

## LIST OF TABLES

<b>Table Number</b>	<b>Caption</b>	<b>Page number</b>
Table 1	Turnover rate calculation	8
Table 2	Estimated Market share of Passenger Vehicles By the Top 5 Firms in the Indian Automotive Industry (%)	17
Table 3	Category-wise Production trend in Indian Automobile Industry (In Nos)	17
Table 4	Category-wise Production trend in Indian Automobile Industry (In Nos)	18
Table 5	Category-wise domestic sales trend in Indian Automobile Industry (In Nos)	18
Table 6	Category-wise sales trend in Indian Automobile Industry (In Nos)	18
Table 7	Category-wise export trend in Indian Automobile Industry (In Nos)	19
Table 8	Category-wise export trend in Indian Automobile Industry (In Nos)	19
Table 9	Some earlier studies (cited in Jimmy Corton Gaddam( 2013)	20-22

Table 10	Tata Motors dealers name having authorised service workshops	24
Table 11	Ford Motors dealers name having authorised service workshops	24
Table 12	Mahindra & Mahindra dealers name having authorised service workshops	25
Table 13	Honda Motors dealers name having authorised service workshops	26
Table 14	Nissan Motors dealers name having authorised service workshops	26
Table 15	Toyota Kirloskar Motor dealers name having authorised service workshops	27
Table 16	Volkswagen dealers name having authorised service workshops	27
Table 17	Renault Motors dealers name having authorised service workshops	28
Table 18	Hyundai Motors dealers name having authorised service workshops	28-30
Table 19	General Motors dealers name having authorised service workshops	30
Table 20	Maruti Suzuki Motors dealers name having authorised service workshops	31-33
Table 21	Compensation factor which are said by respective authors having relation with employee retention in their research papers in respective years	64-65
Table 22	Career development opportunities and promotion factor having relation with employee retention which is said by respective authors in their research papers in respective years	66-67

Table 23	Job security factor having relation with employee retention which is said by respective authors in their research papers in respective years	68
Table 24	On boarding and orientation having relation with employee retention which is said by respective authors in their research papers in respective years	69
Table 25	Job Satisfaction having relation with employee retention which is said by respective authors in their research papers in respective years	69
Table 26	Leadership having relation with employee retention which is said by respective authors in their research papers in respective years	70
Table 27	Supervisor support having relation with employee retention which is said by respective authors in their research papers in respective years	70-71
Table 28	Working environment having relation with employee retention which is said by respective authors in their research papers in respective years	71
Table 29	Training and Development having relation with employee retention which is said by respective authors in their research papers in respective years	72
Table 30	Performance appraisal having relation with employee retention which is said by respective authors in their research papers in respective years	73

Table 31	Work Life Balance having relation with employee retention which is said by respective authors in their research papers in respective years	73-74
Table 32	Percentage of respondents	105
Table 33	Break up of sample collected	106
Table 34	The list of number of workshops of their respective Automobile Company taken for sample collection	107
Table 35	List of different level of employees	110-111
Table 36	Category of Dealers with Workshops( the Standard Form)	112
Table 37	Operationalization of the words	113-114
Table 38	5 sections of the questionnaire (dividing the questionnaire into 5 parts)	123-124
Table 39	The list of Automobile dealers along with their authorised service workshops present in Assam for sample collection(sample collected by using simple random sampling) and the numbers of employees working there	125-128
Table 40	Gender –wise classification of the respondents	130
Table 41	Educational qualification of the Respondents	131
Table 42	Age –wise classification of the respondents	132
Table 43	Classification of the respondents based on Tenure/Working experience with the present organisation	133
Table 44	Working hour wise classification of the respondents	134

Table 45	Income wise classification of the respondents	135
Table 46	Table showing Organisational hierarchy of the respondents	136
Table 47	Constructs of Employee Retention	137-140
Table 48	Factors of retention extracted by different researchers by doing factor analysis in their recent study	140-141
Table 49	Rotated Component Matrix	142-143
Table 50	Pearson's coefficient of correlation matrix for all factors in the study	146
Table 51	Correlations between Remuneration & career succession and Employee retention	149
Table 52	Correlations between Managerial hold with proper guide ship and Employee retention	149
Table 53	Correlations between Learning and development and Employee retention	150
Table 54	Correlations between On job counselling and Employee retention	150
Table 55	Correlations between Growth opportunity with process clarity and Employee retention	151
Table 56	Correlations between Better authorization with fair appraisal and Employee retention	151
Table 57	Correlations between Work culture and Employee retention	152
Table 58	Correlations between Non monetary recognition and Employee retention	152
Table 59	Cronbach's alpha value for 57 numbers of items	153

Table 60	List of 57 numbers of items for testing of reliability of the questionnaire	154-157
Table 61	Reliability of questionnaire in case of technician level employees	157
Table 62	Reliability of questionnaire in case of executive level employees	158
Table 63	Reliability of questionnaire in case of managerial level employees	158
Table 64	Cronbach alpha value for total, technician, executive and managerial level employees considering 37 numbers of variables	159-162
Table 65	Cronbach alpha value for total, technical, executive and managerial level employees considering 11 numbers of factors extracted from literature review	163-164
Table 66	Cronbach's alpha value of extracted factors	165
Table 67	Item to Scale Correlation Matrix for critical factors of employee retention	166-168
Table 68	Model Summary (Demographic variables)	168
Table 69	Anova(b) (Demographic variables)	169
Table 70	Coefficients(a)(for demographic variables)	169
Table 71	Anova test of Extracted factors	176-177
Table 72	Post hoc test	178-182
Table 73	Model summary table for total employees	184
Table 74	Anova(b) table for total employees	185

Table 75	Coefficients(a) table for Total employees	185
Table 76	Model summary table for technical level employees	189
Table 77	Anova(b) table for technical level employees	189
Table 78	Coefficients(a) table for technical level employees	190
Table 79	Model summary table for executive level employees	191
Table 80	Anova (b) table for executive level employees	192
Table 81	Coefficients (a) table for executive level employees	192
Table 82	Model summary table for managerial level employees	194
Table 83	Anova (b) table for managerial level employees	194
Table 84	Coefficients (a) table for managerial level employees	195
Table 85	Outcome of Objectives and Hypotheses of the study	216-219

### **LIST OF FIGURES**

<b>Figure Number</b>	<b>Caption</b>	<b>Page number</b>
Figure1	Projected Research model	63
Figure 2	The Rethinking Retention Model	74
Figure 3	Howartt's Model of Employee Retention.	75
Figure 4	Research model	83
Figure 5	Motivational factors for employee retention and engagement	90
Figure 6	Mobley's model of employee turnover	99

Figure 7	Hierarchy between MD and GM	108
Figure 8	Hierarchy between GM to Manager	108
Figure 9	Hierarchy between SM and Technician level employees	109
Figure10	Hierarchy between CRM and Executive level employees	109
Figure 11	Hierarchy between BSM and Technician level employees	110
Figure 12	Hierarchy between SPM and Technician level employees	110
Figure 13	Gender-wise classification of the respondents	130
Figure 14	Educational qualifications of the Respondents	131
Figure 15	Age –wise classification of the respondents	132
Figure 16	Tenure wise classification of the respondents	133
Figure 17	Working hour wise classification of the respondents	134
Figure 18	Income level wise classification of the respondents	135
Figure 19	Organisational hierarchy of the respondents	136