579			

Source: Primary data

a. Predictors: (Constant), D_8, D_5, D_4, D_3, D_6, D_7, D_2, D_1

b. Dependent variable: Retention in the job

Table 75: Coefficients(a) table for Total employees

Model		Unstandardized Coefficients	Standardized Coefficients			
		B	Std. Error	Beta	T	Sig.
1	(Constant)	3.889	0.488		7.962	0.000
	D_1	0.014	0.007	0.111	1.975	0.049
	D_2	0.035	0.013	0.137	2.689	0.007
	D_3	0.011	0.037	0.015	0.295	0.768
	D_4	0.161	0.025	0.277	6.510	0.000
	D_5	-0.009	0.014	-0.029	-0.640	0.523
	D_6	0.069	0.028	0.132	2.438	0.015
	D_7	0.074	0.022	0.177	-3.423	0.001
	D_8	-0.065	0.041	-0.072	-1.575	0.116

Source: Primary data

Dependent variable: Retention in the job

Model:

Employee Retention=3.889+ 0.014 (Remuneration & career succession)+ 0.035 (Managerial hold with proper guide ship) +0.011(Learning and development) +0.161(On job counselling)-0.009 (Growth opportunity with process clarity)+0.069 (Better authorization with fair appraisal) +0.074 (Work culture)-0.065(Non monetary recognition)

Interpretation of Table 73

We know that R value shows the correlation between the observed and predicted values of dependent factor. The R value represent the simple correlation and is 0.343 (the "**R**" Column), which indicates a low degree of correlation. The R^2 is coefficient of determination and this value (the "**R Square**" column) indicates how much of the total variation in the dependent factor i.e. employee retention in the job, can be explained by the independent factors i.e. Remuneration & career succession, Managerial hold with proper guide ship, Learning and development, On job counselling, Growth opportunity with process clarity, Better authorization with fair appraisal, Work culture and Non monetary recognition. In this case, 11.8 % variance can be explicated, which is very low. It can be said that more the R square value better the model, but it is not true always. It depends on the study field. In some fields, it is entirely expected that the R-squared values will be low. For example, any field that attempts to predict human behaviour, such as Human resource, psychology, typically has R-squared values are always lower. Physical processes say that human are simply harder to predict. It was found that the factors for retention in the same job or same position for Mr X may not be the same in case of Mr Y. It differs in case of three levels of employees working in the Automobile service workshops also. Again, to study the human psychology for their retention is also very complicated. The researcher has found in Tejashree ranjit deshmukh (2012) dissertation that the R square value comes

only 10% while doing Regression Analysis between Salary Benefit Package as Dependent Factor and Recruitment Factors as Independent Factor. But still the regression model came totally significant at minimum 5% level.

Interpretation of table 74

This table indicates that the regression model calculates the dependent factor considerably well. If we look at the "Regression" row and go to the "Sig." Column, we can see that the significant value is <.05 so the model 1 is significant at minimum 5% level. Again, F value is 9.521 which is more than threshold value of 4 (as cited in R santhosh kumar (2013). So, both indicate that, overall, the regression model statistically significantly predicts the outcome factor (i.e. Employee retention in the job). It means it is a good fit for the data.

Interpretation of table 75

Regression Table 75 measures the amount of total variation in dependent variable due to the independent variables. Moving on the beta value of independent factor i.e. Remuneration & career succession is 0.111 with t value 1.975 and significant level of .049. The beta value of independent factor i.e. Managerial hold with proper guide ship is 0.137 with t value 2.689 and significant level of .007. The beta value of independent factor i.e. Learning and development is 0.015 with t value 0.295 and significant level of 0.768. Again the beta value of independent factor i.e. on job counselling is 0.277 with t value 6.510 and significant level of 0.000. The beta value of independent factor i.e. Growth opportunity with process clarity is -0.029 with t value -0.640 and significant level of 0.523. Again, the beta value of independent factor i.e. Better authorization with fair appraisal is 0.132 with t value 2.438 and significant level of 0.015. The beta value of independent factor i.e. Work culture is 0.177 with t value 3.423and significant level of 0.001. Finally, The beta value of independent factor i.e. Non monetary recognition is -0.072 with t value -1.575and significant level of

0.116.This beta value indicates the amount of change in the dependent factor (Employee retention in the job) due to changes in independent factors i.e. Remuneration & career succession, Managerial hold with proper guide ship, Learning and development, On job counselling, Growth opportunity with process clarity, Better authorization with fair appraisal, Work culture, Non monetary recognition.

So, from the Regression table 75 it can be clearly interpreted that the factors Remuneration & career succession, Managerial hold with proper guide ship, On job counselling, Better authorization with fair appraisal and Work culture has significant impact on employee retention in the job. Again the factors, Learning and development, Growth opportunity with process clarity and Non monetary recognition has no impact on employee retention in the job.

Again, the above table depicts that among all the factors, the factor On job counselling impacts most on employee's retention in the job (p=.000).

5.9.2 Hypothesis:

All identified factors have a significant impact on retention of employees working in the Automobile service workshops of Assam.

The hypothesis is rejected because all identified factors don't have a significant impact on retention of employees working in the Automobile service workshops of Assam. Among all the factors, only factors Remuneration & career succession, Managerial hold with proper guide ship, on job counselling, Better authorization with fair appraisal and Work culture have significant impact on retention of employees. While other three factors i.e. Learning and development, Growth opportunity with process clarity and Non monetary recognition have not any significant impact on retention of employees working in automobile service workshops of Assam.

5.9.2.1 **In case of Technician or equivalent level employee:**

Model Summary

Table 76: Model summary table for technician or equivalent level employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.636	0.404	0.388	0.811

a. Predictors: (Constant), D_8, D_2, D_5, D_4, D_1, D_6, D_7, D_3

ANOVA(b)

Table 77: Anova(b) table for technician or equivalent level employees

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.936	8	16.242	24.686	0.000
	Residual	191.461	291	0.658		
	Total	321.397	299			

a. Predictors: (Constant), D_8, D_2, D_5, D_4, D_1, D_6, D_7, D_3

b. Dependent Variable: Retention in the job

Coefficients(a)

Table 78: Coefficients (a) table for technician or equivalent level employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.523	0.720		3.503	0.001
	D_1	0.007	0.007	0.055	0.944	0.346
	D_2	0.026	0.013	0.122	2.067	0.040
	D_3	-0.370	0.062	-0.549	-5.996	0.000
	D_4	0.326	0.025	0.668	12.818	0.000
	D_5	-0.149	0.024	-0.555	-6.171	0.000
	D_6	-0.023	0.026	-0.058	-0.903	0.367
	D_7	0.033	0.029	0.076	1.157	0.248
	D_8	0.249	0.049	0.275	5.061	0.000

a. Dependent Variable: Retention in the job

D_1= Remuneration & career succession, D_2= Managerial hold with proper guide ship, D_3= Learning and development, D_4= On job counselling, D_5= Growth opportunity with process clarity, D_6= Better authorization with fair appraisal, D_7= Work culture, D_8= Non monetary recognition.

Model:

Employee Retention=2.523+ 0.007 (Remuneration & career succession)+0.026 (Managerial hold with proper guide ship) -0.370 (Learning and development) +0.326 (On job counselling)-0.149 (Growth opportunity with process clarity)- 0.023 (Better

authorization with fair appraisal)+0.033 (Work culture)+0.249(Non monetary recognition)

In case of Technician or equivalent level employees, from the above table 76 it can be seen that the value of R which represents the simple correlation, is 0.636 (the "**R**" Column) that shows higher correlation between the factors of employee retention and employee's retention in the job. The R^2 is coefficient of determination and this value (the "**R Square**" column) indicates how much of the total variation in the dependent variable i.e. employee retention in the job, can be explained by the independent variables. In this case, 40.4 % variance can be explicated, which is fair. From the table 77, we can see that the significant value is <.05 so the model 1 is significant at minimum 5% level. From the Table 78, it can be decided that among all the factors, the factors Managerial hold with proper guide ship, Learning and development, On job counselling, Growth opportunity with process clarity and Non monetary recognition have significant impact on their retention with their organisation.

 The hypothesis is rejected in case of Technician or equivalent level of employees working in Automobile service workshops of Assam.

5.9.2.2 **In case of Executive level employees:**

 Model Summary

Table 79: Model summary table for executive level employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.283	0.080	0.032	1.439

a. Predictors: (Constant), D_8, D_5, D_4, D_3, D_7, D_6, D_2, D_1

ANOVA(b)

Table 80: Anova(b) table for executive level employees

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.306	8	3.413	1.648	0.116
	Residual	312.669	151	2.071		
	Total	339.975	159			

a. Predictors: (Constant), D_8, D_5, D_4, D_3, D_7, D_6, D_2, D_1

b. Dependent Variable: Retention in the job

Coefficients(a)

Table 81: Coefficients (a) table for executive level employees

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.011	1.181		3.397	0.001
	D_1	-0.058	0.034	-0.306	-1.717	0.088
	D_2	0.074	0.041	0.205	1.784	0.076
	D_3	0.150	0.097	0.161	1.538	0.126
	D_4	0.015	0.068	0.022	0.223	0.824
	D_5	-0.004	0.058	-0.006	-0.066	0.947
	D_6	0.131	0.085	0.182	1.548	0.124
	D_7	-0.062	0.074	-0.102	-0.834	0.406
	D_8	-0.112	0.123	-0.099	-0.911	0.364

D_1= Remuneration & career succession, D_2= Managerial hold with proper guide

ship, D_3= Learning and development, D_4= On job counselling, D_5= Growth opportunity with process clarity, D_6= Better authorization with fair appraisal, D_7= Work culture, D_8= Non monetary recognition.

Model:

Employee Retention=4.011-0.058 (Remuneration & career succession) + 0.074 (Managerial hold with proper guide ship) +0.150 (Learning and development) +0.015 (On job counselling)-0.004 (Growth opportunity with process clarity) + 0.131 (Better authorization with fair appraisal)-0.062 (Work culture)-0.112(Non monetary recognition)

In case of Executive level of employees, from the above table 79 it can be seen that the value of R which represents the simple correlation, is 0.283 (the "**R**" Column) that shows low correlation between the factors of employee retention and employee's retention in the job. The R^2 is coefficient of determination and this value (the "**R Square**" column) indicates how much of the total variation in the dependent variable i.e. employee retention in the job, can be explained by the independent variables. In this case, 8.0 % variance can be explicated, which is also very very low. From the table 80, we can see that the significant value is >.05 so the model 1 is not significant at minimum 5% level. From the Table 81**, it can be decided that no one factor has significant impact on retention of employees working in automobile service workshops of Assam.**

So in case of Executive level of employees, the hypothesis is rejected.

5.9.2.3 **In case of Managerial level employees:**

Model Summary

Table 82: Model summary table for managerial level employees

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.566	0.321	0.272	0.955

a. Predictors: (Constant), D_8, D_5, D_3, D_4, D_2, D_7, D_6, D_1

ANOVA(b)

Table 83: Anova(b) table for managerial level employees

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.856	8	5.982	6.554	0.000
	Residual	101.311	111	0.913		
	Total	149.167	119			

a. Predictors: (Constant), D_8, D_5, D_3, D_4, D_2, D_7, D_6, D_1

b. Dependent Variable: Retention in the job

Coefficients(a)

Table 84: Coefficients (a) table for managerial level employees

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.138	1.174		4.375	0.000
	D_1	0.037	0.032	0.344	1.181	0.240
	D_2	0.106	0.033	0.467	3.231	0.002
	D_3	-0.331	0.135	-0.481	-2.455	0.016
	D_4	0.330	0.077	0.493	4.258	0.000
	D_5	-0.019	0.028	-0.076	-0.679	0.498
	D_6	0.046	0.161	0.063	0.286	0.026
	D_7	0.123	0.058	0.389	2.127	0.036
	D_8	-0.363	0.116	-0.538	-3.142	0.002

a. Dependent Variable: Retention in the job

D_1= Remuneration & career succession, D_2= Managerial hold with proper guide ship, D_3= Learning and development, D_4= On job counselling, D_5= Growth opportunity with process clarity, D_6= Better authorization with fair appraisal, D_7= Work culture, D_8= Non monetary recognition.

Model:

Employee Retention=5.138+ 0.037 (Remuneration & career succession)- 0.106 (Managerial hold with proper guide ship) -0.331 (Learning and development) +0.330

(On job counselling)-0.019 (Growth opportunity with process clarity)+ 0.046 (Better authorization with fair appraisal)+0.123 (Work culture)-0.363(Non monetary recognition)

In case of Managerial level of employees, from the above table 82 it can be seen that the value of R which represents the simple correlation, is 0.566 (the "**R**" Column). This value shows high correlation between the factors of employee retention and employee's retention in the job. The R^2 is coefficient of determination and this value (the "**R Square**" column) indicates how much of the total variation in the dependent variable i.e. employee retention in the job, can be explained by the independent variables. In this case, 32.1 % variance can be explicated, which is fair. From the table 83, we can see that the significant value is <.05 so the model 1 is significant at minimum 5% level. From the Table 84, it can be decided that among all the factors, the factors Managerial hold with proper guide ship, Learning and development, On job counselling, Better authorization with fair appraisal, Work culture and Non monetary recognition have significant impact on employee's retention with their organisation.

So the hypothesis is rejected in case of managerial level of employees working in the Automobile service workshops of Assam.