

## **CHAPTER 6**

### **DISCUSSIONS**

This chapter presents the key findings which have been derived from analysing the data collected from 580 respondents, observing the working environment prevailing in some workshops and also making informal discussions with some employees working in the workshops.

#### **Discussions based upon results of the study:**

The following are the major discussions based upon the results which are derived from the data analysis in the study:

- From the analysis, it is found that majority of the respondents i.e. 90.2% are male and only 9.8 % are female.
  
- It has been found from the analysis that majority of respondents i.e. 67.2% are undergraduates, 21.4 % are graduate degree holders and only a small portion i.e. 11.4 % constitute to Post graduate level.
  
- The highest numbers of respondent i.e. 42.9 % are in to age group of 20-30. 37.4 % are in the age group of 30-40 and remaining 19.3 % include age group between 40 to 60. Almost negligible i.e. 0.3 % are in the age group above 60.
  
- 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 tenure with the organisation. 16.4 % are in the tenure of 6-10 years. Only 13.6 % employees are in the tenure of less than 1 year. Least amount of respondents i.e. only 4 % include in the tenure of above 15 years with the organisation where they are presently working.

- It can be interpreted that maximum number of respondents/employees i.e. 49.8 % work 8-10 hours daily in their workshops. 46.4 % employee's working hour is in between 6-8 hours. Least number of employees i.e. 3.8 % is in the bracket of 10-12 working hours in their workshops.
- The maximum number of respondents i.e. 64 % is in the income level of 5000-10000. 34 % of employee's income level is in between 10001 to 30000 per month. Only 2 % employees (i.e. senior managerial level) get their income in the bracket of 30001-40000.
- The highest numbers of employees i.e. 51.7 % of respondents are from Technician or equivalent level, 27.6 % respondents are from Executive level employees and 20.7 % of respondents belong to Managerial level employees.
- Referring to the first objective of the research, the factors identified for employee's retention in the job from the factor analysis 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.
- Referring to the first hypothesis of the research i.e. The identified factors have a significant relationship with retention of employees working in Automobile service workshops in Assam, it has been found after doing the correlation analysis that all identified factors don't have a significant relationship with retention of employees working in the Automobile service workshops of Assam, so the hypothesis is rejected. Only factors Remuneration & career succession, On job counselling and Better Authorization with fair appraisal has positive and significant relationship with retention of employees.

- Referring to the first sub hypothesis of the first main hypothesis i.e. the retention of employee is due to Remuneration & career succession, the hypothesis is accepted with a weak relationship. It means that though this factor is responsible for employee's retention, still this is not the most important factor for retention. There are other factors also which are responsible for employee's retention in the job. The remuneration is generally not fair enough for all level of employees working in the workshops of Assam.
- Referring to the second sub hypothesis of the first main hypothesis i.e. Managerial hold with proper guide ship is positively related to employee retention, the hypothesis is accepted. Managerial hold with proper guide ship has very low positive correlation with employee retention. But this relationship is not significant. It is because of the fact that supervisor/managerial support and proper guide ship is generally always there for the employees. We know that all the workshops are private and their parent company is also private Company. So, apart from the management of the dealership, one or two service managers from the respective parent automobile company are also allotted in the workshops so that they can offer all kinds of support like technical support, process support, human resource guideline, financial and moral boosting & motivational support to all level of employees working in the workshops.
- Referring to the third sub hypothesis of the first main hypothesis i.e. Learning and development is positively related to employee retention, the hypothesis is accepted. But the value is totally non significant and very low. That means though different learning programmes help employees to acquire new information and knowledge to perform their job well and help to face many new challenges in their jobs but this factor does not help to retain them in their job.
- Referring to the fourth sub hypothesis of the first main hypothesis i.e. on job counselling is positively correlated with employee retention, the hypothesis is

accepted. It is known to all that exit interview is a common practice for almost every organisation. But on job counselling is not very common practice. In case of Assam, some workshops are practicing this but not in an organised manner. But according to the respondents, it is very important tool/practice for their retention. It is because by conducting on job counselling, management are able to understand their employee's problems, expectations and aspirations while working with them. 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 changes rather than asking for it after losing them to competition*".

- Referring to the fifth sub hypothesis of the first main hypothesis i.e Growth opportunity with process clarity has significant relationship with employee retention, the hypothesis is rejected. It is seen that the employees working in the workshops are not very clear and sure about the performance appraisal procedure, about their career growth or personal growth though they perform well in their job. For example, a technician if he performs well then he may be promoted to senior technician position but not more than that. Especially in case of Assam, as there is no Automobile manufacturing plant or very few registered offices present, so they have very less chance of recruiting there also. So, he/she has the less chance of getting promotion to maximum executive level but not more than that. Likewise in case of other level of employees also, the career growth is very limited. Also, they are not also cleared about their performance appraisal process also. So, this factor has no significant impact on retention.
- Referring to the sixth sub hypothesis of the first main hypothesis i.e. the retention of employee is due to Better authorization with fair appraisal, the hypothesis is accepted. It is because, fair performance appraisal is very much important for retention of employees. If favouritism is seen in the time of

giving promotion, then the employee gets demotivated and not retained. Again, when employee puts forward some suggestions and management hears it seriously then the employee feel motivated and simultaneously his/her retention rate goes up. When they feel empowered of their job then the chances of retention goes up. So, this factor is positively correlated with employee retention.

- Referring to the seventh sub hypothesis of the first main hypothesis i.e. Work culture is positively related to employee retention, the hypothesis is accepted. But it is seen that work culture has not any significant impact on retention of employees. It is because of the fact that the working ambience, the physical working conditions, the general environment or the surroundings of the workshop and work life balance is generally very good for the employees working in the workshops. It is good because every workshop has to obey the guidelines set by the parent automobile company regarding their working conditions. It is revealed in the study that if the norms regarding the working environment are not obeyed by the organisation then the parent company has the full authority to close that workshop. So, this factor has not any significant impact on retention of employees.
- Referring to the eighth sub hypothesis of the first main hypothesis i.e. Non monetary recognition is significantly related to employee retention, the hypothesis is rejected. It is because the remuneration is generally not very fair generally for all level of employees working in the workshops. So they prefer to have some monetary cash benefit in every achievement or for their extra work rather than non monetary benefit like shaking hand or cutting his/her birthday cake etc.

- It is found in the study that the research instrument is totally reliable and the factors extracted for the employee retention have also passed their reliability test.
- Referring to the second objective i.e. to find out the impact of demographic variables on retention of employees working in the Automobile service workshops of Assam, it has been found out that 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. The hypothesis demographic variables have a significant relationship with retention of employees working in the Automobile service workshops of Assam is rejected because among 6 demographic variables, only one variable is significantly related to employee retention and other all five variables are not statistically significant to the retention of employees working in the Automobile service workshops of Assam.
- Referring to the third objective and hypothesis i.e. 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 and there exists a significant difference in retention initiatives taken by the organisation for Technician or equivalent level, Managerial and Executive level employees; so after making the comparisons by doing anova analysis, it has been found that there exists a significant difference in retention initiatives taken by the organisation for Technician or equivalent, Managerial and Executive level employees. After completing the anova analysis, the researcher felt the need to do post hoc analysis to see which level of employees differ in case of eight retention initiatives meant for all level of employees. It has been found by doing post hoc analysis that in case of Remuneration & career succession, significant difference exists in between Managerial & Technician or equivalent level and Executive & Technician or

equivalent level employees. In case of Managerial hold with proper guide ship, significant difference exists in between Managerial & Technician or equivalent level and Managerial & Executive level employees. Significant difference is seen in between Managerial & Technician or equivalent level and Technician or equivalent level & Executive level employees in case of Learning and development retention initiatives. In case of on job counselling, significant difference exists in between Technician or equivalent level & Executive level employees. Significant difference is seen in between Managerial & Executive level and Technician or equivalent level & Executive level employees in case of Growth opportunity with process clarity retention initiative. In case of Better authorization with fair appraisal, significant difference exists in between Managerial & Technician or equivalent level and Managerial & Executive level employees. Significant difference is seen in between Technician or equivalent level & Executive level, Technician or equivalent level & Managerial level and Managerial & Executive level employees in case of Work culture. In case of Non monetary recognition, significant difference exists in between Technician or equivalent level& Executive level and Managerial & Executive level employees.

- The fourth objective is to study the impact of various identified factors on retention of employees working in the Automobile service workshops of Assam and the hypothesis is all identified factors have a significant impact on retention. By doing the regression analysis, it can be clearly observed 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. These factors are responsible for retention of all respondents taken for the study. But when only technician or equivalent level of employees are taken

then it can be seen 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 has significant impact on their retention with their organisation. This Learning and development factor is important to retain technician employees because they face the real challenge while servicing/repairing a car because new technology is imparted into the cars very frequently due to competition among the major players. So, when they are given training about new technology then only they feel confident enough to do their job well and hence they retain. Again, as the remuneration is not very high for the technician or equivalent level employees, so monetary benefit as well as some kind of non monetary benefit helps them to retain as well as motivate them to do their job. Again when only executive level of employees is taken then it can be seen that no one factor has significant impact on retention of employees working in automobile service workshops of Assam. When only managerial level of employees are taken then it can be seen that the factors Managerial hold with proper guide ship, Learning and development, On job counselling, Work culture and Non monetary recognition has significant impact on their retention with the organisation. It can be revealed in the study that apart from technical training, training on soft skill and employee's personal growth is given to managerial level of employees. These training programmes are generally organised in outside of Assam which can be considered as learning cum recreational trip for them. This is very helpful for their retention because career growth generally sluggish in this level. Non monetary recognition also plays a significant role for managerial level employee's retention. It is revealed in the study that non monetary recognition like verbal recognition in team meeting, throwing lunch at good resort for the family are very important for their retention.

- Job security has not been revealed as a separate factor for employee's retention. It is because of the fact that though employees are working in private

organisations, because of their technical qualification and knowledge, they are in high demand by the other competing organisations. So, employers never want to lose their competent skilled employees by any means. Again employers try their best to retain their executive and managerial level employees so far they are not involved in any kind of crime, theft or monetary scandal. Again, because of globalisation, employee can choose the best offer for him/her and leave their present job. So, the impact of this variable is not so much relevant in this research.

- Separate policy of work-life balance is not there for each and every workshop.