

## Abstract

The Automobile industry is one of the major industries that can contribute to country's economic development. The automobile industry in India is one of the largest automobile industries in the world. Also, India's Automobile market is one of the fastest growing markets in the world. As North- East is still a virgin market for expansion of many Automobile companies, it is seen that the numbers of Automobile service workshops are increasing in North- East, especially in Assam now a days. The Automobile market of Assam is good in present days though the scope of expansion is still there. This was possible because of proper, timely and satisfactory service given to the customers after sales have been completed. For growth of any kind of organisation, after sales service is as important as sales. Because people buy products only from those organisations where they can get excellent service facility after sales part is done. In this regard, automobile service workshops play a very very important role in growth of automobile industry as well as automobile markets in India. This holds good for Assam also. It has been revealed by doing the survey before the main research that annual turnover rate is increasing from 18% (2012-13) to 28% (2014-15) in the Automobile service workshops present in Guwahati and Tinsukia. Survey was done for validating the study and testing the research instrument in Guwahati and Tinsukia because Guwahati is the capital of Assam and Tinsukia is the hub for presence of all the service workshops of major Automobile Company's especially catering upper Assam. So, alarmingly high turnover rate draws the attention of the management and it's high time to take some necessary steps to cure this problem of attrition. For that this kind of study on retention is very much needed in this sector specially in case of Assam. Extensive literature review is done in this topic by the researcher. After doing vigorous literature review, the objectives of this research have been finalised.

The **objectives** of this research identified are as follows.

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

2. Finding out the impact of demographic variables on retention of employees working in the Automobile service workshops of Assam.
3. Making a comparative analysis of employee retention initiatives meant for Technician, Managerial and Executive level employees working in the 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 **Hypotheses** of the research are as follows:

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 and 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 positively impacts on 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.

H2. Demographic variables have a significant impact on retention of employees working in the Automobile service workshops of Assam.

H3. 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.

H4. All identified factors have a significant impact on retention of employees working in the Automobile service workshops of Assam.

This research again aims to see the relationship between the factors identified in the research and retention of the employees working in automobile service workshops of Assam. Here the researcher has observed that the relationships exist in between Remuneration & career succession and employee retention, Managerial hold with proper guide ship and employee retention, Learning and development with employee retention, On job counselling and employee retention, Growth opportunity with process clarity with employee retention, Better authorization with fair appraisal and employee retention, Work culture and employee retention and lastly Non monetary recognition and employee retention.

Coming to the research methodology part, a simple random sample has been selected for this study. This has been accomplished by taking random samples from the 70 Automobile service workshops of eleven numbers of Automobile Companies operating in Assam. Three levels of employees i.e. technician or equivalent, managerial and executive level employees are taken for the study. The total 580 samples are collected from the 70 Authorised service workshops (random selection of 70 workshops from total 118 Authorised workshops) of 11 Automobile companies present in Assam. Among 580 respondents, 300 respondents are from Technician or equivalent level, 160 respondents are from executive level and 120 are from managerial level employees working in the workshops. Primary data was collected with the help of a well structured questionnaire prepared by the researcher keeping the objectives and hypotheses in mind. As the technician or equivalent level employees working in the workshops are not very much literate, so researcher has translated the questionnaire in Assamese language for them so that the questionnaire is easily understandable by them. Some technician or equivalent level employees also filled up the questionnaires in English also. The relevant data were collected in the year 2014-2015. Only 580 respondents were taken out for analysis out of 950 questionnaires administered. The remaining questionnaires were incomplete and cannot be used for further analysis as it was half filled or not fully informative. Researcher has also collected some data by observing the working environment prevailing in the workshops while visiting the workshops. Secondary data has been collected from

some of the annual journals and other records of the Automobile companies, internet searching, authorised Automobile Company's websites also. For the study, appropriate research tools were used by the researcher. Analysis of the data received from the respondents was done using SPSS V 17. The validity was established and Reliability was also tested. As the main purpose of the research is to find out the factors which influence the retention of employees working in Automobile service workshops of Assam, so following kinds of statistical tools were felt appropriate by the researcher for such kind of particular analysis. The statistical tools used for analysis are as follows:

- 1) Descriptive Statistics( Mean or Average score, Standard Deviation)
- 2) Percentage Analysis
- 3) Factor Analysis
- 4) ANOVA test
- 5) Post- hoc analysis
- 6) Correlation Analysis( Pearson correlation)
- 7) Reliability test
- 8) Validity analysis
- 9) Regression Analysis
- 10) Bar diagram, Pie diagram to show the results of the study.

The result revealed that the factor "On job counselling" as emerged as most important factor for influencing retention of employees working in the workshops. Apart from on job counselling, it has been found that the factors responsible for employees retention extracted from the factor analysis are Remuneration and career succession, Managerial hold with proper guide ship, Learning and development, Growth opportunity with process clarity, Better authorization with fair appraisal, Work culture and Non monetary recognition. Factors which are important for retention was the first objective of this research. 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, the findings revealed that 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. Referring to the first sub hypothesis of the first main hypothesis i.e. the retention of employee is positively related to Remuneration and career succession, the result showed that the hypothesis is accepted but the relationship is weak. 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 findings from the table after doing correlation showed that hypothesis is accepted. The factor Managerial hold with proper guide ship has very low positive correlation with employee retention. But this relationship is not significant as seen in the result. 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 in this case. But the value is totally non significant and very low. Referring to the fourth sub hypothesis of the first main hypothesis i.e. on job counselling positively impacts on employee retention, the hypothesis is accepted. This factor was revealed as a very important factor for retention of employees. 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 in this case. It is noticed that the employees working in the workshops are not very clear about their performance appraisal procedure or their career growth policy of the organisation. Employees of the workshops are also not very clear about the process adopted by the organisation for their personal growth. They are not clear about their career growth in spite of performing well in their job. 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. 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. In accordance 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 in this case. After completion of the first objective and hypotheses analysis, the researcher has done the analysis of 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 significant impact on retention of employees working in the Automobile service workshops of Assam is also 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. Referring to the third objective and hypothesis i.e. to make a comparative analysis of employee retention initiatives meant for Technician or equivalent, Managerial and Executive level employees and the hypothesis i.e. there exists a significant difference in retention initiatives taken by the organisation for managerial, technician or equivalent and executive level employees, it has been found after making the comparisons by doing anova analysis that there exists a significant difference in retention initiatives taken by the organisation for managerial, technician or equivalent and Executive level employees. After analysing the third objective and hypothesis, the researcher has moved towards to analyse the fourth objective i.e. to study the impact of various identified factors on retention of employees working in the Automobile service workshops of Assam and the hypothesis is that all identified factors have a significant impact on retention. By doing the regression analysis, it can be clearly noticed that the factors Remuneration and career succession, Managerial hold with proper guide ship, On job counselling, Better authorization with fair appraisal and Work culture have significant impact on employee retention in the job. Again the factors, Learning and development, Growth opportunity with process clarity and Non monetary recognition have not any significant impact on employee retention in the job. These factors are very much 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 helps to retain technician or equivalent level employee because they face the real challenge while servicing/repairing a car because always new technology is imparted into the cars and as because change is a constant thing in today's world to compete the competition now a days. So, when they are given training time to time then they feel confident enough to do their job well and simultaneously 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. When only executive level of employees is taken for the study, then it can be seen that no one factor has significant impact on retention of employees working in automobile service workshops of Assam. Again when only Managerial level of employees is 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 have significant impact on employee's retention with their organisation.

This research presents relationship between various factors and puts forth many suggestions and some strategies for improving employee's retention in the job. These suggestions are given by the researcher based on the findings of the study and also taking the views of employees/employers of some of these workshops. Some of the suggestions are as follows:

Female employee engagement should be more on the automobile workshops. Because the engagement of female employee is comparatively very poor compared to male employee.

Organisations should emphasis more on retaining employee depending on the factors which have been extracted from the factor analysis 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.

Proper remuneration package should be prepared by the HR people responsible for that workshop for all level of employees. Because a good remuneration package always help in motivating the employees to continue their job. Apart from salary, festival bonus, timely incentive, overtime bonus should be given to the employees time to time.

Learning programmes should be carried on regular basis with planned manner and details of the programme should be shared with the employees in advance. Learning and relearning and hence development is very much important for employees to sustain in today's business world.

Performance appraisal should be carried out in fair manner, proper appraisal should be there in the organisation, and favouritism must be avoided while giving promotions to the employees. Also promotions should be given considering both the aspects i.e. performance of the employee and seniority basis.

On job counselling has came out as one of the most important factor of retention in this study. Informally it is done in some workshops but not all workshops. Proper procedure should be present for on job counselling in every workshop. HR people present in workshops must prepare a structured plan of conducting on job counselling of the different level of employees. By conducting on job counselling, it makes sense to explore employee's 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.

Proper orientation programme should be done for every new joined employee so that they can feel comfortable while working from the beginning.

The employee should be clear about performance appraisal system, career growth path and their role and responsibilities for their own growth and development as well as how to reach organisational goal.

Healthy working conditions are like oxygen to every employee working in their respective organisations. Though employees are able to maintain proper work-life balance while working, but there is no any particular policy of work-life balance present in the workshops. So, the HR people working in the workshops should formulate proper work-life balance policy for the employees. Infrastructure facilities can be improved in some workshops like installing adequate numbers of fans in the workshops, proper ventilation system, and space for lunch where employees can take breaks and again work with full refreshment.

Non monetary recognition can be provided in different forms to the employees for better retention for them.

Management can allow more flexi time to work for the managerial level employees.

For meeting any kind of after sales targets, management can arrange free lunches or dinners or restaurant coupons for the family of the employee, so that the whole family will be motivated and help employee to perform more. Because, for every successful employee, there must be a supportive family behind him/her. Free movie tickets along with free car servicing can also be given on weekend for the whole family of the employee.

Surprise gift at door step in the occasion of anniversary or the birthday of the employee and his/her spouse can be arranged by the management.

More power and more responsibility can be given to the senior level employee for his/her retention.

As a result of this study, many opportunities for future study have been emerged. This kind of study can be done in other states of north-east also. Again, except automobile service workshops, this kind of study can be done in automobile companies and other service sectors also. Again research can be carried out on employee attrition and its causes along with job satisfaction of employees of this sector as well as other sectors in Assam and other North Eastern states.

Employee retention for an organisation's growth is as important as oxygen to anyone to live in this world. But for employee retention, it's very necessary to study the mind of the employee and the need along with expectations of the employee because human psychology varies from one person to another. The factor which will help to retain one employee may not be the same for another employee. So it's the duty of the management or the employer to find out those factors responsible for retention and work on it. So that by implementing proper retention strategies, the employer/management can be able to retain their precious human resource. Because human resource is not same like other assets which will give the same performance over and over again. If human resources are well trained or groomed, they can deliver more and more better result every time. In case of skilled workforce, they generally follow the learning curve process i.e. learning improves with experience. So, it's very necessary to retain employees because happily retaining employees help to accomplish organizations goal as well as their ones in life.

The study completed the following chapters. **CHAPTER 1** deals with the introduction, objectives, hypotheses, significance of the research, rationale of the research, research gap, limitations and the research methodology are considered along with the problem to be studied during the research work. Here, it discusses the history of Automobile industry in India. Moreover, the details of automobile service

workshops present in Assam are also given in the appendices. In short, this chapter represents an overview of the part of the thesis. **CHAPTER 2** includes various review of literature. It, also, deals with conceptual framework of employee retention and job satisfaction and various models of employee turnover, retention and motivation. Discussions are carried out on various factors of employee retention. These discussions have established that the views forwarded by many previous researchers upon these factors are contradictory in nature. **CHAPTER 3** includes research methodology employed for the research work. Further, detailed discussions on the research design elements including sampling plan, primary and secondary data collection tools, and statistical inference used for data analysis and testing of hypotheses is given in this chapter. **CHAPTER 4** i.e. “Data Generation” is one of the most important parts of any research. In this chapter the routes of data collection is thoroughly discussed. It is done by the researcher in such a manner that all aspects of information needed to fulfil the objectives and the hypotheses of the study can be obtained. **CHAPTER 5** has covered the data analysis and results of the study. **CHAPTER 6** deals with the discussions on the findings of the research. Finally the last chapter i.e. **CHAPTER 7** mainly focuses on summary, conclusions, suggestions and directions for future research.

**Keywords**—Assam; Automobile service workshops; Remuneration and career succession; Employees; Job Satisfaction; On job counselling.