5.1 INTRODUCTION

Chapter 4 presented aspects of research methodology including research design, data collection and data analysis methods and hypothesis testing. This Chapter 5 presents descriptive findings of employee retention and findings of the research study related to testing of hypothesis.

Objectives of this chapter are (1) to systematically present the descriptive findings of the research study, (2) to interpret significance of these findings as results of data analysis, and (3) to explain how the conceptual framework developed from a literature review, was supported by data analysis.
5.1.1 Schematic representation of research design

Figure No.: 5.1. Schematic representation of research design

Exploring the Data

Displaying Data using Factor Analysis (Face Validity)

Factor Reduction using Principal Component Analysis

Reliability Testing of Items Using Cronbach Alpha

Data Preparation for Hypotheses Testing

Evaluation of Suitability of Independent Variables by Deriving Coefficient of

Selection of Best Multiple Regression Model (MRM)
(Best Model is decided on the basis of $R^2$ value and F value)

(Source: Developed by the researcher for this study)
5.2 FACTOR ANALYSIS

Table No.: 5.1  KMO and Bartlett's Test

<table>
<thead>
<tr>
<th>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</th>
<th>0.839</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td></td>
<td>Df</td>
</tr>
<tr>
<td></td>
<td>Sig.</td>
</tr>
</tbody>
</table>

KMO measure of sampling adequacy is an index to examine the appropriateness of factor analysis. High values 0.5 and 1.0 indicate factor analysis is appropriate. Values below 0.5 imply that factor analysis may not be appropriate. From the above table it is seen that Kaiser-Meyer—Olkin measure of sampling adequacy index is 0.839 and hence the factor analysis is appropriate for the given data set. Bartlett’s Test of Sphericity is used to uncorrelated. It is based on chi-square transformation of the determinant of correlation matrix. A large value hypothesis in turn this would indicate that factor analysis is appropriate. Bartlett’s test of Sphericity Chi-square statistics is 3272.632, that shows the 27 statements are correlated and hence as inferred in KMO, factor analysis is appropriate for the given data set.
<table>
<thead>
<tr>
<th>Factors</th>
<th>Factor Loading</th>
<th>Percent Variance Explained</th>
<th>Chronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factor 1: <strong>HYGIENE FACTORS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. [VAR1] Company policy and administration is present in the organization.</td>
<td>0.520</td>
<td>27.269</td>
<td>0.830</td>
</tr>
<tr>
<td>2. [VAR 9] My work is being supervised by my superior.</td>
<td>0.735</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. [VAR 16] Working conditions of my work are good</td>
<td>0.740</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. [VAR 22] My interpersonal relations with other staff and superior are healthy.</td>
<td>0.795</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. [VAR 24] I get money from my job.</td>
<td>0.531</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. [VAR 2] I get status from my job.</td>
<td>0.449</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. [VAR 3] My job is secured.</td>
<td>0.682</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 2: <strong>MOTIVATORS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. [VAR 10] My organizational achievements are being rewarded by the company</td>
<td>0.570</td>
<td>14.179</td>
<td>0.702</td>
</tr>
<tr>
<td>9. [VAR 11] I get recognized by my company for my contribution in the company.</td>
<td>0.739</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. [VAR 14] My organization provides challenging work to me.</td>
<td>0.726</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. [VAR 20] My organization provides me opportunity to take the responsibility.</td>
<td>0.702</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. [VAR 23] My organization provides me an opportunity to grow in my professional career.</td>
<td>0.550</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Factor 3: <strong>JOB SATISFACTION</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>(S) 13. [VAR 4] I am satisfied with reward system for my organizational achievements.</td>
<td>0.509</td>
<td>13.225</td>
<td>0.689</td>
</tr>
<tr>
<td>14. [VAR 5] I am satisfied with the recognition for my organizational contribution.</td>
<td>0.759</td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. [VAR 6] I am satisfied with the challenging work provided by the organization.</td>
<td>0.812</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. [VAR 7] I am satisfied with the responsibility given by the organization.</td>
<td>0.731</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. [VAR 8] I am satisfied with the growth Opportunities provided by the organization.</td>
<td>0.557</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18. [VAR12] I am satisfied with company policy and administration.</td>
<td>0.665</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19. [VAR 15] I am satisfied with supervision system.</td>
<td>0.566</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20. [VAR 17] I am satisfied with working condition.</td>
<td>0.671</td>
<td></td>
<td></td>
</tr>
<tr>
<td>21. [VAR 18] I am satisfied with interpersonal relations within the organization.</td>
<td>0.832</td>
<td></td>
<td></td>
</tr>
<tr>
<td>22. [VAR 19] I am satisfied with the Money received from the job.</td>
<td>0.745</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23. [VAR21] I am satisfied with the status received from the job.</td>
<td>0.557</td>
<td></td>
<td></td>
</tr>
<tr>
<td>24. [VAR 13] I am satisfied with the Job security.</td>
<td>0.600</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
With 148 completed questionnaire comprising of 27 items, factor analysis revealed a 3-factor structure that explained 64.662% of total variance. The criteria for retaining the 3-factors were eigenvalues greater than one and the ability to describe and label each factor following extraction method as Principal Axis Factoring with rotation method as Varimax with Kaiser Normalization. To assess the reliability of responses, Chronbach’s alpha coefficient was calculated and is found to be acceptable for the items within each factor solution. Also, Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy was found to be 0.839, which is adequate.

There is the obligatory requirement of 0.60 or above for Chronbach’s alpha coefficient to demonstrate internal consistency of the established scales (Nunnally, 1988). Likewise, the minimum acceptable value of KMO is 0.5 (Othman and Owen, 2001). Therefore, it can be concluded that the matrix did not suffer from multi-collinearity or singularity. Thus, the statistical and factor analysis tests showed the proposed items and dimensions of the instrument were sound enough to measure the influence of motivating factors on sales employee retention in the private life insurance companies.

The instrument consisted of 24 important items as listed in Table and classified into three dimensions. The THREE dimensions may be defined as follows:

1. Hygiene Factors (HYG)
2. Motivators (MOT)
3. Job Satisfaction (S)

5.3 RELIABILITY STATISTICS

<table>
<thead>
<tr>
<th>Table No.: 5.3 Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>0.738</td>
</tr>
</tbody>
</table>

The Cronbach’s alpha values were calculated to assess the internal consistency of the Questionnaire. Reliability refers to the confidence we can place on the measuring instrument to give us the same numeric value when the measuring instrument is repeated on the same object. For the Employee retention questionnaire, the Cronbach's alpha value of .738 indicated adequate reliability.
Stage-1

First stage of survey was based on non-probability convenience sampling, 148 completed questionnaires comprised of 27 items were analysed with factor analysis technique. Factor analysis revealed a 3-factor structure that explained 64.662% of total variance shown in Table. The criteria for retaining the 3-factors were Eigen values greater than one and the ability to describe and label each factor. To assess the reliability of responses, Cronbach’s alpha coefficient was calculated and is found to be acceptable for the items within each factor solution.

Stage-2

In the second stage of research, researcher selected the respondents from 36 Private life Insurance Company branches from Pune Region comprising the entry level sales employee working with Agency Channel, Bancassurance, Direct Marketing, Alternate Channel. Researcher has used non-probability convenience sampling method. After deriving the sample size i.e. 418 the questionnaire was distributed among the respondents. Questionnaires were distributed among 600 independent samples out of which 418 completed questionnaires were analysed successfully with reliability test.

For the second stage of survey the prime factors as well as factors grouped under those are considered as independent variables, also the controlled variables (Demographic Factors) have been analysed in multiple regression model (MLM).

Independent sample was used in second stage of analysis while collecting the data. It was collected in the duration of Feb. 2014 to April 2014.
5.4 DESCRIPTIVE STATISTICS

This study was designed as a combination of descriptive, explanatory and causal research. Descriptive statistics were applied to investigate and describe characteristics of employee retention in private life insurance companies.

Descriptive analysis refers to the transformation of the raw data into a form that will make them easy to understand and interpret. Describing responses or observations is typically the first form of analysis.

Following is the complete descriptive statistics of all the 418 respondents surveyed.
Q. Age of the Respondent (Data collected through Q. No. 1 as on Appendix A)

Table No. 5.4 : Age of the Respondent

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>101</td>
<td>24.2</td>
<td>24.2</td>
<td>24.2</td>
</tr>
<tr>
<td>2.00</td>
<td>266</td>
<td>63.6</td>
<td>63.6</td>
<td>87.8</td>
</tr>
<tr>
<td>3.00</td>
<td>51</td>
<td>12.2</td>
<td>12.2</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure No. 5.2 : Age of the Respondent

From the above figure 5.2, it is shown that out of total sample of 418 employees surveyed, 24.2 % (101) were belong to age bracket of 21 to 25 years, 63.6 % (265) were belong to age bracket 26 to 30 years and 12.2% (50) belong to age bracket above 31 years.
Q. Gender of the Respondent (Data collected through Q. No. 2 as on Appendix A)

Table No.: 5.5  Gender of the Respondent

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>1.00</td>
<td>322</td>
<td>77.0</td>
<td>77.0</td>
</tr>
<tr>
<td></td>
<td>2.00</td>
<td>96</td>
<td>23.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure No.: 4.3 Gender of the Respondent

From the above figure 5.3, it is shown that out of total sample of 418 employees surveyed, 77% (322) employees were male and 23 % (96) employees were female.
Q. Educational Qualification of Respondent  (Data collected through Q. No. 3 as on Appendix A)

Table No.: 5.6 Educational Qualification of Respondent

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>2.00</td>
<td>190</td>
<td>45.5</td>
<td>45.5</td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>228</td>
<td>54.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure No.: 4.4 Educational Qualification of Respondent

From the above graph 5.4.3, it is shown that out of total sample of 418 employees surveyed, 45.5% (190) employees were Graduate while 54.5% (228) were post Graduate
Q. Marital status of the Respondent (Data collected through Q. No. 4 as on Appendix A)

Table No.: 5.7 Marital status of the Respondents

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.00</td>
<td>177</td>
<td>42.3</td>
<td>42.3</td>
<td>42.3</td>
</tr>
<tr>
<td>2.00</td>
<td>76</td>
<td>18.2</td>
<td>18.2</td>
<td>60.5</td>
</tr>
<tr>
<td>3.00</td>
<td>74</td>
<td>17.7</td>
<td>17.7</td>
<td>78.2</td>
</tr>
<tr>
<td>4.00</td>
<td>77</td>
<td>18.4</td>
<td>18.4</td>
<td>96.7</td>
</tr>
<tr>
<td>5.00</td>
<td>2</td>
<td>.5</td>
<td>.5</td>
<td>97.1</td>
</tr>
<tr>
<td>6.00</td>
<td>12</td>
<td>2.9</td>
<td>2.9</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure No.: 5.5 Marital status of the Respondent

From the above graph 5.4.4, it is shown that out of total sample of 418 employees surveyed, 42.3% (177) employees were single with no dependents, 18.2% (76) were single with dependents, 17.7% (74) were in the category of Couples with children, 18.4% (77) were in the category of couple with no children, 0.5% (02) were in the category of Widow/Widower and 2.9% (12) were separated/divorced/deserted.
Q. Monthly income of the Respondent (Data collected through Q. No. 5 as on Appendix A)

Table No.: 5.8 Monthly income of the Respondents.

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>1.00</td>
<td>18.2</td>
<td>18.2</td>
</tr>
<tr>
<td></td>
<td>2.00</td>
<td>52.4</td>
<td>70.6</td>
</tr>
<tr>
<td></td>
<td>3.00</td>
<td>20.8</td>
<td>91.4</td>
</tr>
<tr>
<td></td>
<td>4.00</td>
<td>8.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure No.: 5.6 Monthly income of the Respondent

From the above figure 5.4.5, it is shown that out of total sample of 418 employees surveyed, 18.2% (76) employees whose monthly income was less than Rs. 20000, 52.4% (219) employees monthly income was in the bracket Rs. 20001 to 25000, 20.8% (87) employees monthly income was in the bracket Rs. 25001 to 50000 and 8.6% (36) employees monthly income was more than Rs. 50000
Q. Organization of the Respondent (Data collected through Q. No. 6 as on Appendix A)

Table No.: 5.9 Organization of the Respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>1.00</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure No.: 5.7 Organization of the Respondent

From the above figure 5.4.6, it is shown that out of total sample of 418 employees surveyed, 100% (418) employees surveyed were working with Private Life Insurance Companies.
Q. Department of the Respondent (Data collected through Q. No. 7 as on Appendix A)

Table No.: 5.10 Department of the Respondent

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Figure No.: 5.8 Department of the Respondent

From the above figure 5.4.7, it is shown that out of total sample of 418 employees surveyed, 100% (418) employees were working in the marketing department of the Private Life Insurance Company as a Sales employee at entry level (Grade 1). These entry level sales employees are from the departments like Agency Channel, Bancassurance, Alternate Channel and Direct Marketing. Designation of these employees is different in different organizations like in some organizations it is Sales Manager, Sales Executive, Associate Manager, Business Development Manager or Relationship Manager.
Q. Respondents Working duration with the Insurance Industry (Data collected through Q. No. 8 as on Appendix A)

Table No.: 5.11 Respondents Working duration with the Insurance Industry

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 1.00</td>
<td>63</td>
<td>15.1</td>
<td>15.1</td>
<td>15.1</td>
</tr>
<tr>
<td>2.00</td>
<td>252</td>
<td>60.3</td>
<td>60.3</td>
<td>75.4</td>
</tr>
<tr>
<td>3.00</td>
<td>103</td>
<td>24.6</td>
<td>24.6</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure No.: 5.9 Respondents Working duration with the Insurance Industry

From the above figure 5.4.8, it is shown that out of total sample of 418 employees surveyed, 15.1% (63) employees were working with the Private Life Insurance Industry for less than One year, 60.3%(252) were working for more than 01 year and less than 03 years, 24.6% (103) were working for more than 03 years and less than 05 years and none was working for more than 05 years.
Q. Frequency of the job switching (Data collected through Q. No. 9 as on Appendix A)

Table No.: 5.12 Frequency of the job switching

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>1.00</td>
<td>204</td>
<td>48.8</td>
<td>48.8</td>
</tr>
<tr>
<td>2.00</td>
<td>76</td>
<td>18.2</td>
<td>18.2</td>
<td>67.0</td>
</tr>
<tr>
<td>3.00</td>
<td>12</td>
<td>2.9</td>
<td>2.9</td>
<td>69.9</td>
</tr>
<tr>
<td>4.00</td>
<td>126</td>
<td>30.1</td>
<td>30.1</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>418</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Figure No.: 5.10 Frequency of the job switching

From the above figure 5.4.9, it is shown that out of total sample of 418 employees surveyed, 48.8% (204) employees have left the insurance job for once, 18.2% (76) employees had left the job for twice, 2.9% (12) employees had left the job for three times or more and 30.1% (126) employees had not left the job since their joining in the insurance industry.
# Table No.: 5.13 Descriptive Statistics

<table>
<thead>
<tr>
<th>Item</th>
<th>Code</th>
<th>Abb</th>
<th>N</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organizational achievements are being rewarded by the company</td>
<td>M1</td>
<td>RWD</td>
<td>418</td>
<td>4.007177033</td>
<td>0.800147572</td>
<td>-0.25469625</td>
<td>0.741709196</td>
</tr>
<tr>
<td>I get recognized by my company for my contribution.</td>
<td>M2</td>
<td>RCG</td>
<td>418</td>
<td>3.717703349</td>
<td>0.071417398</td>
<td>-0.07597197</td>
<td>0.272487909</td>
</tr>
<tr>
<td>My organization provides me challenging work.</td>
<td>M3</td>
<td>CHW</td>
<td>418</td>
<td>3.933014354</td>
<td>0.889755715</td>
<td>-0.09991941</td>
<td>0.69295963</td>
</tr>
<tr>
<td>My organization provides me opportunity to take the responsibility.</td>
<td>M4</td>
<td>RESP</td>
<td>418</td>
<td>3.564593301</td>
<td>0.153408012</td>
<td>-0.5258543</td>
<td>-0.06872077</td>
</tr>
<tr>
<td>My organization provides me an opportunity to grow in my professional career.</td>
<td>M5</td>
<td>GRO</td>
<td>418</td>
<td>2.401913876</td>
<td>0.279311026</td>
<td>-0.77416069</td>
<td>0.706584841</td>
</tr>
<tr>
<td>Company policy and administration is present in the organization.</td>
<td>H1</td>
<td>PA</td>
<td>418</td>
<td>4.263157895</td>
<td>0.651603136</td>
<td>-0.16182469</td>
<td>0.224490077</td>
</tr>
<tr>
<td>My work is being supervised by my superior.</td>
<td>H2</td>
<td>SUP</td>
<td>418</td>
<td>4.437799043</td>
<td>0.496710462</td>
<td>0.251655662</td>
<td>-0.9460035</td>
</tr>
<tr>
<td>Working conditions of my work are good.</td>
<td>H3</td>
<td>WC</td>
<td>418</td>
<td>2.464114833</td>
<td>0.083959482</td>
<td>0.722752741</td>
<td>-0.4661764</td>
</tr>
<tr>
<td>My interpersonal relations with other staff and superior are healthy.</td>
<td>H4</td>
<td>IPR</td>
<td>418</td>
<td>4.322966507</td>
<td>0.76085198</td>
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The above table no. shows standard deviation of all item is less than 1/3rd of mean and hence we can conclude that mean is the representation of the entire data. Skewness and Kurtosis is between +1 to -1 and hence assumption of normality is not violated.
5.5 BIVARIATE CORRELATION TEST & INTERPRETATION

To explore the relationship (linear) between two variables, bivariate Correlation Test is to be applied.

This matrix at 0.05 significance level implies that there is significant correlation exists between dependent and independent variable i.e. the employee retention and independent variables. Also it implies that high correlation doesn’t exist between two independent variables.

All other inter correlation among independent variables are well below 0.80, thus multicollinearity does not exist.

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178
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| H4 | 144 | 38 | 27 | 18 | 36 | 7 | 18 | 27 | 45 | 17 | 53 | 22 | 39 | 21 | 18 | 42 | 6 | 24 | 30 | 16 | 43 | 20 | 37 | 21 | 18 | 42 |
| Sig | 0.10 | 0.06 | 0.14 | 0.08 | 0.08 | 0.12 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 |
| H5 | 144 | 38 | 27 | 18 | 36 | 7 | 18 | 27 | 45 | 17 | 53 | 22 | 39 | 21 | 18 | 42 | 6 | 24 | 30 | 16 | 43 | 20 | 37 | 21 | 18 | 42 |
| Sig | 0.10 | 0.06 | 0.14 | 0.08 | 0.08 | 0.12 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 |
| H6 | 144 | 38 | 27 | 18 | 36 | 7 | 18 | 27 | 45 | 17 | 53 | 22 | 39 | 21 | 18 | 42 | 6 | 24 | 30 | 16 | 43 | 20 | 37 | 21 | 18 | 42 |
| Sig | 0.10 | 0.06 | 0.14 | 0.08 | 0.08 | 0.12 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 |
| H7 | 144 | 38 | 27 | 18 | 36 | 7 | 18 | 27 | 45 | 17 | 53 | 22 | 39 | 21 | 18 | 42 | 6 | 24 | 30 | 16 | 43 | 20 | 37 | 21 | 18 | 42 |
| Sig | 0.10 | 0.06 | 0.14 | 0.08 | 0.08 | 0.12 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 |
| H8 | 144 | 38 | 27 | 18 | 36 | 7 | 18 | 27 | 45 | 17 | 53 | 22 | 39 | 21 | 18 | 42 | 6 | 24 | 30 | 16 | 43 | 20 | 37 | 21 | 18 | 42 |
| Sig | 0.10 | 0.06 | 0.14 | 0.08 | 0.08 | 0.12 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 |
| H9 | 144 | 38 | 27 | 18 | 36 | 7 | 18 | 27 | 45 | 17 | 53 | 22 | 39 | 21 | 18 | 42 | 6 | 24 | 30 | 16 | 43 | 20 | 37 | 21 | 18 | 42 |
| Sig | 0.10 | 0.06 | 0.14 | 0.08 | 0.08 | 0.12 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 | 0.06 | 0.10 | 0.08 | 0.11 | 0.08 | 0.13 | 0.07 |

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<td>N 18</td>
<td>2</td>
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<td>0.00</td>
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<td>0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Sig</td>
<td>N 18</td>
<td>2</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
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<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>
5.6 MULTIPLE REGRESSION ANALYSIS FOR HYPOTHESIS TESTING

Hypothesis 1:

H1: Sales employee retention is influenced by motivators

Table No.: 5.15 Model Summary of influence of motivators on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.513&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.263</td>
<td>.252</td>
<td>.833</td>
</tr>
<tr>
<td>2</td>
<td>.677&lt;sup&gt;b&lt;/sup&gt;</td>
<td>.459</td>
<td>.441</td>
<td>.720</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), M5, M1, M4, M2, M0, M3

b. Predictors: (Constant), M5, M1, M4, M2, M0, M3, C2, C9, C4, C1, C3, C5, C8

b Predictors: (Constant), reward, recognition, growth, challenging work, responsibility.

In the above model summary table shows that R-Square for this model b is 0.677 this means that 67.7% percentage of the variation in overall employee retention (dependent variable) can be explained from the 05 independent variables.

It also establishes the discriminant validity
Table No.: 5.16 ANOVA Table of influence of motivators on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>101.913</td>
<td>6</td>
<td>16.985</td>
<td>24.456</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>285.456</td>
<td>411</td>
<td>.695</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>387.368</td>
<td>417</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Regression</td>
<td>177.743</td>
<td>13</td>
<td>13.673</td>
<td>26.350</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>209.625</td>
<td>404</td>
<td>.519</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>387.368</td>
<td>417</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: R0

b. Predictors: (Constant), M5, M1, M4, M2, M0, M3

c. Predictors: (Constant), M5, M1, M4, M2, M0, M3, C2, C9, C4, C1, C3, C5, C8

C Predictors: (Constant), reward, recognition, growth, challenging work and responsibility.

The ANOVA table, as displayed in the above table shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The larger the F value there will be more variance in the dependent variable that is associated with the independent variable. The F value of model 2 is highest 26.340 and that model is found to be significant.
This hypothesis $H_1$ is related to Objective No.1. It supports the hypothesis in general sales employee retention is influenced by motivators and hence hypothesis $H_1$ is accepted

Table No.: 5.17 Coefficients table of influence of motivators on sales employee retention

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>Unstandardized Coefficients</td>
<td>Standardized Coefficients</td>
<td>t</td>
<td>Sig.</td>
</tr>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.618</td>
<td>.268</td>
<td>2.306</td>
<td>.022</td>
</tr>
<tr>
<td>M0</td>
<td>-.013</td>
<td>.055</td>
<td>-.014</td>
<td>-.240</td>
</tr>
<tr>
<td>M1</td>
<td>-.026</td>
<td>.075</td>
<td>-.022</td>
<td>-.347</td>
</tr>
<tr>
<td>M2</td>
<td>.171</td>
<td>.055</td>
<td>.190</td>
<td>3.121</td>
</tr>
<tr>
<td>M3</td>
<td>-.100</td>
<td>.066</td>
<td>-.092</td>
<td>-1.500</td>
</tr>
<tr>
<td>M4</td>
<td>.130</td>
<td>.044</td>
<td>.156</td>
<td>2.940</td>
</tr>
<tr>
<td>M5</td>
<td>.302</td>
<td>.035</td>
<td>.401</td>
<td>8.759</td>
</tr>
<tr>
<td>(Constant)</td>
<td>1.351</td>
<td>.625</td>
<td>2.163</td>
<td>.031</td>
</tr>
<tr>
<td>M0</td>
<td>.117</td>
<td>.054</td>
<td>.119</td>
<td>2.173</td>
</tr>
<tr>
<td>M1</td>
<td>.153</td>
<td>.048</td>
<td>.170</td>
<td>3.161</td>
</tr>
<tr>
<td>M2</td>
<td>.014</td>
<td>.069</td>
<td>.011</td>
<td>.198</td>
</tr>
<tr>
<td>M3</td>
<td>-.140</td>
<td>.061</td>
<td>-.130</td>
<td>-2.311</td>
</tr>
</tbody>
</table>

183
To determine if one or more of the independent variables are significant predictors of Employee retention, we examine the information provided in the coefficient table. It shows that challenging work (M3) and responsibility (M4) are found to be not significant at level of significance 0.05 while reward, recognition and growth are found to be significant.

**Best Multiple Linear Regression Model for Hypotheses Testing:**

The best model has been found to be Model 2, which is, whose regression results are shown in Table. The best model as ‘Model 2’ can be written as:

Retention (R) = f (MOT)
Retention = f(MOT) = B0 + B1X1 + B2X2 + ...........
= 1.351 + 0.153(RWD) + 0.014 (RCG) + 0.126 (GRO)

Where Constant= 1.351

This establishes nomological validity, which is the extent to which the scale correlates in theoretically predicted ways with measures of different but related constructs.
Hypothesis 2:

$H_2$: Sales employee retention is influenced by hygiene factors

Table No.: 5.18 Model Summary of influence of hygiene factors on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.544$^a$</td>
<td>.296</td>
<td>.282</td>
<td>.817</td>
</tr>
<tr>
<td>2</td>
<td>.730$^b$</td>
<td>.533</td>
<td>.515</td>
<td>.671</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), H7, H5, H2, H3, H0, H6, H4, H1

b. Predictors: (Constant), company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security.

In the above model summary table shows that $R$-Square for this model $b$ is 0.533 this means that 53.3% percentage of the variation in overall employee retention (dependent variable) can be explained from the 07 independent variables.
Table No.: 5.19 ANOVA table of influence of hygiene factors on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>114.540</td>
<td>8</td>
<td>14.317</td>
<td>21.464</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>272.828</td>
<td>409</td>
<td>.667</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>387.368</td>
<td>417</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Regression</td>
<td>206.346</td>
<td>15</td>
<td>13.756</td>
<td>30.549</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>181.023</td>
<td>402</td>
<td>.450</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>387.368</td>
<td>417</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: R0
b. Predictors: (Constant), H7, H5, H2, H3, H0, H6, H4, H1
c. Predictors: (Constant), H7, H5, H2, H3, H0, H6, H4, H1, C2 , C4, C9, C5, C3 , C8, C1

c. Predictors: (Constant), company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security
The ANOVA table, as displayed in the above table shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The larger the F value there will be more variance in the dependent variable that is associated with the independent variable. The F value of model 2 is highest 30.549 and that model is found to be significant.

This hypothesis H2 is related to Objective No. 2. It supports the hypothesis in general that sales employee retention is influenced by hygiene factors and hence hypothesis H2 is accepted.
Table 5.20 Coefficient table of influence of hygiene factors on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.682</td>
<td>.561</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H0</td>
<td>.251</td>
<td>.039</td>
<td>.297</td>
<td>6.473</td>
</tr>
<tr>
<td>H1</td>
<td>-.089</td>
<td>.084</td>
<td>-.060</td>
<td>-1.055</td>
</tr>
<tr>
<td>H2</td>
<td>.276</td>
<td>.113</td>
<td>.142</td>
<td>2.445</td>
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<tr>
<td>H3</td>
<td>-.079</td>
<td>.040</td>
<td>-.088</td>
<td>-1.986</td>
</tr>
<tr>
<td>H4</td>
<td>-.397</td>
<td>.062</td>
<td>-.313</td>
<td>-6.358</td>
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<tr>
<td>H5</td>
<td>.275</td>
<td>.103</td>
<td>.131</td>
<td>2.672</td>
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<td>H6</td>
<td>.096</td>
<td>.038</td>
<td>.123</td>
<td>2.521</td>
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<tr>
<td>H7</td>
<td>.006</td>
<td>.061</td>
<td>.005</td>
<td>.102</td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.256</td>
<td>.883</td>
<td></td>
<td></td>
</tr>
<tr>
<td>H0</td>
<td>.216</td>
<td>.036</td>
<td>.256</td>
<td>5.951</td>
</tr>
<tr>
<td>H1</td>
<td>.135</td>
<td>.079</td>
<td>.227</td>
<td>4.243</td>
</tr>
<tr>
<td>H2</td>
<td>.659</td>
<td>.396</td>
<td>.234</td>
<td>4.710</td>
</tr>
<tr>
<td>H3</td>
<td>.059</td>
<td>.035</td>
<td>.067</td>
<td>1.704</td>
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<tr>
<td>H4</td>
<td>.043</td>
<td>.061</td>
<td>.092</td>
<td>1.011</td>
</tr>
<tr>
<td>H5</td>
<td>.355</td>
<td>.103</td>
<td>.169</td>
<td>3.452</td>
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<tr>
<td>H6</td>
<td>.067</td>
<td>.032</td>
<td>.086</td>
<td>2.057</td>
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<tr>
<td>H7</td>
<td>.874</td>
<td>.551</td>
<td>.355</td>
<td>5.430</td>
</tr>
<tr>
<td>C1</td>
<td>.128</td>
<td>.100</td>
<td>.087</td>
<td>1.287</td>
</tr>
<tr>
<td>C2</td>
<td>.395</td>
<td>.112</td>
<td>.150</td>
<td>3.517</td>
</tr>
<tr>
<td>C3</td>
<td>.018</td>
<td>.099</td>
<td>.009</td>
<td>.182</td>
</tr>
<tr>
<td>C4</td>
<td>-.315</td>
<td>.115</td>
<td>-.149</td>
<td>-2.740</td>
</tr>
<tr>
<td>C5</td>
<td>-.192</td>
<td>.082</td>
<td>-.124</td>
<td>-2.334</td>
</tr>
<tr>
<td>C8</td>
<td>-.803</td>
<td>.082</td>
<td>-.538</td>
<td>-9.821</td>
</tr>
</tbody>
</table>

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To determine if one or more of the independent variables are significant predictors of Employee retention, we examine the information provided in the coefficient table. It shows that independent variables like working conditions (H3) and job status (H6) are found to be not significant while other all independent variables are found to be significant at level of significance 0.05.

**Best Multiple Linear Regression Model for Hypotheses Testing:**

The best model has been found to be Model 2, which is, whose regression results are shown in Table. The best model as ‘Model 2’ can be written as:

Retention (R) = f(HYG)= B0+ B1X1+B2X2+………..

= 2.256 + 0.135 (PA) + 0.659 (SUP) + 0.043 (IPR) + 0.355 (MON) +0.874 (JS)

Where Constant= 2.256

This establishes nomological validity, which is the extent to which the scale correlates in theoretically predicted ways with measures of different but related constructs.
Hypothesis 3:

$H_3$: Job satisfaction is influenced by motivators and hygiene factors.

Table No.: 5.21 Model Summary of influence of motivators and hygiene factors on job satisfaction.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.671$^a$</td>
<td>.450</td>
<td>.442</td>
<td>.915</td>
</tr>
<tr>
<td>2</td>
<td>.840$^b$</td>
<td>.705</td>
<td>.695</td>
<td>.677</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), M5, M1, M4, M2, M0, M3  
b. Predictors: (Constant), M5, M1, M4, M2, M0, M3, H7, H3, H5, H1, H4, H6, H0, H2

Dependent Variable: S (Job Satisfaction)

b Predictors: (Constant), reward, recognition, challenging work, responsibility, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security.

In the above model summary table shows that R-Square for this model b is 0.705 this means that 70.5% percentage of the variation in overall job satisfaction of employees (dependent variable) can be explained from the 12 independent variables.
Table No.: 5.22 ANOVA table of influence of motivators and hygiene factors on job satisfaction.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>281.905</td>
<td>6</td>
<td>46.984</td>
<td>56.090</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>344.277</td>
<td>411</td>
<td>.838</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>626.182</td>
<td>417</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Regression</td>
<td>441.308</td>
<td>14</td>
<td>31.522</td>
<td>68.714</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>184.874</td>
<td>403</td>
<td>.459</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>626.182</td>
<td>417</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: $S_0$ (Job satisfaction)

b. Predictors: (Constant), M5, M1, M4, M2, M0, M3

c. Predictors: (Constant), M5, M1, M4, M2, M0, M3, H7, H3, H5, H1, H4, H6, H0, H2

b Predictors: (Constant), reward, recognition, challenging work, responsibility, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security

The ANOVA table, as displayed in the above table shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The larger the F value there will be more variance in the dependent variable that is associated with the independent variable. The F value of model 2 is highest 68.714 and that model is found to be significant.

This hypothesis $H_3$ is related to Objective No. 4. It supports the hypothesis in general that Job satisfaction is influenced by motivators and hygiene factors and hence hypothesis $H_3$ is accepted.
To determine if one or more of the independent variables are significant predictors of Job satisfaction of employee, we examine the information provided in the coefficient table. It shows that challenging work (M3), responsibility (M4), working conditions (H3) and job status (H6) are found to be not significant at level of significance 0.05 while reward, recognition, growth, company policy and administration, Supervision, interpersonal relations, money and job security are found to be significant.
**Best Multiple Linear Regression Model for Hypotheses Testing:**

The best model has been found to be Model 2, which is, whose regression results are shown in Table. The best model as ‘Model 2’ can be written as:

\[
\text{Job satisfaction (S) } = f(\text{MOT, HYG}) \\
= B_0 + B_1X_1 + B_2X_2 + \ldots \ldots \\
= -1.750 + 0.469(\text{RWD}) + -0.175(\text{RCG}) + 0.097(\text{GRO}) + \\
\quad (0.100)(\text{PA}) + -0.168(\text{SUP}) + 0.069(\text{IPR}) + (-0.003)(\text{MON}) + -0.089(\text{STA}) + -0.189(\text{JS}).
\]

Where Constant= -1.750

This establishes nomological validity, which is the extent to which the scale correlates in theoretically predicted ways with measures of different but related constructs.
Hypothesis 4:
H₄: Sales employee retention is influenced by job satisfaction.

Table No.: 5.24 Model Summary of influence of job satisfaction on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.783ᵃ</td>
<td>.612</td>
<td>.586</td>
<td>.620</td>
</tr>
<tr>
<td>2</td>
<td>.689ᵇ</td>
<td>.475</td>
<td>.458</td>
<td>.710</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3
b. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3, H2, H6, H5, H3, H7, M4, M0, M2, H4, M5, H0, M1, H1, M3

Dependent Variable: R0 (Employee Retention)

a Predictors: (Constant), I am satisfied with (reward, recognition, challenging work, responsibility, growth, company policy and administration, Supervision, working conditions, interpersonal relations, money, job status and job security).

In the above model summary table shows that R-Square for the model a is 0.612 this means that 61.2% percentage of the variation in employee retention (dependent variable) can be explained from the 12 independent variables.
Table No.: 5.25 ANOVA table of influence of job satisfaction on sales employee retention

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>183.943</td>
<td>13</td>
<td>14.149</td>
<td>29.829</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>203.426</td>
<td>404</td>
<td>.504</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>387.368</td>
<td>417</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Regression</td>
<td>237.252</td>
<td>27</td>
<td>8.787</td>
<td>26.100</td>
<td>.000c</td>
</tr>
<tr>
<td>Residual</td>
<td>150.116</td>
<td>390</td>
<td>.385</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>387.368</td>
<td>417</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: R0
b. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3
c. Predictors: (Constant), S12, S1, S6, S4, S7, S9, S0, S10, S8, S2, S5, S11, S3, H2, H6, H5, H3, H7, M4, M0, M2, H4, M5, H0, M1, H1, M3

The ANOVA table, as displayed in the above table shows the F ratio for the regression model that indicates the statistical significance of the overall regression model. The larger the F value there will be more variance in the dependent variable that is associated with the independent variable. The F value of model 1 is highest 29.829 and that model is found to be significant.

So it supports the hypothesis in general that Employee Retention is influenced by Job Satisfaction and hence hypothesis H4 is accepted.
To determine if one or more of the independent variables are significant predictors of Employee retention, we examine the information provided in the coefficient table. It shows that I am satisfied with challenging work (S3), responsibility (S4), working conditions (S8) and job status (S11) are found to be not significant at level of significance 0.05 while I am satisfied with (reward, recognition, growth, company policy and administration, Supervision, interpersonal relations, money and job security) are found to be significant.
Best Multiple Linear Regression Model for Hypotheses Testing:

The best model has been found to be Model 1, which is, whose regression results are shown in Table. The best model as ‘Model 1’ can be written as:

Retention (R) = \( f(S) = B_0 + B_1X_1 + B_2X_2 + \ldots \)

\[
= 0.712 + (0.153) (S-RWD) + (0.014) (S-RCG) + (0.126) (S-GRO) \\
+ (0.135) (S-PA) + (-0.659) (S-SUP) + 0.043 (S-IPR) + 0.355 (S-MON) + (0.874) (S-JS)
\]

Where Constant = 0.712

This establishes nomological validity, which is the extent to which the scale correlates in theoretically predicted ways with measures of different but related constructs.
5.7 CONCLUSION

The statistical data analysis shows that motivators and hygiene factors are having influence on employee retention. It also shows that hygiene factors are not dissatisfiers but it generates satisfaction as like motivators. It is also proved that job satisfaction is influenced by motivators and hygiene factors. It also proved that Job Satisfaction has influence on employee retention. Hence it may be concluded that all 04 hypothesis have been accepted.