

Factors Affecting Employee's Retention in Automobile Service Workshops of Assam: An Empirical Study

Bidyut Bijoya Neog* & Dr. Mukulesh Barua**

*Research Scholar, University of Science and Technology, Meghalaya, INDIA. E-Mail: bbneog[at]gmail[dot]com

**Executive Director, Royal Group of Institutions & Principal, Royal School of Business, Guwahati, Assam, INDIA. E-Mail: mukuleshbarua[at]gmail[dot]com

Abstract—The Automobile industry plays a significant role in the supporting of economic development of the country. Main objective of this study attempts to find out the relationship of different factors with retention of employees working in the Automobile service workshops of Assam. This paper aims to study relationships in between Job security and employee retention, Job satisfaction and employee retention, Work life balance and employee retention and Compensation with employee retention in the Automobile service workshops. Another aim is to make a Comparative analysis of difference in employee's retention in the job depending on the employee's tenure with the present organisation and different age group of the employees working in the Automobile service workshops of Assam. The result revealed that Job Security is the most important factor for employee's retention in their present job. Data collected with the help of a well structured questionnaire from 100 respondents by visiting the authorised service workshops of ten automobile manufacturers. Data was analyzed through Pearson's correlation and Anova test using SPSS software. The result of this study shows that the retention level of employees is above average and it is the high time for the management attention towards enhancing the employee's retention level.

Keywords—Assam; Autonomy; Compensation; Employees; Employee Retention; Job Satisfaction; Job Security; Working Environment.

I. INTRODUCTION

ACCORDING to Oxford English dictionary the word retain means “keep in one's service, secure the services of a person or absorb and hold” [25]. So, Retaining employees mean hold of employees. So employee retention can be stated as the processes in which employees are encouraged or motivated to stay with the organization for the maximum period of time or until the completion of the project. It is beneficial both for the organization as well as for the employees and the employers. Employee retention is also important because when an employee remains in an organisation for a longer period then he/she becomes the storehouse of knowledge and secrets of the organisation. But when he/she leaves the current organisation and joins a new organisation then it becomes positive for the later and negative for the previous one as because knowledge and secrets are moving with him/her only. In addition, organisation's status is also at risk where turnover rate is relatively high. The customers do not feel positive dealing with an organisation which is unable to keep their employees. Again, constant high turnover rate creates disturbances and

increased workloads in remaining present employees. So, when employees notice that their colleagues are going to another organisation, automatically their efficiency levels go down. Bliss [62] estimates the cost of employee turnover as 150% of an individual employee's annual salary. The cost is significantly higher 200% to 250% of salary for managerial and sales positions. The cost can be substantial when high profile employees or higher number of employees is involved. A huge amount of cost incurred in losing critical employees. For example, Hale [24], in his study, it was found that employers cited recruitment costs of 50 to 60% of an employee's first year's salary and up to 100% for certain specialized, high-skill positions. Again, In an another study, Fitz-enz [22] has proved that when direct and indirect costs are combined, the total turnover cost of an exempt employee is a minimum of one year's pay and benefits, or a maximum of two years' pay and benefits. He again added that the regular company loses approximately \$1 million with every 10 managerial and professional employees who leave the organization. So, there is a huge loss of knowledge given to the employee along with his/her departure.

Cole [31] said employees stay loyal with such organisations where they have value, work to their full potential and sense of pride. Parker & Wright [42] have found that organization must employ a wide variety of human resource management factors to influence retention and employee commitment. According to Walker [46], managing retention of promising employees' is considered as fundamental mean of achieving competitive advantage among the organisations. In his studies, he identified compensation, appreciation; working relationship and good communication are among major critical success factors to retain the talented employees. Previous researchers like Cappelli [30] suggested the following factors which have direct impact on employee retention. These are organisation image, existing leave policy, work environment, work-life balance, career opportunities and organisational justice. The intention of this research is find how employers of the organisation keep their employees focussing on the factors like Compensation, Training and Development opportunities, Career opportunities and promotion, Reward and Recognition, Work-life balance, Work environment, Performance Appraisal, On the job interview/stay interview, Job satisfaction, Leadership, Distributive justice, Supervisor support and the relationship between these factors and employee retention. Study of employee retention is very important in today's world because according to Earle [51], if the retention strategies are not properly embedded in the business processes, the all effort since recruitment will ultimately proves futile.

1.1. Different Views of Employee Retention by Many Previous Researchers

Employee retention can be defined as the policies and practices organisations use to avoid precious employees from quitting their jobs. There are lots of views of employee retention given by various previous researchers. Some of them are given below.

- Cited in Sapovadia Dr. Vrajlal & Sweta Patel [76], Schneider [6] described employee retention is nothing but best organisational practices followed by the employer which aimed to retain the brilliant workgroup who are highly experienced and difficult to replace, not available easily in the employment market.
- Khaled A. Ben-Bakr et al., [16] said that to avoid the business instability, it is always a challenge for organisations to keep their talented employees
- As cited in Das Lahkar Bidisha & Barua Mukulesh [77], Maertz & Campion [26] has defined employee retention as "relatively less turnover research has focused specifically on how an employee decides to remain with an organization and what determines this attachment...retention processes should be studied along with quitting processes".
- According to Johnson [34], Retention can be defined as "the ability to hold onto those employees you want

to keep, for longer than your competitors" (cited in Madiha Shoaib et al., [71]).

- Denton [32] has put forwarded the view about employee retention that employees who are content and satisfied with their jobs are more devoted towards their job and always put their effort to progress their organizational customer's satisfaction.
- Stauss et al., [45] has defined retention as customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioural 12 intentions.
- Cutler [41] has stated that main demands on management in any organisation are keeping motivated and dedicated human resources. It is because keeping the employees in the organisation rather than hiring is more important for success of the organisation.
- Walker [46] put forwarded the view that controlling and retaining talented employees' is a vital basic mean of achieving competitive advantage among the organizations (Cited in Amadasu [49]).
- Panoch [43] said that as good quality employees are increasingly becoming more complicated to find so organizations today take great care in retaining its valuable employees and good employees.
- Steel et al., [47] put forwarded the view regarding employee retention that the reasons people stay are not always the same as the reasons people leave.
- Greenberg & Baron [52] added that "...Naturally, as working people, we all want to be satisfied with our jobs. Not only does satisfaction keep us from withdrawing from our jobs, but it is also makes them more pleasant and enjoyable. And this, of course, is an important end in itself".
- Previous researchers such as Taplin et al., [55], Amadasu [49], and Gberevbie [67] have established in their studies that employees will surely stay and work for the flourishing accomplishment of organisational goals if suitable employee retention strategies are adopted and implemented by organisations.
- Acton & Golden [48] added that retention of employees is not only important but retention of valued skills is more important. According to him, Human resource Department plays the dynamic role for retention of employees.
- Freyermuth [63] commented that retention starts with the recruiting of correct individuals and continues with practicing programs to keep them engaged and committed to the organization. According to him, it is considered as multifaceted component of an organization's human resource policies.
- Previous researchers like Researchers such as Cascio [50], Heneman & Judge [53], Gberevbie [67] have settled that an organization's incapability to prepare and apply strategies capable of recruiting competent

employees and retaining them to attain organizational goals is one of the main challenge facing organizations in the area of performance.

- As stated by Olowu & Adamolekun [58], because of the need for effective and efficient delivery of goods and services by organizations in public or private sector, it is becoming more essential to secure and manage competent human resource as the most valuable resource of any organization,
- According to Kaliprasad [60] four interlinked processes can be utilized for an effective human resource management system: the motivational process; the interaction process; the visioning process; and the learning process. He stated that proper managing employees are responsible for retaining them in an organisation. He proved that after getting all the facilities in an organisation, the employee still leave the organisation.
- Baker [59] said that employee retention is very important as because of the fact that hiring new employees are far complicated as well as costlier than to remain the present employees in the organization.
- Gberevbie [67] has assured that for employee retention, implementation of employee retention strategies is very important. Employee retention strategies refer to the strategy and means, and a set of decision-making behaviour put formulated by the organizations to retain their competent workforce for performance.

1.2. Problem Statement

Automobile service workshops are facing a lot of problems relating employee retention now a day. As employees are the most precious and important asset of an organisation, so, organisation should take measures to encourage employees to stay in the organisation for the maximum period of time or until the completion of the project. It is because when an employee leaves an organisation then it incurs a huge loss and an unbalanced situation to the internal environment of the organisation. So, based on the above discussion, the study aims to identify the factors which influence the retention of employees working in the Automobile service workshops and the impact of Job security, Job satisfaction, Work-life balance and Compensation on retention of employees in the Automobile service workshops of Assam.

1.3. Objectives

It is intended to deal with the following objectives through this study.

- Identification of factors which influence the retention of employees working in the Automobile service workshops of Assam.
- Determination of relationship of Job Security with retention of employees working in the Automobile service workshops of Assam.

- Determination of relationship of Job Satisfaction with retention of employees working in the Automobile service workshops of Assam.
- Determination of relationship of Work life balance with retention of employees working in the Automobile service workshops of Assam.
- Determination of relationship of Compensation with retention of employees working in the Automobile service workshops of Assam.
- Comparative analysis of difference in employee's retention in the job depending on the working experiences of the employees working in the Automobile service workshops of Assam.
- Comparative analysis of difference in employee's retention in the job depending on the different age groups of the employees working in the Automobile service workshops of Assam.

II. LITERATURE REVIEW OF FACTORS AFFECTING EMPLOYEE RETENTION

Previous researchers have found lots of factors which have affected on Employee Retention. Literature surveys conducted by different previous researches suggested several factors which play very important role in employee retention. Those are compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice given by Meyer & Allen [10]; Solomon [12]; Snell & Dean [13]; Arthur [15]; Snell & Youndt [19]; MacDuffie [18]; Delaney & Huselid [21]; Ichniowski et al., [23]; Cappelli [30]; Cole [31] (Cited in Irshad Muhammad [73]). According to them, these factors can help to reduce absenteeism, employee retention and better quality work. Fitz-enz [8] found compensation & rewards, job security, training & developments, supervisor support culture, work environment and organization justice etc. are the factors responsible for employee's retention. As cited in Alnaqbi Waleed [72], empirical studies by Maertz & Campion [26] have, however proved that factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. Walker [46] identified seven factors in his study that can enhance employee retention: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organization, (v) positive relations with colleagues, (vi) a healthy balance between the professional and personal life, and (vii) good communications. Personal premises of loyalty, trust, commitment, and identification and attachment with the organization are the factors identified by Hytter [64] which have a direct influence on employee retention. As cited in Eyster et al., [66], Pritchard [65] added that training and development is one of the important retention programmes to retain their employees.

2.1. Job Security and Employee Retention

Cited in Morrell et al., [56]; Abegglen [1] established throughout the study of Japanese workers that employment features like job security lead to high commitment, job satisfaction as well as employee retention in an organization. Ruvio & Rosenblatt [20] added that Job Security tends to do better with an employee who is satisfied with his job than the one who is dissatisfied with the job. Davy et al., [9] conducted in his study of job security and job satisfaction that job dissatisfaction is the outcome of insecurity among employees (As cited in Arnold & Feldman [5]). Muhammad Hassan et al., [74] established in his study that there is a positive correlation between employee retention and Job Security.

2.2. Job Satisfaction and Employee Retention

Employee's job satisfaction is positively correlated with employee's retention. Various studies determined that employees with positive experience related to greater degree of job satisfaction have a lower tendency to leave their current bosses and organisation. Murray [29] has clearly stated that job satisfaction not only improves the retention of employees but also reduces the cost of hiring new employees. According to Hammer [33], Denton [32], Employees that are pleased and contented in with their jobs are more dedicated to doing a superior job and taking care of clients that carry on the process (Cited in Ankit Laddha et al., [75]). Cited in Subedi Jackson [77], studies showed by Kim [35]; Kirby [36]; Wagner [37] that employees who are satisfied with their jobs are more productive, creative and be more likely to be retained by the organisation. Many researchers found that recuperating job satisfaction can reduce turnover and help keep a stable and motivated workforce.

2.3. Work Life Balance and Employee Retention

Work place flexibility is the major concern in today's business. Without work place flexibility, money is not alone sufficient for holding employees for a longer time. Many researchers tested the impact of work and family benefits which comprise of childcare information, flexible schedules, childcare assistance and parental leave on organization commitment. As cited in Shoaib Madiha et al., [71], previous researches like Grover & Crooker [17] had forwarded the view that there is greater organizational commitment if employees had right to use to work life policies and also these employees articulated considerably with lower intent to leave their job. Previous research study like Allen [39] found that organisation who support their employees in maintaining an integration between family responsibilities and work enhances the employee intention regarding retaining in the organisation (As cited in Beauregard & Henry [68]). According to Manfredi & Holliday [57], by applying work-life course of actions, an organization can improve its ability to respond to demands of customers for better access to services and also the strategy for the organizations to deal with the revolutionized way in order to satisfy both

employees and employers. In developing countries, compared to men it is found that women are shifting to small companies leaving their current big companies because of getting more flexibility in their work. According to Pasewark & Viator [61], work family balance plays a very important role for retaining employees of an organisation. Study conducted by the Australian Telework Advisory Committee (2006), it was established that 70% of businesses that incorporated telework options reported a number of positive benefits, such as increased workforce participation, improved employee flexibility and work life balance (As cited in Ashford et al., [7]).

2.4. Compensation and Employee Retention

According to many previous researchers, compensation is the most important factor of whole retention process. Compensation packages may differ from organisation to organisation. Generally employees always have high expectations of their compensation package from the organisation that they are going to recruit. So, an attractive compensation always helps to retaining good employees which are inevitable part of an organisation because organisation invests a lot of money on their recruitment, training and orientation. According to Stiglitz [2], Salop & Salop [3]; Demski & Feltham [4]; Milgrom & Roberts [11], the compensation plan can affect organisation performance by influencing recruitment and retention in addition to influencing employees (As cited in Ho et al., [69]). For example by Baron & Kreps [27], Banker et al., [40] performance based compensation contracts can attract and retain high performer and differentiate high from low performers. According to Williams & Dreher [14], wages play an important role in the recruitment process and it is the key factor for influencing the employee for attraction and retention. Highhouse et al, [28] suggested that only pay is not sufficient to retain the employees. Smith [44] proved that it may bring workers or employees into the organisation, but it may not useful for retaining employee for a long time. Willis [38] added that compensation is considered as the most important factor for attracting and retaining the talent of an organisation. Moncraz et al., [70] in their research they found that compensation can be used as a crucial factor for reducing managerial turnover.

Based on the above discussions following hypothesis are developed:

- H1: Job security increases the retention level of employees in the Automobile service workshops of Assam.
- H2: A positive correlation exists between Job satisfaction and retention of employees in the Automobile service workshops of Assam.
- H3: Increased Work-life balance has a positive impact on employee retention in the Automobile service workshops of Assam.
- H4: There exists a positive relationship between Compensation and employee retention in the Automobile service workshops of Assam.

III. CONCEPTUAL FRAMEWORK

Based on the above discussions, a research model is developed which is given below.

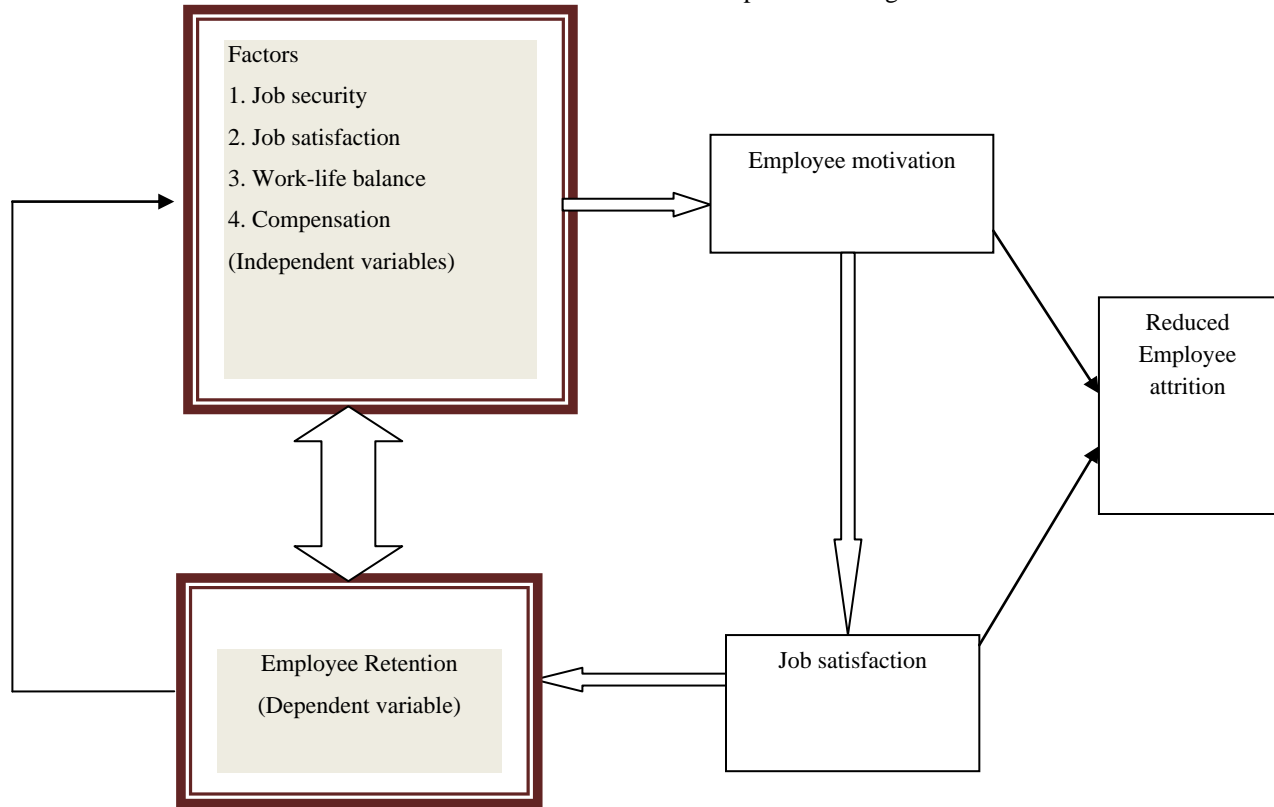


Figure 1: Projected Research Model

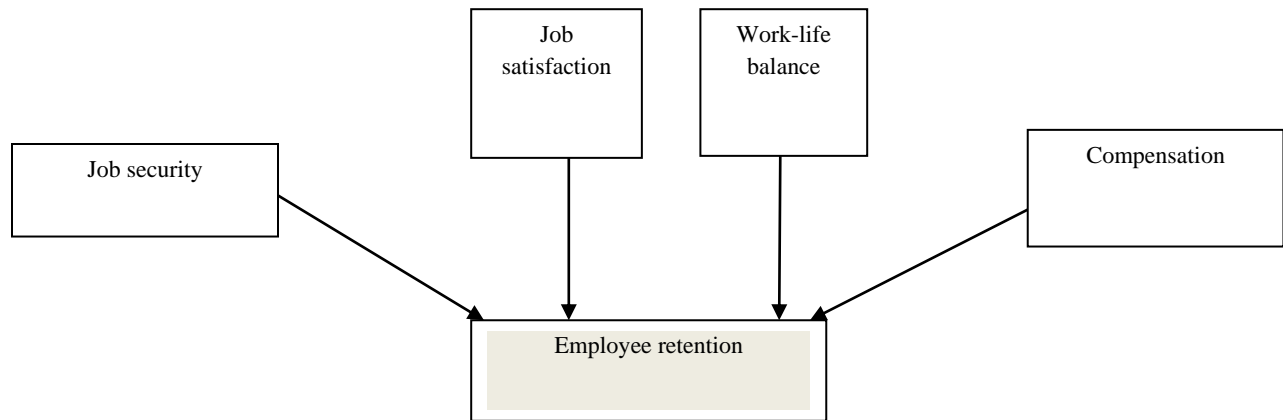


Figure 2: The Research Model depicts that Employee Retention is Dependent on some Factors like Job Security, Job Satisfaction, Work-life Balance and Compensation

IV. RESEARCH METHODOLOGY

Sl No	Particulars	Description
1	Research design	Descriptive
2	Sampling Technique	Simple random sampling
3	Sources of data	Primary data – Surveys with the help of questionnaire. Secondary data –Different books, Research studies, Publications, Articles and Web sites.
4	Data collection method	Well structured Questionnaire
5	Sample size	100 respondents (Both Upper, Middle and Technician level employees of service departments)
6	Statistical tools used	Pearson correlation, Anova Test, Tukey HSD
7	Time spent for collection of data	8 weeks.

V. DATA ANALYSIS AND INTERPRETATION

5.1. Correlation

Source: Primary data, N=100

Table 1: Correlation between Employee’s Retention and Different Factors

	Mean	Std. Deviation	Pearson Correlation
Employee’s retention in the job	3.44	1.373	1
Compensation	18.02	4.023	.398**
Training and Development opportunity	21.78	3.981	.313*
Career opportunities and Promotion	17.90	2.852	.267
Reward and Recognition	13.34	2.264	.181
Work life balance	13.36	2.068	.461**
Working environment	15.98	2.420	.420**
Performance appraisal	10.86	1.738	.454**
On the job interview	7.18	1.173	.343*
Leadership	24.24	3.230	.164
Distributive justice	3.72	.757	.219
Supervisor support	14.94	2.094	.386**
Autonomy	7.36	1.747	.469**
Job security	10.98	2.290	.542**
Job satisfaction	11.20	2.157	.521**
Leave policy	3.62	1.176	.321*
Role clarity	11.78	2.902	.378**

** Correlation is significant at the 0.01 level 2-tailed.
* Correlation is significant at the 0.05 level 2-tailed

Table 1 shows the relationship between different factors and employee’s retention in the job. It shows that significant relationship is found between many factors and employee’s retention. It is found that association between all factors and employee’s retention is positive. It is seen from the above table that Compensation, Work life balance, Working environment, Performance appraisal, Supervisor support, Autonomy, Job security, Job satisfaction and Role clarity has positive and strong correlation with employee’s retention at 0.01 significant level. Again Training and Development opportunity, On the job interview and leave policy has positive and strong correlation with employee’s retention at 0.05 significant level. It is found that Career opportunities and Promotion, Reward and Recognition, Leadership and Distributive justice has positive relationship with employee’s retention in the job but the relationship is not significant.

5.2. Correlation and Anova Test

Table 2: Correlations between Employee Retention and Job Security

	Mean	Std. Deviation	Pearson Correlation
Employee’s retention	3.44	1.373	.542**
Job security	10.98	2.290	

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

The hypothesis H1 proposed that Job security increases the retention level of employees in the Automobile service workshops of Assam. This prediction was supported as shown by the result of Table-2 that Job security has strong

and positive correlation with Employee’s retention at .01 significant level.

Table 3: Correlations between Employee Retention and Job Satisfaction

	Mean	Std. Deviation	Pearson Correlation
Employee’s retention	3.44	1.373	.521**
Job satisfaction	11.20	2.157	

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

The hypothesis H2 proposed that a positive correlation exists between Job satisfaction and retention of employees in the Automobile service workshops of Assam. This prediction was supported as shown by the result of Table-3 that Job satisfaction has strong and positive correlation with Employee’s retention at .01 significant level.

Table 4: Correlations between Employee’s Retention and Work Life Balance

	Mean	Std. Deviation	Pearson Correlation
Employee’s retention	3.44	1.373	.461**
Work life balance	13.36	2.068	

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

The hypothesis H3 proposed that increased Work-life balance has a positive impact on employee retention in the Automobile service workshops of Assam. This prediction was supported as shown by the result of Table-4 that Work life balance has strong and positive correlation with Employee’s retention at .01 significant level.

Table 5: Correlations between Employee’s retention and Compensation

	Mean	Std. Deviation	Pearson Correlation
Employee retention	3.44	1.373	.398**
Compensation	18.02	4.023	

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

The hypothesis H4 proposed that there exists a positive relationship between Compensation and employee retention in the Automobile service workshops of Assam. This prediction was supported as shown by the result of Table-5 that Compensation has strong and positive correlation with Employee retention at .01 significant level.

Table 6: Difference in Employee’s Retention in the Job Depending on the Various Tenure of Working Experiences with the Present Organisation

Working Experience	N	Mean	Std. Deviation	F	Sig.
< 1 year	16	2.63	1.258	3.789	.013*
1-5	70	3.63	1.276		
5-10	10	3.00	1.764		
10-15	4	4.50	.577		
Total	100	3.44	1.366		

*Significant level is at P<0.05
Source: Primary data.
Dependent Variable: Agree to Retain in the job.

Table 6 shows that the difference in employee’s retention in the job depending on the various Working experiences is significant at .05 levels.

Table 7: Multiple Comparisons between Different Working Experiences (Tukey HSD)

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.
< 1 year	1-5	-1.004(*)	.363	.034
	5-10	-.375	.529	.893
	10-15	-1.875	.733	.058
1-5	< 1 year	1.004(*)	.363	.034
	5-10	.629	.443	.491
	10-15	-.871	.674	.570
5-10	< 1 year	.375	.529	.893
	1-5	-.629	.443	.491
	10-15	-1.500	.776	.221
10-15	< 1 year	1.875	.733	.058
	1-5	.871	.674	.570
	5-10	1.500	.776	.221

* The mean difference is significant at the .05 level

The above table i.e. Table 7 depicts that the mean difference of employee’s working less than 1 year (<1 year) is lesser than employees working in between 1-5 years. That shows that difference is significant at the .05 level. Apart from this, the other working experiences groups have no any significant difference within different groups in employee’s retention in the job.

Table 8: Difference in Employee’s Retention in the Job Depending on the Various Age Groups of the Employees

	N	Mean	Std. Deviation	F	Sig.
20-30	60	3.47	1.268	.160	.852
30-40	34	3.35	1.433		
40-50	6	3.67	2.066		
Total	100	3.44	1.366		

Source: Primary data

Table 8 shows that there is no significant difference in employee’s retention in the job among the various age groups of the employees starting from 20- 50 years.

Table 9: Multiple Comparisons between Different Age Groups of Employees (Tukey HSD)

(I)	(J)	Mean Difference (I-J)	Std. Error	Sig.
20-30	30-40	.114	.296	.922
	40-50	-.200	.590	.939
30-40	20-30	-.114	.296	.922
	40-50	-.314	.610	.865
40-50	20-30	.200	.590	.939
	30-40	.314	.610	.865

Table 9 proves that difference in employee’s retention in the job depending on the various age groups of the employees working in automobile service workshops of Assam is not significant.

VI. FINDINGS OF THE STUDY

- The factors which influence the retention of employees working in the Automobile service workshops of Assam are identified as Autonomy, Job security, Job satisfaction, Work life balance, Working environment, Compensation, Training and Development opportunity, Career opportunities and Promotion, Reward and Recognition, Performance appraisal, On the job interview, Leadership, Distributive justice Supervisor support, Leave policy and Role clarity. But the factors like Leadership, Reward and Recognition, Career opportunities and Promotion, and Distributive justice has positive relationship with employee’s retention in the job but the relationship is not significant.
- Job security proved the most important factor i.e. First rank (Pearson Correlation: .542**) for retention of employees among all others factors. It encourages employee’s decision to remain with the organization.
- Job satisfaction proved the second most important factor i.e. second rank (Pearson Correlation: .521**) for retention of employees among all other factors.
- Autonomy proved the third most important factor i.e. Third rank (Pearson Correlation: .469**) for retention of employees among all other factors.
- It is found in the study that Job security has strong and positive correlation with Employee’s retention at .01 significant levels. So the hypothesis Job security increases the retention level of employees in the Automobile service workshops of Assam holds good. Hence our prediction is supported by the results, so H1 is accepted.
- The hypothesis H2 “a positive correlation exists between Job satisfaction and retention of employees in the Automobile service workshops of Assam” is accepted as because the Table-3 in the study shows that Job satisfaction has strong and positive correlation with Employee’s retention at .01 significant level.
- It is found in the study that Work life balance has strong and positive correlation with Employee’s retention at .01 significant levels. So the hypothesis H3 increased Work-life balance has a positive impact on employee retention in the Automobile service workshops of Assam is accepted.
- The hypothesis H4 “a positive relationship exists between Compensation and employee retention in the Automobile service workshops of Assam” is accepted because it is found in the study that Compensation has strong and positive correlation with Employee retention at .01 significant levels.
- The difference is significant in employee’s retention in the job depending on the groups between employees working <1 year working experience and 1-5 years working experiences in the Automobile service workshops of Assam.

- The difference is not significant in employee's retention in the job depending on the different age groups of the employees working in the Automobile service workshops of Assam.

VII. CONCLUSION

This study has recognized that some of the factors do affect the employee retention. It has been found that among sixteen factors, Job security is the most important factor for retaining employees in the automobile service workshops of Assam. So Organisations should emphasis more on retaining employee depending on these factors specially increasing job security level and job satisfaction level. Again, some of the respondents say that apart from job security, flexible work schedules, childcare assistance and parental leave along with maternal leave should be given to keeping up their motivational level up. Also organisations should do fair and unbiased performance appraisal to keep their employee a long time period with them. 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 level employees and deserve promotions. Automatically their retention intention goes down. Since Autonomy is found as the third most important factor for employee retention so it should be given to large extent to managerial level employees for their retention in the organisation. It is found in the study that technician level of employees need healthy supervisor support than autonomy for their retention. A healthy supervisor employee relationship is also very important for retaining the executive level of employees. Some of the respondents suggested improving infrastructure facilities like well ventilation system, adequate numbers of fans in the workshops and canteen for their lunch and tea break. It is because these facilities are mostly absent in many workshops of Assam. Salary again proved as one of the very important factor for retention of employees working automobile service workshops of Assam. On the job interview policy apart from exit interview must be present in every workshop according to majority of the respondents. It is because, by conducting on the job interview, the management will be able to understand their employee's problems, expectations and aspirations while working with them. By conducting on the job interview, 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.

As a result of this study, many opportunities for future study have been emerged. Researchers have the scope of finding the causes of employee turnover, strategies to reduce employee turnover among employees working in the Automobile service workshops in Assam for future study. A research can be conducted on various other retention strategies which increase retention of employees. The researcher suggests that more research be conducted in this topic in other sectors as well.

As the Automotive industry in India is one of the largest 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. It will not only increase productivity level of them along with their increased experiences but also it will allow the organizations to accomplish their goal.

REFERENCES

- [1] J.C. Abegglen (1958), "The Japanese Factory. Aspects of its Social Organization", *Free Press*. Glencoe. IL.
- [2] J. Stiglitz (1975), "Incentives, Risk, and Information: Notes toward a Theory of Hierarchy", *Bell Journal of Economics*, Vol. 6, No. 2, Pp. 552–579.
- [3] J. Salop & S. Salop (1976), "Self-selection and Turnover in the Labor Market", *Quarterly Journal of Economics*, Vol. 90, No. 4, Pp. 619–627.
- [4] J. Demski & G. Feltham (1978), "Economic Incentives in Budgetary Control Systems", *The Accounting Review*, Vol. 53, No. 2, Pp. 336–359.
- [5] H.J. Arnold & D.C. Feldman (1982), "A Multivariate Analysis of the Determinants of Job Turnover", *Journal of Applied Psychology*, Vol. 67, Pp. 350–360.
- [6] B. Schneider (1987), "The People Make the Place", *Personnel Psychology*.
- [7] S. Ashford, C. Lee & P. Bobko (1989), "Content, Causes, and Consequences of Job Insecurity: A Theory-based Measure and Substantive Test", *Academy of Management Journal*, Vol. 32, Pp. 803–829.
- [8] J. Fitz-enz (1990), "Getting and Keeping Good Employees", *Personnel Journal*, Vol. 67, No. 8, Pp. 25–29.
- [9] J. Davy, A. Kinicki & C. Scheck (1991), "Developing and Testing a Model of Survivor Responses to Layoffs", *Journal of Vocational Behaviour*, Vol. 38, Pp. 302–317.
- [10] J.P. Meyer & N.J. Allen (1991), "A Three Component Conceptualization of Organizational Commitment", *Human Resource Management Review*, Vol. 1, Pp. 89–93.
- [11] R. Milgrom & J. Roberts (1992), "Economics, Organization and Management", *Englewood Cliffs, NJ: Prentice Hall*.
- [12] C.M. Solomon (1992), "The Loyalty Factor", *Personnel Journal*, Vol. 52, Pp. 32–37.
- [13] S. Snell & J. Dean (1992), "Integrated Manufacturing and Human Resource Management: A Human Capital Perspective", *Academy of Management Journal*, Vol. 35, Pp. 467–504.
- [14] M. Williams & G. Dreher (1992), "Compensation Systems Attributes and Applicant Pool Characteristics", *Academy of Management Journal*, Vol. 435, Pp. 571–595.
- [15] J. Arthur (1994), "Effects of Human Resource Systems on Manufacturing Performance and Turnover", *Academy of Management Journal*, Vol. 37, Pp. 670–687.
- [16] Khaled A. Ben-Bakr, Id S. Al-Shammari, Omar A. Jefri & Jyoti N. Prasad (1994), "Organizational Commitment, Satisfaction and Turnover in Saudi Organizations: A Predictive Study", *Journal of Socio – Economics*, Vol. 23, No. 4, Pp. 449–456.
- [17] S.L. Grover & K.J. Crooker (1995), "Who Appreciates Family-Friendly Policies on the Organizational Attachment of Parent and Non-Parents", *Personnel Psychology*, Vol. 48, No. 2, Pp. 271–289.
- [18] J. MacDuffie (1995), "Human Resource Bundles and Manufacturing Performance: Organizational Logic and Flexible Production System in the World Auto Industry", *Industrial and Labour Relations Review*, Vol. 48, Pp. 197–221.

- [19] S. Snell & M. Youndt (1995), "Human Resource Management and Firm Performance", *Journal of Management*, Vol. 21, No. 71, Pp. 1-738
- [20] A. Ruvio & Z. Rosenblatt (1996), "Job Insecurity among Israeli School Teachers: Sectoral Profiles and Organizational Implications", *Journal of Educational Administration*, Pp. 521-539.
- [21] J. Delaney & M. Huselid (1996), "The Impact of HRM Practices on Perception of Organizational Performance", *Academy of Management Journal*, Vol. 39, Pp. 949-969.
- [22] J. Fitz-enz (1997), "It's Costly to Lose Good Employees", *Workforce*, Vol. 50, Pp. 50.
- [23] C. Ichniowski, K. Shaw & G. Prenzushi (1997), "The Effect of Human Resource Management Practices on Productivity", *American Economic Review*, Vol. 87, Pp. 291-313.
- [24] J. Hale (1998), "Strategic Rewards: Keeping your Best Talent from Walking out the Door", *Compensation & Benefits Management*, Vol. 14, No. 3, Pp. 39-50.
- [25] Oxford Essential Dictionary, Oxford University Press, Revised Edition (1998), Edited by Frank Abate, *Berkley Publishing Group*, Pp. 514.
- [26] C.P. Maertz & M.A. Campion (1998), "25 Years of Voluntary Turnover Research: A Review and Critique", *International Review of Industrial and Organizational Psychology*, Vol. 13, Pp. 49-81.
- [27] J.N. Baron & D.M. Kreps (1999), "Strategic Human Resources — Frameworks for General Managers", New York: *John Wiley & Sons*.
- [28] S. Highhouse, S.L. Stierwalt, P. Bachiochi, A.E. Elder & G. Fisher (1999), "Effects of Advertised Human Resource Management Practices on Attraction of African American Applicants", *Personnel Psychology*, Vol. 52, No. 2, Pp. 425-426.
- [29] R.A. Murray (1999), "Job Satisfaction of Professional and Paraprofessional Library Staff at Chapel Hill, North Carolina", *University of North Carolina at Chapel Hill*.
- [30] P. Cappelli (2000), "A Market-Driven Approach to Retaining Talent", *Harvard Business Review*, Vol. 78, No. 1, Pp. 103-111.
- [31] C.L. Cole (2000), "Building Loyalty", *Workforce*, Vol. 79, Pp. 42-47. Available EBSCOhost full display.
- [32] J. Denton (2000), "Using Web-based projects in a Systems Design and Development Course", *Journal of Computer Information Systems*, Vol. 40, No. 3, Pp. 85-87.
- [33] R. Hammer (2000), "Winning Program Brings Smiles to Hotel's Employees", *Huston Business Journal*, Vol. 43, No. A, Pp. 245-293.
- [34] M. Johnson (2000), "Winning the People War, Talent and the Battle for Human Capital", *Financial Times Management*.
- [35] J. Kim (2000), "Does Attitude towards Money Moderate the Relationship between Intrinsic Job Satisfaction and Voluntary Turnover?", *Human Relations*, Vol. 52, No. 2, Pp. 213-245.
- [36] S. Kirby (2000), "Impact of Marketing Work-Place Diversity on Employee Job Involvement and Organisational Commitment", *Journal of Social Psychology*, Vol. 140, No. 3, Pp. 367-377.
- [37] S. Wagner (2000), "Retention: Finders, Keepers", *Training and Development*, Vol. 54, No. 8, Pp. 64.
- [38] C. Willis (2000), "Go for Your Goals", *Working Woman*, Pp. 6-7.
- [39] T.D. Allen (2001), "Family-Supportive Work Environments: The Role of Organizational Perceptions", *Journal of Vocational Behavior*, Vol. 58, Pp. 414-435.
- [40] R.D. Banker, S.Y. Lee, G. Potter & D. Srinivasan (2001), "An Empirical Analysis of Continuing Improvements following the Implementation of a Performance-based Compensation Plan", *Journal of Accounting and Economics*, Vol. 30, No. 3, Pp. 315-350.
- [41] G. Cutler (2001), "Internet Summons Pete to Jump Ship". *Research Technology Management*.
- [42] O. Parker & L. Wright (2001), "Pay and Employee Commitment: The Missing Link", *Ivey Business Journal*, Vol. 65, No. 3, Pp. 70-79.
- [43] A. Panoch (2001), "The Relationship between Diversity and Employee Retention", *Master's Thesis, University of Wisconsin-Stout, Menomonie*.
- [44] M.K. Smith (2001), "Young People, Informal Education and Association", *The Informal Education Homepage*, www.infed.org/youthwork/ypandassoc.htm. Last updated: December 2001.
- [45] B. Stauss, K. Chojnacki, A. Decker & F. Hoffmann (2001). "Retention Effects of a Customer Club", *International Journal of Service Industry Management*, Vol. 12, No.1, Pp. 7-19.
- [46] J.W. Walker (2001), "Perspectives", *Human Resource Planning*, Vol. 24, No. 1, Pp. 6-10.
- [47] R.P. Steel, R.W. Griffeth, P.W. Hom & D.M. Lyons (2002), "Practical Retention Policy for the Practical Manager", *Academy of Management Executive*, Vol. 16, Pp. 149-162.
- [48] T. Acton & W. Golden (2003), "Training the Knowledge Worker: A Descriptive Study of Training Practices in Irish Software Companies", *Journal of European Industrial Training*, Vol. 27, No. 4, Pp. 137-146.
- [49] D.E. Amadasu (2003), "Personnel and the Nigerian Management Crisis: Ajaokuta Iron and Steel Mill Examined", *Abuja Management. Rev.* Vol. 1, No. 4
- [50] W.F. Cascio (2003), "Managing Human Resources: Productivity, Quality of Work Life, and Profits", 6th Edition, Boston: *McGraw-Hill*, Irwin.
- [51] H.A. Earle (2003), "Building a Workplace of Choice: Using the Work Environment to Attract and Retention", *Journal of Facilities Management*, Vol. 2, No. 3, Pp. 244- 257.
- [52] J. Greenberg & A.R. Baron (2003), "Behavior in Organizations", 8th Edition, *Pearson Education, Inc.*, New Jersey.
- [53] H.G. Heneman & T.A. Judge (2003), "Staffing Organization", 4th Edition, Boston: *McGraw-Hill*, Irwin.
- [54] I.M. Taplin, J. Winterton & R. Winterton (2003), "Understanding Labour Turnover in a Labour Intensive Industry: Evidence from British Clothing Industry", *Journal of Management Studies*, Vol. 40, No. 4, Pp. 1021-1046.
- [55] K.M. Morrell, J.L. Clarke & A.J. Wilkinson (2004), "Organizational Change and Employee Turnover", *Personnel Review*, Vol. 33, No. 2, Pp. 161-166.
- [56] S. Manfredi & M. Holliday (2004), "Work-Life Balance: An Audit of Staff Experience at Oxford Brookes University", *Centre for Diversity Policy Research, Oxford Brookes University*, Oxford.
- [57] D. Olowu & L. Adamolekun (2005), "Human Resource Management", "Public Administration in Africa: Main Issues and Selected Country Studies", Ibadan: *Spectrum Books*.
- [58] E. Baker (2006), "The Human Factor", *CIO Insight*, Vol. 73, Pp. 40-50.
- [59] M. Kaliprasad (2006), "The Human Factor I: Attracting, Retaining, and Motivating Capable People", *Cost Engineering*, Vol. 48, No. 6, Pp. 20-26.
- [60] W.R. Pasewark & R.E. Viator (2006), "Sources of Work-Family Conflict in the Accounting Profession", *Behavioral Research in Accounting*, Vol. 18, Pp. 147-165.
- [61] W.G. Bliss (2007), "Cost of Employee Turnover", www.isquare.com/turnover. Accessed, 28 June, 2007.
- [62] Freyermuth (2007), "Retaining Employees in a Tightening Labor Market", *RSM McGladrey*.

- Website: www.cfo.com/whitepapers/index.cfm/displaywhitepaper/10308654?topic id=10240327 - 22k -
- [63] A. Hytter (2007), "Retention Strategies in France and Sweden", *The Irish Journal of Management*, Vol. 28, No. 1, Pp. 59–79.
- [64] C.W. Pritchard (2007), "101 Strategies for Recruiting Success: Where, When, and How to Find the Right People Every Time", New York: AMACOM.
- [65] L. Eyster, R. Johnson and E. Toder (2008), "Current Strategies to Employ & Retain Older Workers", [PDF Document], Retrieved from: http://www.urban.org/uploadedPDF/411626_Olderworkers.pdf.
- [66] D.E. Gberevbie (2008), "Staff Recruitment, Retention Strategies and Performance of Selected Public and Private Organizations in Nigeria", *Ph.D. Thesis, Coll.Bus.Soc.Sci., Covenant Uni., Ota*.
- [67] T.A. Beauregard and L.C. Henry (2009), "Making the Link between Work-Life Balance Practices and Organizational Performance", *Human Resource Management Review*, Vol. 19, Pp. 9–22.
- [68] J.L.Y. Ho, A. Wu & L.C. Lee (2009), "How Changes in Compensation Plans Affect Employee Performance, Recruitment, and Retention: An Empirical Study of a Car Dealership", *Contemporary Accounting Research*, Vol. 26, No. 1, Pp. 167–199.
- [69] E. Moncraz, J. Zhao & C. Kay (2009), "An Exploratory Study of US Lodging Properties' Organizational Practices on Employee Turnover and Retention", *International Journal of Contemporary Hospitality Management*, Vol. 21, No. 4, Pp. 437–458.
- [70] Madiha Shoaib, Ayesha Noor, Syed Raza Tirmizi & Sajid Bashir (2009), "Determinants of Employee Retention in Telecom Sector of Pakistan", *Proceedings 2nd CBRC, Lahore, Pakistan*.
- [71] Alnaqbi Waleed (2011), "The Relationship between Human Resource Practices and Employee Retention in Public Organisations: An Exploratory Study Conducted in the United Arab Emirates", *Ph.D Thesis, Edith Cowan University*.
- [72] Irshad Muhammad (2011) "Factors Affecting Employees Retention: Evidence from Literature", *Abasyn Journal of Social Sciences*, Vol. 4 No. 2.
- [73] Muhammad Hassan, Sobia Hassan, Kashif Ud Din Khan & M. Akram Naseem (2011), "Employee Retention as a Challenge in Leather Industry", *Global Journal of Human Social Science*, Vol. 11, No. 2, Version 1.0.
- [74] Ankit Laddha, Rudrapal Singh, Harshika Gabbad & Dr. G.D. Gidwani (2012), "Employee Retention: An Art to Reduce Turnover", *International Journal of Management Research and Review*, Vol. 2, No. 3, Pp. 453–458.
- [75] Sapovadia Dr. Vrajlal & Sweta Patel (2013), "Business Ethics & Employee Turnover: CAFE Matrix", *International Journal for Research in Management and Pharmacy*, Vol. 2, No. 4.
- [76] Subedi Jackson (2013), "Causes of Attrition of Senior Level Employees: A Study on Selected Commercial Banks of Nepal", *Banking Journal*, Vol. 3, No. 2.
- [77] Das Lahkar Bidisha & Dr. Barua Mukulesh (2013), "Employee Retention: A Review of Literature", *IOSR Journal of Business and Management (IOSR-JBM)*, Vol. 14, No. 2, Pp. 08–16.



Bidyut Bijoya Neog is a research scholar pursuing her Ph.D from University of Science and Technology, Meghalaya. She has over 3.6 years of corporate experience and 1.6 years of academic experience. Her research interest includes marketing management, human resource management in organisations. She has presented a paper titled "A study on the Quality Function

Deployment Tool in the Radiology and Pathology Laboratories of Hospitals" in All India Seminar on Risk Assessment and Quality Management in March 2006. Her research paper titled "Factors influencing employee's job satisfaction: An empirical study among employees of Automobile service workshops in Assam" has been published in The SIJ Transactions on Industrial, Financial & Business Management (IFBM), The Standard International Journals (The SIJ), Vol. 2, No. 7.



Dr. Mukulesh Barua, B.E.(Electrical), MBA and Ph.D having total work experience of over 26 years in different fields which includes 12 years of Industry experience, 2 years in Research & Development and 12 years of Academic experience. He is presently working as an Executive Director, Royal Group of Institutions and Principal, Royal School of Business, Guwahati, Assam. His research interest includes Operation Management, Quality Management and Marketing Research. His total number of papers published is 11 and he has attended 20 seminars/conferences till today.