

CHAPTER 7

SUMMARY AND CONCLUSIONS

7.1. Introduction:

The last and final chapter presents the Summary and Conclusions of the research. Summarizing the key findings of the present study and based on these findings the researcher has tried to put forward some suggestions which will help to retain employees in their present organisation. Summary of the whole study in the form of conclusion and also an enormous possibility for further research studies has also been given in this final chapter.

This research has aimed to find out the critical factors which are very much important to keep the employees in their job. For this purpose, the researcher has randomly collected data from 580 numbers of employees working in different service workshops of Assam. These data were analysed by using percentage (%) analysis, Factor analysis, Anova and Post hoc analysis, Regression analysis and Pearson Correlation analysis. In addition to the above statistical tools, reliability test was done to see the reliability of the research instrument and reliability of the new extracted factors. Validity was also tested.

7.2. Suggestions:

The automobile industry in India is one of the largest automobile markets in the world. Its market is one of the fastest growing markets in the world. This sector is contributing a major source of income to the growth of the country. So, it is essential to keep employee satisfied with their job by finding the basic reasons which have influences on employee's retention in their job.

Now, based on the findings, the researcher has put forwarded some suggestions which are as follows:

- It has been found from the study that women employees are mostly not engaged in technician level job in all these Automobile workshops of Assam. When the researcher has tried to know the reason behind that then management told that though they are eager to employ women employees in this level but practically it was not happening. Very recently, the workshop of Hyundai Motor has appointed women employees in mopping who are performing well also. Awareness of engagement of women employee should be increased among dealership, workshops and management level. Because, they can also perform well like they perform in other service organisations. As it has been revealed that gender has no impact on retention, so like male, female employee can be recruited in workshops in technician as well as executive/ managerial level.
- This study has recognized some of the factors which are somehow correlated with employee's retention in the job. Those factors are 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. But all these 8 factors don't significantly impact on retention of employees. It has been seen that among 8 factors, only 5 factors i.e. 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. So Organisations should emphasis more on retaining employee depending on these factors specially revising their current remuneration package, conducting counselling sessions when they are in their job, maintaining a proper work culture in the workshops, giving proper support, guidance and helping employees to

complete their task efficiently and conducting fair performance appraisal along with feeling empowerment to do their own job.

- According to some managerial level employees, they are not fully satisfied with their remuneration package. In fact it cannot be called as a total package. It is because except some employees; retirement benefits, provident fund, gratuity is not included in the remuneration package of the employees working in the workshops. Management is not interested to include pf and gratuity in their remuneration package. In case of contractual technician or equivalent level of employees, they got only consolidated salary which is very less. In such cases, employees feel demotivated in their job and want to leave. So, proper remuneration package should be prepared by the HR people responsible for that workshop for all level of employees. Again, in addition to rewarding with overtime incentive, bonus for target achievement, some festival bonus like cash benefit during Puja and Bihu time can be distributed to all employees for keeping up their retention intention up/motivation level up.
- Managerial hold with proper guide ship has emerged as a very important factor for retention of all level of employees working in the workshops of Assam. In case of technician or equivalent level employees, it is found that their immediate supervisors are responsible for their hand holding to carry on their work. Supervisors should be aware of the fact that their juniors have complete tool kit and other equipments to complete their task. For executive level of employees, managerial level employees are responsible for the proper guide ship. Again for managerial level employees, senior managerial level people should give full support and guidance for any critical issue if arises. For smooth running of the workshop, one employee from the parent automobile company is also allotted in every workshop. He is also responsible for giving guidance and every support to mainly managerial and executive level of employees for smooth functioning of the workshop. But it is seen in case of

some workshops that because of this person, their own managerial level employee's support deteriorates. They are totally dependent on this person only and have a feeling that this is not their duty. In such cases, the junior employees feel demotivated. At that time they feel that they are not cared or valued by their own bosses and want to leave their job. So, this situation must be improved for increasing the retention rate of employees.

- Learning and development is emerged as another very important factor of retention. Generally it is seen in the workshops that in-house technical training is given to managerial, executive and technician level employees. Leadership development, training related to business and process is generally given to managerial level of employees and soft skill development training is generally given to executive level of employees by the parent automobile company's person. But it is seen that management are very reluctant to arrange training frequently. In fact these trainings are not well planned also. For that, the quality of training mostly deteriorates. So, training bulletin should be prepared and circulated in last of every month for next month so that who, when and what kind of training will be pertained to the employees will be known to them in advance. Then, the employee will be accordingly ready for that and absenteeism rate can drop. For every workshop there should have one training incharge that will be responsible for preparing and coordinating these training programmes. One very urgent thing came to know from this study that the HR person of any dealership who is responsible for service workshop also is not very much involved in performance appraisal process, coordinating various training programmes and on job counselling. HR people are mainly involved in keeping attendance of the employees, keeping leave records and recruitment. So, employees are dissatisfied with that HR personal. That's why the researcher wants to forward the suggestion that HR should have active involvement in fair performance appraisal of all the employees so that promotions can be given on the basis of performance of the employee. It is

found in many workshops that promotions are given only on seniority basis not both performance and seniority basis. So it demotivates some young performers who are competent than the senior aged employees and deserve promotions. Automatically their retention intention goes down. Favouritism is sometimes seen while giving promotions or any kind of monetary or non monetary benefit given to some employees. In this case proper role of HR people is very much necessary. In fact employees are not clear about performance appraisal procedure. Orientation programme should also be organised on structured way by the HR people to make the comfort feeling of the newly joined employee.

- In this research on job counselling has emerged as one of the most important factor of retention. This factor can be considered for attracting and retaining the best employees and increase the quality of the workforce. For last three years, Maruti Suzuki is conducting “stay interview” for their employees. According to the management of Maruti Suzuki *"It makes sense to probe employee minds while they are still working in the company and take their feedback for transform the present system rather than asking for it after losing them to their competitors"*. Unofficially on job counselling is going on among employees by their reporting bosses or supervisors in some workshops. But there is no any structured way of doing this. HR people are also not involved for conducting on job counselling. So, there should be structured way of conducting on job counselling in every workshops. It is because the importance of having stress-free, motivated and competent employees is very much necessary for every organisation's success. So, by conducting on job counselling, the management is able to understand the employee and his/her expectation from the organisation and his/her reason of dissatisfaction with the organisation. By conducting on job counselling it is possible to help the employee to cope with the situation and the stress, help him/her in better decision making and if possible to fulfil the expectations of the employee or

understand the employee's situation and look at them with a new perspective and positive outlook so that the employee will be retained in the organisation for long time. By conducting on job counselling, it makes sense to explore employee minds while they are still working in the organisation and take their feedback for changes rather than asking for it after losing them to competition. It is like giving psychotherapy to employees by the employers. Apart from this, on job counselling helps employee to boost his/her the morale and spirit, creating a positive outlook and helps employees to make decisions to deal with the problem.

- Growth opportunity with process clarity is another very important factor of retention. Career growth along with personal growth is very necessary for every employees working in the workshops. But the main problem is that career growth is limited in this kind of organisation. In fact as explained earlier, employees are not clear about how performance appraisal is done and on what criteria their promotion or demotion is linked. So, either process clarity or role clarity is very much important for employee's retention because their career growth is related with it.
- Better authorization with fair appraisal is very significant factor of retention of employees. Though it is relevant for all level of employees, but this factor is very much necessary for managerial level employee's retention. It is because managerial level employees generally get fair salary and their career growth is stagnant. So, if they get authority to take some decisions or carry their work in independent way then only they want to retain in the organisation.
- Another very very important factor for retention of employees is presence of proper work culture in a workshop. Money is not enough for retaining employees. For retaining employees, employees want a work place where

they are treated with respect, where they feel appreciated, valued and cared, where they get all basic amenities for doing their job, where relationship between colleagues, bosses are healthy, where they need not to compromise their ethics and values for their performance, where proper physical working conditions is there and most importantly where they can maintain proper work-life balance- that kind of workplace attract and retain employees for long time. The researcher want to suggest improving infrastructure facilities like well ventilation system, adequate numbers of fans in the workshops and canteen for employees lunch and tea break in case of workshops. It is because these facilities are found absent in some workshops of Assam. In some workshops it was noticed that the relationship between the employees and their boss mostly in case of proprietor is not very healthy and communication gap is always present. Because of the poor relationship, employees can't connect him/her. In such cases, the boss can sit down and have a conversation (mostly not about the work) with the employee to know their employees better. Family engagement programme like picnic, celebration of Bihu, holi etc should be arranged at least once or twice in a year. One way to maintain healthy work culture is by implementing an employee feedback system, where all employees are able to provide feedback to the organisation's management team. The feedback must be heard, acknowledged, and responded to. Fun at work or humour can be considered as one of a retention strategy. Because when people laugh and joke among themselves, then healthy relationships can be built very easily among them. Positive workplace relationships promote positive workplace behaviours such as information sharing, unofficial training, and sympathy in times of need. It will help to improve effectiveness, productivity, and performance of the employee. The employee will feel proud to work for positive organisations and share their experience with their social networks which will help to enhance brand value of the organisation and also will attract competent employee of other organisations to work there.

- Non monetary recognition is also important for retention of all level of employees. Workshop management as well as parent automobile company also recognise their performers various ways like declaring employee of the month in the monthly meeting, distributing certificates to the deserved employee, shaking hands with employees for their performance. Company people arrange foreign trips to performers of the workshops for keeping their motivation level up. Given below some more kinds of non monetary recognition by the researcher for the workshop employee for better retention which can be taken by the management of the workshop.
 - ✓ Allowing Flex time to work for the managerial level employees.
 - ✓ Free lunches, snacks, or beverages or restaurant coupons for the family of the employee.
 - ✓ Surprise gift at door step in the occasion of anniversary or the birthday of the employee.

- To retain the senior level employees, more power and more responsibility should be given to them.

- As Education has positive and significant impact on employee's retention in the job in Automobile service workshops of Assam is proved, so to improve job skills; vocational classes, professional certificate courses could be arranged from the management to enhance their employee's quality.

- After recruiting a new employee, the orientation programme should be done in a structured way. Because it was noticed that orientation programme was generally taken very lightly because of which the new employee takes much time to connect himself/herself to the organisation and its people. In fact he/she

can be given one mentor from the department for few days who will be helping him/her for doing the job properly.

7.3. Scope for future research:

This research study is limited to Assam excluding barak valley only. This kind of study can be further carried out in other cities of India and barak valley as well. As a result of this study, many opportunities for future study have been emerged. Researcher has felt the need of knowing the critical factors of employee turnover and strategies to reduce employee turnover among employees working in the Automobile service workshops of Assam for future study. A research can also be conducted on various other retention tools which help to increase retention of employees. The researcher has suggested that more research can be conducted in this topic in other service sectors also specially taken Assam or North-Eastern states as a study area. Findings of this research could also be studied further in concurrence with other organizational data such as employee attrition and employee job satisfaction to further authenticate the results. Again future study could be done taking employees psychographic factors for retention. Because, before recruiting any new employee to an organisation, it seems very essential to study the psychology of the candidate as much as possible so that he/she can retain longer.

The mindset of people living in eastern zones especially north eastern people definitely is somehow different from other parts of Indian people. So, the factors which are applicable for retention or attrition of employees is definitely be different from other parts of the country. So, conducting this kind of study will be very helpful for the organisations operating in this state. Because retention of employee helps to grow any organisations and making it more profitable one.

7.4. Conclusion:

Employees or in other terms human resources are the most important asset of any organisation among all assets present there. The main difference between human resource asset and other assets is that this asset can move or walk out from the organisation at any time whenever they feel that they are no longer valued or important to the organisation. In an organisation where employees are not able to use their full potential and not heard, they are likely to depart because of strain and disappointment. So retaining this asset is very much important for today's corporate world. It is because when one employee is trained and gained experienced in a reputed organisation, then his/her scope for getting better opportunities has increased in the job market and globalisation has also contributing a lot for his/her turnover in the current organisation. Again better growth prospects, well-paid salary, flexibility in work, healthier work culture, better employee engagement and also empowerment are some of the factors for which he/she wants to move on. It is not the point that for every employee, the same retention strategy may work on. Human mind is the most complex to read in today's techno savvy world. What is going on one's mind is difficult to predict. The factor which is responsible for one employee may not be the same for another employee. For what may be the reason or factor an employee wants to move on, it is the responsibility of the management and the human resource personnel or the team to get involve immediately and find out the exact reason for employee's intention to leave the current organisation. So, it is the duty of the management and seniors of the organisation for trying to retain their gems with utmost care and suitable retention strategy for different level of employees. From the current study, it has been inferred that the factors responsible for managerial level employee's retention are not all same in case of technician or equivalent level employee's retention in the job. So, retention strategy must also be different for these two levels of employees. It is found in the study that retention rate of managerial level employees is high than the technician or equivalent level employees. As technician employees are mostly skilled employees, so it is very necessary to retain them because the secret behind a profit-making business

is its highly skilled and capable employees. Lots of money is involved for giving technical training to these skilled employees. Moreover, their learning increases as time passes and they can do faster work when they are experienced with time passes. So, it is very urgent to keep the skilled performers otherwise they will join the competitors and carry the secrets with them.

All the objectives and their hypothesis are tested and aim of the study has been fulfilled. The factors responsible for retention of employees are extracted from this study. The impact of these factors and demographic variables on retention of employees are also found out. Comparative analysis of employee retention initiatives meant for Technician or equivalent, Managerial and Executive level employees are also carried out by doing anova and post hoc test. The outcome of the objectives and hypotheses of the study has been given in the following table.

Table 85: Outcome of Objectives and Hypotheses of the study

Sl no	Objectives	Outcome	Hypotheses	Outcome
1	Identification of factors and their relationship with retention of employees working in the Automobile service workshops of Assam.	The factors identified for employee's retention in the job from the factor analysis are Remuneration & career succession, Managerial hold with proper guidance, Learning and development, On job counselling, Growth opportunity with process clarity, Better authorization with fair appraisal, Work culture and Non monetary recognition.	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 positively related to Remuneration & career succession. H1.2. Managerial hold with proper guidance is positively related to employee retention.	The hypothesis is rejected.

			<p>H1.3. Learning and development is positively related to employee retention.</p> <p>H1.4. On job counselling positively impacts on employee retention.</p> <p>H1.5. Growth opportunity with process clarity has relationship with employee retention.</p> <p>H1.6. The retention of employee is due to Better authorization with fair appraisal.</p> <p>H1.7. Work culture is positively related to employee retention.</p> <p>H1.8. Non monetary recognition is significantly related to employee retention</p>	<p>The hypothesis is accepted.</p> <p>The hypothesis is accepted.</p> <p>The hypothesis is accepted.</p> <p>The hypothesis is accepted.</p> <p>The hypothesis is accepted.</p> <p>The hypothesis is rejected.</p>
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2	To find out the impact of demographic variables on retention of employees working in the Automobile service workshops of Assam	Except education; working hour, income, gender, age and working experience with the present organisation have not any significant impact on employee's retention in the job.	H2.Demographic variables have a significant impact on retention of employees working in the Automobile service workshops of Assam.	The hypothesis is rejected.
3	Making a comparative analysis of employee retention initiatives meant for Technician or equivalent, Managerial and Executive level employees working in	There exists a significant difference in retention initiatives taken by the organisation for Technician or equivalent, Managerial and Executive level employees.	H3.There exists a significant difference in retention initiatives taken by the organisation for Technician or equivalent, Managerial and Executive level employees working in the	The hypothesis is accepted.

	the Automobile service workshops of Assam.		Automobile service workshops of Assam.	
4	To study the impact of various identified factors on retention of employees working in the Automobile service workshops of Assam.	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.	H4.All identified factors have a significant impact on retention of employees working in the Automobile service workshops of Assam.	The hypothesis is rejected.

From this study it can be concluded that recruiting right people at right time at right place is the first step of retention. In today's business world, there is almost negligible margin error remains in between recruitment and retention of employees. Management must also implement proper retention strategies for every employee for keeping them for the long time. It is because finding the quality skilled manpower is not very easy in Assam in this sector like other service sectors. In fact special care should be taken for retaining women employees. It is because, except Customer relationship management department, women are the least applicant for other vacancies prevailing in other departments. The study shows that majority of the service workshops are employing retention tools as the Remuneration and career development, healthy work culture, managerial support and guidance for retention of employees. Again, management should focus on other some retention tools like everyday round table discussion

between employees and their immediate managers; half yearly or quarterly contest among employees, on job counselling etc. The result of the study is expected to help the management of automobile service workshops in maximising the retention rate by developing successful retention strategies particular to their individual unit present in Assam. As the Automobile industry in India is one of the major and fastest growing markets in the world and contributing a major source of income to the growth of the country so retention of employee with their job is very important in today's business. Happily retaining employees help to accomplish organizational goal as well as their ones in life.