

# IMPACT OF EMPLOYEE ORIENTATION ON EMPLOYEE RETENTION IN AUTOMOBILE SECTOR.

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## **Abstract**

*A company's next step is to determine how to guarantee that its key employees continue to be productive and committed to the company after spending a lot of time and money on their recruitment and training. This phase is crucial because it enables the business to maximize the investment it made in recruiting and training new personnel. Employee retention is crucial for the upkeep of customer connections and the management of costs related to recruiting and training people. A company that loses an experienced employee will undoubtedly encounter severe financial problems as a direct result of that person's departure. Employee satisfaction and their willingness to stay with a firm are highly correlated with the efficacy of the leadership and management tactics in use. If one can master these disciplines, they should be able to keep both their clients' and workers' contentment and loyalty, which should lead to development, higher income, and personal fulfillment for the person.*

**Keyword:** employee, retention, orientation, automobile sector

## **Introduction**

India's car industry is one of the most important in the world and is growing at some of the quickest rates in the world, and the results of this study will throw light on these developments. The evolution of India's vehicle industry will be better understood thanks to this study. India has the world's sixth-largest automaker industry. More than 3.7 million automobiles were manufactured in the nation in 2010, placing it sixth worldwide. Manufacturing automobiles for both personal and public use is included here. New information suggests that India may soon overtake Brazil as the world's sixth-largest manufacturer of passenger autos. With projected growth of 16-18% and sales of over 3 million devices in 2011-2012, India is expected to overtake Brazil and occupy the sixth slot on the list. India overtook Thailand, South Korea, and Japan in 2009 to become Asia's fourth-largest exporter of passenger automobiles. This grading system was initially used in 2009, which explains why. In 2010, India surpassed Thailand as the

second largest exporter of passenger autos in Asia, after Japan and South Korea. Japan used to be at the top of this ranking.

Within the Commercial Vehicles (hereafter "CV") market in India, the Heavy Commercial Vehicles (hereafter "HCV") category is further broken down into two subcategories: Light Commercial Vehicles (hereafter "LCV") and Medium Commercial Vehicles (hereafter "MCV"). We shall refer to both categories as "HCV" from now on. When the vehicle's weight and the rated payload's weight are combined, the result is the GVW. The Motor Vehicles Act of 1988 specifies that the rated payload is the maximum allowable weight for loading a vehicle. The term "rated payload" describes the maximum allowable load. To clarify, any commercial vehicle with a gross vehicle weight (GVW) of more than 16 tons is considered a "heavy-duty commercial vehicle" (HCV), whereas any commercial vehicle with a GVW of less than 7.5 tons is considered a "light-duty commercial vehicle" (LCV).

Whether a CV is put to service moving people or cargo depends on its initial purpose. The fact that passenger carriers only made up 14% of LCV volumes and 21% of HCV volumes in the 2008-2009 fiscal year is indicative of the dominance of goods carriers in the business. This is a result of the freight aviation industry's exclusivity. The markets for LCVs and HCVs have grown at roughly equal rates over the last two decades, despite the fact that volume growth in the HCV sector has been more erratic. Factors like economic activity and spending on infrastructure projects influence the sector's cyclical growth rate. These two factors contribute to the rapid growth of the sector. The LCV business is cyclical, although because to the broad utilization range, demand tends to be more consistent than in other markets.

Electronic fuel cells, traffic-aware navigation systems, and "telematics" (which refer to skills connected to telecommunications) are just a few examples of the innovative goods and technology that automakers throughout the globe are actively developing. All aspects of the company's procurement, manufacturing, distribution, and development (henceforth "R&D") will be intertwined with IT networks. According to forecasts, Internet and WWW-based communications will be the driving factors behind the next change in the automotive industry. Full implementation of a build-to-order system is the next logical step for distribution channels. The success of the pull system will result in a reduction in the inventories held by dealerships and the costs associated with maintaining such supplies, even if it is unlikely that dealerships would disappear. If companies in this industry adopted a business strategy resembling Dell Direct, it's feasible that the purchasing and distribution portions of their operations would experience significant cost reductions. Dell Direct is one company that operates in this manner. On the other hand, industrial consolidation hasn't shown to be a magic bullet that can increase output to the point where it can reach its full potential. The prevalence of mergers between companies that offer product lines that complement one another has considerably decreased the chance of having to stop certain activities. Job losses are inevitable whenever waste and inefficiency are successfully removed.

The global car industry was predicted to have a 20 million unit overcapacity in 2007, the year the prediction was made. This is equivalent to the manufacturing capacity of western European countries, or around one-third of the annual world production. As automakers strive to boost their profitability, several assembly factories are expected to shut down. Some sources claim that the lowest quantity that can be produced in an assembly plant profitably is 200,000 cars. When capacity utilization reaches the tipping level, which is around 75%, automakers face the risk of incurring losses. If prices drop below this mark, producers run the danger of going out of business.

Automotive analysts foresee substantial organizational and geographic adjustments in the global auto industry as a result of changes in the procedures used to make automobiles, changes in the model lineups and customer demand for cars, increased environmental concerns, and improvements in these processes. Numerous events are expected to lead to these changes. The changes suppliers and automakers make to flexible production processes and the globalization of their operations will result in a new paradigm for the use of labor.

About 40 million passenger automobiles were using India's roads as of 2010. Due to the country's production of more than 3.7 million vehicles in 2010 (an increase of 33.9% over the previous year), India now has the second-fastest growing car market in the world. Actually, India has Asia's second-fastest growing vehicle market right now. The Society of Indian Automobile Manufacturers forecasts an increase in yearly vehicle sales from 5 million in 2015 to above 9 million by 2020. According to projections, there will be 611 million vehicles on American roads by the year 2050, making it the world's top producer of cars.

This has resulted in a current oversupply, driving consolidation via means such as network partnerships and mergers. By centralizing and simplifying control and development functions, automakers want to minimize the number of new investment projects, one-of-a-kind components required in each vehicle, and design iterations. So, too, their cars have less unique touches. The Original Mission Plan for the Automotive Industry, 2006-2016. The headquarters of India's Ministry of Heavy Industries and Public Enterprises may be found in the Indian capital of New Delhi. The capital of India is New Delhi. They maintain an inventory of the machinery used in manufacturing, the number of components manufactured onsite, and the total number of direct supplier relationships. As part of this reorganization effort, assemblers are embracing modularization and trying out new organizational structures to increase the pace of the final assembly processes. When anything is modularized, the processes involved in putting it all together are streamlined. When anything is modularized, the processes involved in putting it all together are streamlined. In order to create new products and expand vehicle manufacturing capacity to new areas, automakers and component suppliers are aggressively leveraging vertical and horizontal strategic alliances. As a consequence of these efforts, new competitors will emerge, particularly in developing countries. The economies of emerging nations are particularly vulnerable to this.

The auto sector will have to cope with environmental challenges such as growing carbon dioxide levels and other potential health hazards with other industries. Despite the fact that there are many varying estimations of the influence that automotive emissions have on the ecology of the entire globe, automakers have improved their vehicles over time in an effort to minimize emissions and improve vehicle safety. Significant reductions in emissions have been achieved in the United States as a result of legislation and regulations dating back to the 1970s. These include the corporate average fuel economy criteria (referred to as "CAFE" in the next paragraph) and government safety requirements. CAFE restrictions have been in place for the past 30 years after being initially established in the 1970s. New cars in the United States now produce less than one percent of the toxic emissions they produced 20 years ago. While government regulations undoubtedly had a role, this trend emerged for other reasons as well. Nine automakers from the United States, Germany, and Japan make up the Alliance of Automobile Manufacturers, a trade group. This organization has advocated for the widespread use of renewable energy systems as a means of hastening the sector's overall economic development. The goal is to raise the industry's present fraction of the market.

## **EMPLOYEE ORIENTATION ON EMPLOYEE RETENTION**

Today, HR are considered as scholarly, theoretical, indispensable and most important resources of an association. Associations can't run without HR. Human asset is the essential element of creation so it is all necessities ought to be satisfied. Reality that the world is changing perilously quick is undeniable. Assuming every affiliation and association is to answer these changes, it ought to progress. There are various justifications for why organizations should begin situate their workers to get ready and furnish them with current abilities and data. In present time worker direction turns into a greatest test for an association. Human asset administrators should give needs representative maintenance to keep turnover and truancy at reasonable levels. It is imperative to hold type of representatives to keep up with smoothening capability and benefit augmentation of the association. There is a positive association between laborer heading and delegate upkeep A very much arranged direction program can tackle the maintenance issue of an association. To obtain an expansive complete comprehension of ideas in regards to worker direction and representative maintenance, a few fundamental words ought to be introduced prior to continuing when another worker enters in any association, he/she is absolutely more bizarre to everything. In such condition representatives face different sorts of difficulties and a ton of inquiries round to them. They feel unreliable and restless; they go through reality shock brought about by distinction between their assumptions and the genuine circumstances. The focal essential point of direction is fostered the new representatives feel at ease and foster a deep satisfaction in the association. Direction is described as the regular course of adjusting new specialists with the affiliation. Eliminating fears, nervousness and uncertainty of new employees is useful. The primary point of worker direction programs is to empower each new representative

to be completely educated about the gig, obligations and obligations of the positions. Worker maintenance is stir up to all approaches which are useful in holding representatives in present association in the present changing work space, it has become vital to keep the important representatives in the association. Worker maintenance is an extremely basic issue of HR the board. On the off chance that an association can't stop its esteemed workers in association, that association will look from gigantic misfortunes. Worker maintenance is a vital device that assists with forestalling talented representatives in present association. It incorporates all practices which uphold the representative adheres to an association for significant stretch. A car area is one of the biggest income produced areas on the planet. It is perhaps of the quickest developing and enormous scope area. Auto area has a major commitment in the monetary improvement of a country. Auto area of country assumes a significant part in Indian vehicle India. It incorporates traveler vehicles, business vehicles, three wheelers, bikes and the extra pieces of car. This area has arisen as dawn area in the Indian economy. This area helps in lessening joblessness in the country in light of the fact that many individuals work in this area. Car area assumes a significant part in making all over improvement of a nation by expanding Gross domestic product and FDI. This exploration paper addresses the hypothetical foundation of worker direction and representative maintenance and their affecting variables and practices. Worker direction is a vital term to each recently recruited representative since he must know about everything what's going on in the association. The objective of representative direction program is to help new representatives' change into the working environment and set them up to deal with new errands effectively. Worker maintenance is the absolute capacity of an association to hold its best workers in present association. These days workers are dealing with a ton of issues in vehicle area, we realize that representatives are the important and valuable resources of an association. In this way, association ought to tackle all worker maintenance relating issue and ought to urge representatives to remain in the association for long run of period. To hold the significant representatives in association maintenance rehearses are created by the association.

### **Review of the literature**

According to Dutta and Benergee (2017), the concept of employee retention is a combination of a number of different practices that have an impact on staff members. These practices include training, skill recognition, career development, work satisfaction, fair compensation system, and promotion policy, among others. These activities all contribute to the retention of staff members. According to Fatim and Mbenga (2020), the new employee orientation (NEO) programme is designed to educate new workers with all of the necessary knowledge that will allow them to adjust to their new working environment. In order to provide the new employee with a comprehensive picture of the organisation and the department in which they would be working with this company.

In his 2019 study, Jaseel investigated the elements that have an impact on the staff retention methods employed by Vodafone UK. It has been determined that there are several strategies for

keeping workers, including but not limited to incentives, salary and benefits, communications, career progression, flexible working environments, and other similar strategies, all of which are useful in retaining people. Based on the findings of this study, the link between employee orientation and staff retention was demonstrated.

After doing research, Lawrence et al. (2020) found that the workplace serves as a connection point that represents both the employee orientation programme and the retention of employees. There is a nice relationship that exists between the two of them. Because the orientation programme eliminates any and all uncertainties that workers may have, it is also proven to improve staff retention.

It was observed by Ramlall (2003) that a pleasant and good working environment of an organisation has a favourable influence on better employee retention rates. This is because employees feel that they are respected and accepted in the workplace. The implementation of performance-based remuneration, which serves to encourage and engage employees, leads to an increase in contentment among workers.

In their research, Mehrez and Bakri (2019) found that remuneration, career path, and working environment are the elements that have an effect on employee retention. However, career path was shown to be the most important contributing feature that representatives seek for when they are searching for a position in the relationship.

According to the findings of Nagarthanhan et al. (2018), there is a substantial positive association between career development and employee retention. The Qatar Aviation Industry places a significant emphasis on the implementation of career opportunity policies in order to maintain its current workforce. Increasing employee retention through the implementation of a career development programme was discovered to be possible.

According to the findings of this research conducted by Sharma (2017), there is a gap between the actions taken by companies and the perceptions held by employees in the information technology sector. The retention of information technology professionals was shown to be significantly influenced by a number of factors, including career growth, training and development, supportive management, competitive salary, flexible scheduling, and open directional communication.

In their 2017 article titled "Employee Retention: A Much-Needed Strategy in Global Work Environment," Dr. Swaty Wadhwa and Silky Madan discuss the significance of employee retention as well as the strategies that can be utilised to achieve this goal. These strategies include the establishment of an organisational culture that emphasises teamwork, trust, support, cooperation, friendliness, and positive leadership, as well as the maintenance of a safe and comfortable working environment. The researcher came to the conclusion that it is difficult for businesses to keep their workers, and that it is essential to place a high level of priority on those employees who are devoted and loyal to the organisation, since they never even consider quitting the company.

The article "A Review of Literature on Employee Retention" by M.S.Kamalaveni, S.Ramesh, and T.Vetrivel (2019) provides an understanding of the factors that determine employee retention. These factors include recruitment that matches the competency of an employee as per the job requirement, development opportunities within the current company, pay scale that is in accordance with the standards of the company, an encouraging work environment, leadership, training, job satisfaction, a systematic and regular performance appraisal cycle, the need for an employee to strike a balance between his official work and personal life, an employee who is committed to work for the development of the organisation, and employee engagement with his colleagues. The researcher presented a number of recommendations in order to facilitate the retention of workers. These included the following: firms should provide suitable remuneration advantages to their employees; they should appreciate their employees; and they should recognise the abilities and efforts that employees have made for the success of the organisation. Han (2020) recognised the backdrop of worker turnover in the medical business in order to offer a wider variety of elements that contribute to employee turnover, as well as a viewpoint of aspects that inspire employees in their decision-making regarding their employment. In the medical business, the experiences received at management levels were taken into consideration on a regular basis and were begun in order to provide a well-built forecasting system for member of staff turnover. However, the components at the group level do not have a significant direct consequence but rather have a relatively indirect impact in the course of the organisational or employee rank. This is in contrast to the elements at the management level, which have a direct influence on employee turnover. Not a single variable that was relevant to the individual was used to characterise the fundamental reasons of the turnover.

### **Objective of the study**

1. To study employee orientation on retention in automobile sector.
2. To identify the major models of employee orientation and Retention in automobile sector.

### **Hypothesis**

1. There is no significant effect of employee orientation on employee retention in automobile sector.
2. There is no significant effect of major models of employee orientation and Retention.

### **Research methodology**

This methodology is especially beneficial for research projects that aim to gather data on the attitudes and behaviors of huge groups that are representative of different geographical characteristics. It is generally agreed that the survey design is the most suitable research design to use in order to measure the perceptions of the individuals who participated in this study. It is possible for the researcher to obtain information from a broad population through the use of a survey, which makes it the most ideal research strategy. It is therefore possible to generalize the knowledge that was gathered from the sample to the complete population (Kerlinger and Lee, 2000). In most cases, survey research is a qualitative method that necessitates the use of

standardized information in order to either define or describe variables or to investigate the relationships that exist between variables. Essentially, the research that was carried out was a survey that investigated the ways in which employee orientation factors influence turnover retention in the automotive industry, namely in German and Japanese companies. It is the basis upon which the research is created that is referred to as formative research.

#### Data analysis

**Table 1: Gender of respondents**

	German Companies	Percentage	Japanese Companies	Percentage
Male	150	75	100	50
Female	50	25	100	50
Total	200	100	200	100

**Table2 : Age of respondents**

	GERMAN COMPANIES	Percentage	JAPANESE COMPANIES	Percentage
Under 20	15	7.5	55	27.5
20-29	25	12.5	25	12.5
30-39	35	17.5	20	10
40-49	25	12.5	35	17.5
50-59	45	22.5	25	12.5
60 or older	55	27.5	40	20
Total	200	100	200	100

The table provides a comprehensive view of the age distribution among respondents in both German and Japanese companies. In German companies, the age distribution is diverse, with notable percentages in various age groups. Respondents under the age of 20 constitute 7.5%, while those in the 30-39 age range make up 17.5%. The 60 and older category represents 27.5% of the respondents, indicating a substantial presence of older individuals in the German workforce. Japanese companies exhibit a distinct age distribution pattern. A significant 27.5% of respondents in Japanese companies are under 20, suggesting a higher representation of younger individuals compared to German companies. Additionally, the percentage of respondents aged 30-39 is 10%, reflecting a smaller proportion in this age group compared to their German counterparts. The 60 and older category in Japanese companies comprises 20% of respondents. These findings highlight distinct age demographics between the two countries' corporate environments, emphasizing potential variations in workforce dynamics and age-related trends. Further investigation into the factors influencing these patterns could offer valuable insights into the composition and characteristics of the workforce in German and Japanese companies.

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**Table3 : Marital Status of respondents**

	GERMAN COMPANIES	Percentage	JAPANESE COMPANIES	Percentage
Single	45	22.5	55	27.5
Married	55	27.5	65	32.5
Divorced	35	17.5	40	20
Widowed	65	32.5	40	20
Total	200	100	200	100

The table offers a comprehensive overview of the marital status distribution among respondents in German and Japanese companies. In German companies, the respondents' marital status presents a diverse landscape, with a notable percentage of 32.5% identifying as widowed, followed by 27.5% married, 22.5% single, and 17.5% divorced. Conversely, in Japanese companies, there is a higher proportion of single respondents at 27.5%, followed by 32.5% married, 20% divorced, and 20% widowed. These distinctions highlight potential cultural or societal influences shaping the personal lives of employees in each country. Notably, the higher percentage of widowed individuals in German companies may suggest a demographic trend or cultural aspect influencing the marital status distribution. Understanding these variations is crucial for comprehending the broader social dynamics and personal circumstances of the workforce in German and Japanese corporate environments. Further exploration into the underlying factors contributing to these differences could provide valuable insights into the work-life balance and societal norms influencing employees in each context.

**Table 4:Educational Level of respondents**

	GERMAN COMPANIES	Percentage	JAPANESE COMPANIES	Percentage
High School Diploma/GED	55	27.5	45	22.5
Associate's Degree	35	17.5	55	27.5
Bachelor's Degree	45	22.5	35	17.5
Master's Degree	50	25	25	12.5
Ph.D. or other advanced degree	15	7.5	40	20
Total	200	100	100	100

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The table elucidates the educational composition of respondents in German and Japanese companies, offering insights into the diverse academic backgrounds within each corporate landscape. In German companies, the workforce exhibits a varied educational profile, with 27.5% possessing a High School Diploma or GED, 17.5% holding an Associate's Degree, 22.5% having earned a Bachelor's Degree, 25% holding a Master's Degree, and 7.5% possessing a Ph.D. or other advanced degree. In Japanese companies, a distinct pattern emerges, with 22.5% of respondents having a High School Diploma or GED, 27.5% an Associate's Degree, 17.5% a Bachelor's Degree, 12.5% a Master's Degree, and 20% a Ph.D. or other advanced degree. Notably, Japanese companies display a higher percentage of respondents with an Associate's Degree and advanced degrees, while German companies show a higher percentage of respondents with a Master's Degree. These disparities in educational levels underscore potential differences in educational systems, professional requirements, and corporate expectations between the two countries. Further exploration into the contextual factors influencing these educational patterns would provide valuable insights into the workforce dynamics and corporate culture in German and Japanese companies.

**Table 5: Years of Experience in the Automotive Industry**

	GERMAN COMPANIES	Percentage	JAPANESE COMPANIES	Percentage
Less than 1 year	35	17.5	25	12.5
1-5 years	48	24	75	37.5
6-10 years	25	12.5	26	13
11-15 years	50	25	46	23
More than 15 years	42	21	28	14
Total	200	100	100	100

The table outlines the distribution of respondents based on their years of experience in the automotive industry within both German and Japanese companies. In German companies, the workforce exhibits a varied spectrum of experience, with 17.5% having less than 1 year, 24% having 1-5 years, 12.5% having 6-10 years, 25% having 11-15 years, and 21% having more than 15 years of experience. Japanese companies present a different pattern, with 12.5% having less than 1 year, 37.5% having 1-5 years, 13% having 6-10 years, 23% having 11-15 years, and 14% having more than 15 years of experience. Notably, a higher percentage of respondents in Japanese companies falls within the 1-5 years experience range compared to German companies, whereas German companies have a higher percentage of respondents with 11-15 years and more than 15 years of experience. These distinctions may reflect variations in career trajectories, industry dynamics, or professional development opportunities between the automotive sectors in

Germany and Japan. Further exploration into the contextual factors influencing these experience patterns would offer valuable insights into the expertise and tenure of employees in each country's automotive industry.

**Table 6: Quantitative Bayesian Convergence Distribution**

Regression weights									
	Mean	S.E.	S.D.	C.S.	Skewness	Kurtosis	Min	Max	Name
EO<--LD	-0.031	0.001	0.061	1.000	-0.024	-0.011	-0.286	0.217	W1
EO<--EB	0.131	0.002	0.078	1.000	0.049	-0.065	-0.156	0.429	W1
EO<--DDW	0.017	0.001	0.047	1.000	-0.012	0.003	-0.160	0.200	W3
EO<--LSF	0.031	0.002	0.060	1.000	-0.025	0.016	-0.208	0.258	W4
TR<--OF	0.038	0.001	0.029	1.000	-0.004	-0.040	-0.081	0.151	W5
TR<--LSF	0.036	0.001	0.033	1.000	0.065	0.057	-0.103	0.177	W6
TR<--DDW	0.080	0.000	0.026	1.000	-0.039	0.047	-0.025	0.178	W7
TR<--EB	0.176	0.001	0.044	1.001	-0.055	-0.052	0.000	0.338	W8
EO<--OF	-0.080	0.001	0.051	1.000	0.000	0.002	-0.283	0.095	W9
TR<--EO	0.004	0.001	0.028	1.001	-0.042	-0.024	-0.118	0.116	W10
TR<--LD	-0.053	0.001	0.033	1.000	-0.024	0.079	-0.202	0.084	W11
Means									
	Mean	S.E.	S.D.	C.S.	Skewness	Kurtosis	Min	Max	Name
OF	42.734	0.007	0.318	1.000	0.006	0.115	41.370	44.160	M1
LSF	48.035	0.006	0.281	1.000	0.003	-0.019	46.986	49.144	M2
DDW	43.802	0.010	0.374	1.000	0.011	-0.031	42.087	45.147	M3
EB	29.739	0.005	0.213	1.000	-0.027	0.058	28.797	30.561	M4
LD	42.758	0.006	0.253	1.000	0.042	-0.056	41.812	43.916	M5
Intercepts									
	Mean	S.E.	S.D.	C.S.	Skewness	Kurtosis	Min	Max	Name
EO	26.799	0.082	4.242	1.000	0.001	0.074	9.554	43.752	I1
TR	11.643	0.076	2.471	1.000	0.035	-0.044	1.511	21.534	I2
Co-variances									
	Mean	S.E.	S.D.	C.S.	Skewness	Kurtosis	Min	Max	Name
OF<->LD	0.374	0.037	1.670	1.000	-0.028	-0.035	-5.834	6.894	C2
LD<->LSF	-1.722	0.032	1.488	1.000	-0.064	0.182	-8.580	4.101	C3
LD<->DDW	-1.079	0.058	1.981	1.000	-0.104	0.194	-9.941	6.410	C4

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LD<->EB	-0.493	0.027	1.125	1.000	-0.006	0.088	-5.017	3.866	C5
DDW<->EB	12.824	0.058	1.804	1.001	0.220	0.033	6.335	20.343	C6
LSF<->EB	6.142	0.034	1.267	1.000	0.184	0.189	1.623	12.038	C7
OF<->EB	6.583	0.050	1.457	1.001	0.161	0.228	0.596	13.500	C8
LSF<->DDW	14.689	0.073	2.292	1.001	0.207	0.151	6.575	24.882	C9
OF<->DDW	11.174	0.071	2.537	1.000	0.180	0.093	1.245	22.264	C10
OF<->LSF	10.995	0.060	1.907	1.000	0.183	0.046	3.945	18.597	C11

## Variances

	Mean	S.E.	S.D.	C.S.	Skewnes s	Kurtos is	Min	Max	Name
OF	40.280	0.058	2.945	1.000	0.354	0.270	30.622	53.429	V1
LD	25.902	0.056	1.880	1.000	0.285	0.042	19.565	33.967	V2
LSF	31.634	0.074	2.277	1.001	0.286	0.186	23.943	42.542	V3
DDW	56.742	0.126	4.156	1.000	0.295	0.002	43.849	75.493	V4
EB	18.477	0.044	1.356	1.001	0.330	0.271	13.698	25.078	V5
e2	36.149	0.053	2.646	1.000	0.298	0.255	26.920	48.895	V6
e1	11.112	0.015	0.815	1.000	0.313	0.063	8.597	14.795	V7

Source: Amos 20.0 output

Table 7 provides a summary of the various statistics and other values pertaining to the goodness of fit.

S.No.	Measures of fit	Overall Moderated QUAL	Acceptable level HRP for good fit
1.	Chi-square2 ( $\chi^2$ ) at p 0.01	4340.382	Significant
2.	Degree of freedom (d.f)	1468	Accepted
3.	Comparative Fit Index (CFI)	.541	>0.90
4.	Bentler – BonettIndex or Normed Fit Index (NFI)	.513	>0.90
5.	Root Mean Squared error of Approximation (RMSEA)	.045	<0.08 Accepted
6.	Non Centrality Parameter (NCP)	4087.388	Accepted
7.	Non Centrality Parameter, Lower Boundary (NCPL0 90)	2984.732	Accepted
8.	Non Centrality Parameter, Upper Boundary (NCPHI 90)	2984.732	Accepted

9.	Parsimony adjusted NFI (PNFI)	.167	Accepted
10.	Parsimony adjusted CFI (PCFI)	.189	Accepted
11.	Minimum value of Discrepancy (FMIN)	10.244	Accepted
12.	Lower Limit of FMIN (LO90)	7.481	Accepted
13.	Upper Limit of FMIN (HI90)	8.475	Accepted
14.	Browne-Cudeck Criterion (BCC)	4476.216	Accepted
15.	ECVI	11.106	Accepted
16.	LO90	10.618	Accepted
17.	HI90	11.613	Accepted
18.	MECVI	11.219	Accepted
19.	HOELTER .05	207	<=
20.	HOELTER .01	213	At least 200

### Posterior Diagnostic Plots

A thorough examination of the posterior diagnostic plots is carried out in order to validate the convergence of the Bayesian MCMC approach. The posterior frequency polygon of the distribution of the parameters over the 95000 samples is shown in the following figure (figure 1 and figure 1). Given that the Bayesian MCMC diagnostic plots demonstrate that the normality has been reached for each and every figure, it can be concluded that the structural equation model fit has been successfully approximated.

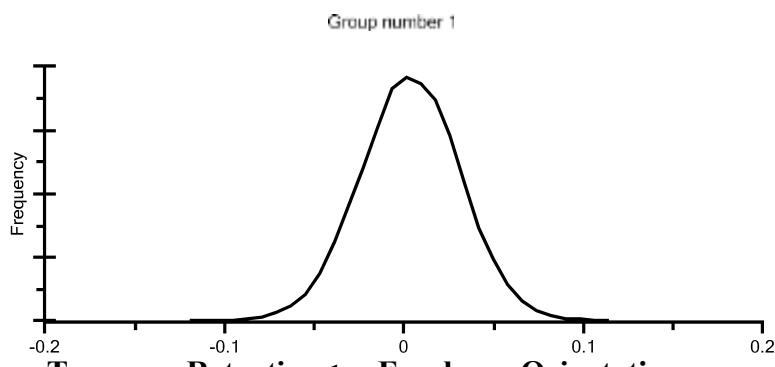


Figure 1: Posterior frequency polygon distribution

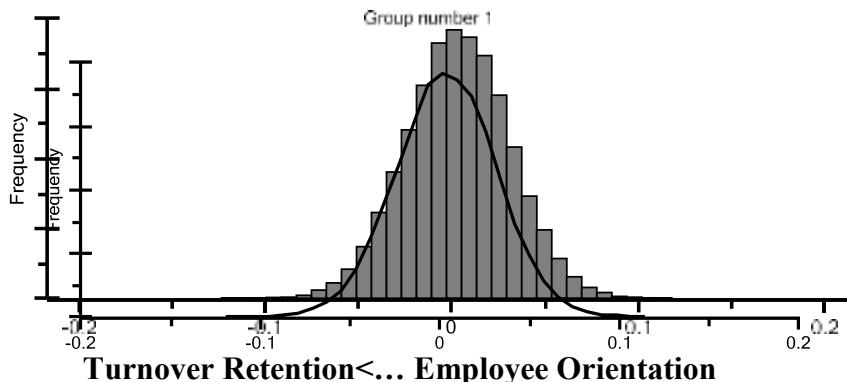


Figure 2: Histogram distribution of frequencies on the posterior side

A time-series plot, which is another name for the trace plot, is a kind of figure that displays the sampled values of a parameter over a period of time. This figure is helpful in determining how rapidly the MCMC algorithm converges in distribution, and it does so by providing assistance. The trace plot of the mediated Drivers of Employee Orientation and their influence on retention among Sales Executives in chosen car agencies is shown in the following figures (figure 2). These data cover 95,000 samples and demonstrate the mediated factor Employee Orientation (EO) dimension. When the plot is divided into many horizontal portions, the trace that is included within any one of those sections will not have a distinct appearance from the trace that is contained inside any other area. The fact that this is the case suggests that the convergence in distribution occurs quite quickly. It is for this reason that the mediated Drivers of Employee Orientation among Sales Executives and their influence on retention in certain car businesses QUAL MCMC method forgets its beginnings extremely fast.

### Conclusion

It is anticipated that the results of this study will have substantial repercussions for the way in which human resource professionals carry out their duties. Taking the required steps to develop human resource policies that would enhance employee orientation is something that any organization needs to do in order to keep their talented employees. It is quite possible that firms will lose their employees if they do not develop tactics that are effective in retaining employees and promoting employee orientation. In the event that they were to lose their human assets, the performance of the organization would suffer, and it would be more difficult to accomplish the objectives that the company has set for itself. According to the findings of the study, the most important element that influences employee orientation and turnover retention as well as staff retention is employee perks.

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