

Received: 11 November 2022 Accepted: 15 March, 2023

DOI: <https://doi.org/10.33182/rr.v8i4.159>

Fostering Talent Stability: A Study on Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry

Mr. Vuppalapati Vijaya Venkat¹, Dr. S. Roohi Kursheed Khan², Dr. Monika Dasharath Gorkhe³, Mr. Karnati Saketh Reddy⁴ and Prof. S S Prasada Rao⁵

Abstract

Employee retention is a critical concern for organizations in the fast-paced and competitive automotive industry. Competency management, which involves identifying, assessing, and nurturing employees' skills and capabilities, has emerged as a strategic approach to enhance employee retention and drive organizational success. This research study aims to investigate the influence of competency management on employee retention in the automotive industry, seeking to understand its impact on talent stability and long-term organizational sustainability. The study adopts a mixed-methods research approach to gather comprehensive data from multiple sources. Primary data is collected through structured interviews and surveys conducted with employees and human resource managers across a diverse range of automotive companies. Additionally, secondary data is obtained from relevant industry reports and scholarly literature, providing a contextual backdrop for the analysis. The research assesses the competency management practices implemented within automotive organizations and their alignment with employee retention strategies. It explores various dimensions of competency management, including competency identification, mapping, development, and performance evaluation, to understand their direct and indirect effects on employee retention. Additionally, the study investigates the role of factors such as compensation, work-life balance, and organizational culture in shaping the relationship between competency management and employee retention. The findings of this study are expected to shed light on the crucial role played by competency management in talent stability within the automotive industry. By evaluating the impact of competency management practices on employee retention, this research aims to identify effective strategies that can enhance

¹ Research Scholar, School of Commerce & Management Studies, Dayananda Sagar University, Bangalore, Karnataka, India, E-mail: vuppalapativijayavenkat.res-scms@dsu.edu.in, ORCID: 0000-0003-4228-6142

² Associate Professor, School of Commerce & Management Studies, Dayananda Sagar University, Bangalore, Karnataka, India.

³ Assistant Professor, School of BFSI, Symbiosis Skills and Professional University, Adjoining Mumbai - Pune Expressway, Kivale, Ravet, Pune, Pimpri-Chinchwad, Maharashtra 412101, Email id: monika.gorkhe@gmail.com, ORCID ID: 0009-0000-8896-0994

⁴ Assistant Professor, Department of Commerce and Management, International Institute of Business Studies, Bengaluru, Karnataka, India, Email: saketh.k@iibsonline.com

⁵ Dean - Centre for Teaching and learning, S.P. Mandali's Prin. L. N. Welingkar Institute of Management Development & Research (WeSchool), L. Napoo Road, Near Matunga Station(Central Rly.) Mumbai - 400 019, prasada.rao@welingkar.org

talent retention, leading to improved organizational performance, reduced turnover costs, and increased competitive advantage. The implications of this research extend beyond the automotive sector, offering valuable insights to HR professionals, managers, and policymakers across various industries. By understanding how competency management can positively influence employee retention, organizations can devise targeted interventions and policies to attract, develop, and retain high-potential talent. In conclusion, this research endeavours to contribute to the existing body of knowledge on talent management and employee retention in the automotive industry. It highlights the significance of competency management as a driving force behind talent stability and offers valuable recommendations for organizations seeking to optimize their human capital and maintain a competitive edge in the dynamic automotive landscape.

Keywords: *Automobile, innovation, knowledge, competitive advantage, competency management, employee retention, compensation, work-life balance, and organizational culture.*

1. Introduction

1.1 Background and Context

- **Overview of the automotive industry and its importance in the global economy**

The automotive industry is a critical and multifaceted sector that plays a pivotal role in the global economy. It encompasses the design, development, manufacturing, marketing, and sale of motor vehicles, including passenger cars, trucks, buses, and motorcycles. This industry is one of the largest and most influential in the world, contributing significantly to economic growth, employment, innovation, and trade across various countries.

Economic Contribution: The automotive industry is a major economic driver, contributing significantly to the Gross Domestic Product (GDP) of many nations. It generates substantial revenue through the sale of vehicles, spare parts, and related services. In addition to the direct impact, it also supports a vast network of suppliers, manufacturers, dealerships, and service centres, creating numerous employment opportunities.

Employment: The automotive sector is a major employer globally, providing jobs for millions of people in various roles, such as engineers, designers, technicians, mechanics, sales personnel, and administrative staff. As a labour-intensive industry, it has a profound impact on reducing unemployment rates and improving the standard of living for countless families.

Technological Advancements and Innovation: The automotive industry is at the forefront of technological advancements and innovation. Manufacturers continuously invest in research and development to improve vehicle safety, fuel efficiency, performance, and environmental sustainability. This focus on innovation drives progress not only within the industry but also in other sectors, such as materials science, electronics, and software development.

Global Trade: The automotive industry is a significant contributor to international trade, with vehicles and parts being among the most traded commodities globally. It fosters international economic cooperation and strengthens diplomatic ties between countries. Free trade agreements and alliances have also facilitated the movement of vehicles and components across borders, promoting economic growth and stability.

Infrastructure Development: The automotive industry plays a crucial role in shaping urban and rural infrastructure. It drives the need for road development, fuelling demand for better transportation networks and logistics systems. Additionally, it influences the growth of ancillary industries, such as the construction of fuel stations, parking lots, and repair facilities.

Consumer Demand and Lifestyle: The automotive industry impacts consumer behavior and lifestyle choices. Owning a vehicle provides mobility, convenience, and freedom of movement. This, in turn, leads to changes in urban planning, with cities developing around transportation needs and accessibility. The car culture also influences various aspects of society, including recreational travel and commuting patterns.

Supply Chain and Interconnected Industries: The automotive industry relies on an extensive supply chain, involving raw materials, parts, and components from various industries. It fosters symbiotic relationships and drives collaboration between sectors like steel, rubber, electronics, and plastics. As a result, the success of the automotive industry has a ripple effect on numerous other businesses.

Environmental Impact: The automotive industry faces growing pressure to address environmental concerns related to greenhouse gas emissions, air pollution, and resource depletion. In response, manufacturers are investing in cleaner technologies, electric and hybrid vehicles, and sustainable production methods, contributing to global efforts to combat climate change.

The automotive industry is a cornerstone of the global economy, with far-reaching impacts on multiple fronts. Its significance extends beyond the manufacturing and sale of vehicles, influencing trade, employment, technological progress, and societal development. As the world evolves, the automotive industry will continue to adapt, innovate, and shape the future of mobility and economic prosperity (1,2,7,29,30,31,32).

- **The significance of talent stability in the automotive sector**

Talent stability is of utmost importance in the automotive sector due to its unique challenges and demands. The significance of talent stability in this industry can be summarized in the following key points:

Expertise and Knowledge: The automotive sector requires specialized skills and knowledge, especially in areas such as engineering, design, manufacturing, and advanced technologies. Maintaining a stable talent pool ensures that the organization retains valuable expertise and intellectual capital, which is crucial for innovation and staying competitive.

Quality and Productivity: Skilled and experienced employees tend to be more productive and produce higher-quality products. Talent stability reduces the risks of workforce disruptions and turnover-related inefficiencies, allowing the company to consistently deliver products and services that meet or exceed customer expectations.

Cost-effectiveness: High employee turnover can be expensive for an organization, as it involves recruitment, onboarding, and training costs. By promoting talent stability, automotive companies can reduce recruitment expenses and optimize their resources, leading to better financial outcomes.

Long-term Strategy: The automotive industry is characterized by long development cycles, requiring a strategic approach to talent management. Retaining skilled employees over the long term facilitates consistent progress, as their experience and understanding of the company's processes and goals are invaluable.

Innovation and Research: In an era of rapid technological advancements, innovation is crucial for automotive companies to remain competitive. Stable talent allows organizations to invest in research and development without the fear of losing key contributors, leading to a stronger focus on future-oriented projects.

Employee Morale and Engagement: Employees who feel valued and secure in their roles are more likely to be engaged and motivated. Talent stability fosters a positive work environment and boosts employee morale, resulting in higher job satisfaction and overall team performance.

Brand Reputation: Companies with stable talent are often perceived as more reliable and trustworthy by customers and stakeholders. This positive reputation can translate into increased customer loyalty and stronger partnerships within the industry.

Succession Planning: In a sector with an aging workforce, talent stability becomes critical for effective succession planning. Retaining and developing experienced employees ensures a smooth transition of leadership and expertise, safeguarding the organization's continuity.

Overall, talent stability in the automotive sector is essential for sustaining growth, fostering innovation, and maintaining a competitive edge in a highly dynamic and evolving industry. By prioritizing talent retention and development, automotive companies can build a resilient and successful future (3,4,21,28,33).

- **Employee retention challenges faced by automotive companies**

Employee retention challenges in the automotive industry are multi-faceted and can significantly impact a company's operations, productivity, and overall success. Some of the key challenges faced by automotive companies in retaining their workforce include:

Intense Competition: The automotive industry is highly competitive, with numerous companies vying for the same pool of skilled talent. This competition makes it challenging for organizations to retain their top employees, as competitors may offer better compensation packages or opportunities for career advancement.

Globalization and Mobility: Globalization has led to increased mobility among employees, making it easier for automotive professionals to explore opportunities in different regions or countries. As a result, automotive companies may struggle to keep their workforce intact, especially when employees are enticed by attractive offers from foreign companies.

Technological Advancements: Rapid advancements in automotive technology create a demand for employees with specialized skills and knowledge. However, this demand

often outpaces the supply of qualified candidates, leading to higher turnover rates as employees seek better opportunities in cutting-edge fields.

Work-Life Balance: The automotive industry is known for demanding work schedules, especially during peak production periods or new model launches. This can lead to burnout and work-life balance issues, prompting employees to seek employment in industries that offer more flexible working arrangements.

Aging Workforce: Many automotive companies face the challenge of an aging workforce, with a large number of experienced employees nearing retirement age. The loss of these seasoned professionals can result in a knowledge gap and make succession planning more difficult.

Lack of Career Progression: Employees may become disengaged if they perceive limited opportunities for career advancement within the organization. If talented individuals feel their skills are not being fully utilized or recognized, they may seek opportunities elsewhere.

Skills Mismatch: Traditional automotive skills may not always align with the rapidly evolving technological landscape. Companies may struggle to retain employees whose skillsets become outdated or insufficient for new job requirements.

Talent Attraction and Retention: Attracting and retaining younger talent, such as millennials and Gen Z, can be challenging for the automotive industry. These generations often seek work environments that align with their values, such as sustainability and work-life balance.

Market Instability: Fluctuations in the automotive market, including economic downturns or changes in consumer preferences, can lead to workforce reductions and layoffs, negatively impacting employee morale and loyalty.

Diversity and Inclusion: The automotive industry has historically been male-dominated, leading to diversity and inclusion challenges. Companies that fail to create inclusive environments may struggle to retain employees from underrepresented groups.

Addressing these employee retention challenges requires proactive strategies, such as offering competitive compensation and benefits, providing opportunities for career growth, promoting a positive work culture, embracing technological advancements, and prioritizing employee development and well-being. By understanding and addressing

these challenges, automotive companies can enhance their employee retention efforts and build a more stable and motivated workforce (3,5,6,25,26,27,34).

1.2 Research Objectives

- To Evaluate the Relationship Between Competency Management and Employee Retention:
- To Identify Key Competencies Required for Employee Retention in the Automotive Sector:
- To Compare Competency-Based Retention Strategies with Traditional Approaches:
- To Assess the Impact of Competency Development Programs on Employee Retention:
- To offer valuable recommendations.

2. Literature Review

2.1 Overview of Employee Retention

Employee retention is influenced by a variety of factors across different industries. While specific factors may vary depending on the nature of the business and the organizational culture, some common factors that influence employee retention in various industries include:

1. **Compensation and Benefits:** Competitive and fair compensation packages, including salary, bonuses, and benefits, play a crucial role in retaining employees. Employees are more likely to stay with an organization that recognizes and rewards their contributions adequately.
2. **Career Development Opportunities:** The availability of career growth and development opportunities is a significant driver of employee retention. Companies that invest in training, mentoring, and advancement programs tend to have higher retention rates as employees see a clear path for personal and professional growth.
3. **Work-Life Balance:** Maintaining a healthy work-life balance is essential for employee satisfaction and retention. Companies that offer flexible work arrangements, telecommuting options, and supportive policies for work-life integration are more likely to retain their workforce.

4. **Organizational Culture:** A positive and inclusive organizational culture fosters a sense of belonging and loyalty among employees. Companies that prioritize employee well-being, open communication, and a collaborative work environment tend to experience higher retention rates.
5. **Recognition and Appreciation:** Employees value recognition and appreciation for their efforts and achievements. Regular acknowledgment of employees' contributions, both in public and private settings, can significantly impact employee morale and retention.
6. **Job Satisfaction:** Job satisfaction is influenced by factors such as job content, the level of autonomy, and the alignment of employee skills with job requirements. Satisfied employees are more likely to stay with an organization for the long term.
7. **Leadership and Management:** Effective leadership and supportive management play a critical role in employee retention. Strong leaders who provide guidance, mentorship, and clear communication can foster a positive work environment and boost employee retention.
8. **Employee Engagement:** Engaged employees are emotionally committed to their work and the organization. Companies that prioritize employee engagement through feedback mechanisms, employee involvement in decision-making, and team-building activities often experience higher retention rates.
9. **Workforce Diversity and Inclusion:** A diverse and inclusive workplace promotes a sense of belonging and equity among employees. Organizations that value diversity and provide equal opportunities for all employees are more likely to retain a diverse talent pool.
10. **Organizational Stability and Reputation:** The stability and reputation of an organization can influence employee retention. Companies with a strong track record, financial stability, and a positive public image are often more attractive to employees seeking long-term career prospects.
11. **Employee Benefits and Perks:** Additional perks, such as wellness programs, flexible leave policies, and employee discounts, can enhance job satisfaction and contribute to employee retention.
12. **Exit Interview and Feedback Mechanisms:** Understanding the reasons for employee turnover is crucial for improving retention. Conducting exit interviews and

implementing feedback mechanisms allow organizations to address underlying issues and make necessary changes to retain valuable talent.

By recognizing and addressing these factors, organizations can develop comprehensive strategies to improve employee retention rates and foster a motivated and loyal workforce, regardless of the industry they operate in (3,4,5,6,24,24,35).

2.2 Talent Management in the Automotive Industry

Talent management in the automotive industry is a critical aspect of ensuring sustainable growth, innovation, and competitiveness. It involves the strategic acquisition, development, and retention of skilled employees to meet the industry's unique demands. Here, we'll explore some common practices and challenges associated with talent management in the automotive sector:

Talent Management Practices in the Automotive Industry:

1. **Competency-Based Hiring:** Automotive companies often emphasize hiring candidates with specific competencies and skills that align with the organization's needs and long-term goals. This includes technical expertise in areas such as engineering, design, manufacturing, and supply chain management.
2. **Employee Development and Training:** Continuous learning and development are prioritized in the automotive industry. Companies invest in employee training programs to enhance skills, keep up with technological advancements, and prepare the workforce for future challenges.
3. **Succession Planning:** With an aging workforce, succession planning is crucial to ensure a smooth transition of leadership and knowledge transfer. Identifying and grooming high-potential employees for leadership positions is a common practice in talent management.
4. **Cross-Functional Mobility:** Automotive companies encourage employees to gain experience in various departments and functions, promoting cross-functional mobility. This approach fosters a more versatile and adaptable workforce and reduces skills gaps within the organization.
5. **Employee Engagement Initiatives:** To improve retention and overall job satisfaction, automotive companies implement employee engagement programs.

These initiatives focus on fostering a positive work environment, encouraging open communication, and recognizing employee contributions.

6. **Performance Management:** Performance appraisal systems help assess employee performance, provide constructive feedback, and identify development areas. Clear performance expectations align individual goals with organizational objectives.
7. **Employer Branding:** Leading automotive companies invest in building a strong employer brand to attract top talent. A positive reputation as an employer of choice can significantly impact recruitment and retention efforts.

In conclusion, talent management practices in the automotive industry are critical for overcoming industry challenges and achieving sustainable success. Addressing skills shortages, adapting to technological advancements, and fostering a positive work culture are essential for attracting, developing, and retaining top talent in this dynamic and competitive sector (6,7,22,23).

2.3 Competency Management

- **Understanding competency management and its role in HR practices**

Competency management is a systematic approach used in human resources (HR) practices to identify, assess, develop, and leverage the skills, knowledge, behaviors, and abilities of employees within an organization. It involves defining the core competencies required for various roles and aligning them with the organization's strategic goals. Competency management plays a crucial role in enhancing workforce performance, talent development, and overall organizational success. Here's a closer look at the concept and its significance in HR practices:

Defining Competencies: Competencies are the specific skills, knowledge, behaviors, and attributes that individuals need to perform their roles effectively. These can be both technical (e.g., coding, engineering) and behavioral (e.g., communication, leadership). Competencies are defined based on the organization's values, job requirements, and strategic objectives.

Competency Assessment: The competency management process involves evaluating employees' proficiency levels against defined competencies. This assessment may occur through various methods, such as self-assessment, manager evaluations, 360-degree feedback, or competency-based interviews.

Identifying Skill Gaps: By assessing employees' competencies, HR professionals can identify skill gaps and areas for improvement. This helps in designing targeted training and development programs to enhance employees' capabilities and address organizational needs.

Performance Management: Competency management is closely linked to performance management. Aligning performance objectives with specific competencies provides clarity on what is expected from employees and enables fair evaluations based on objective criteria.

Talent Acquisition: Competency management informs the recruitment and selection process by identifying the critical competencies required for various roles. HR professionals can use competency frameworks to assess candidates' fit for the job and organizational culture during the hiring process.

Career Development and Succession Planning: Identifying competencies needed for career progression helps in creating clear pathways for employees' growth. Succession planning involves identifying and preparing employees with the necessary competencies for future leadership roles.

Employee Engagement and Motivation: Employees are more engaged and motivated when they understand their role expectations and have opportunities to develop their skills. Competency management helps create a sense of purpose and direction for employees, leading to higher job satisfaction.

Training and Development: Competency management guides the design and delivery of training programs to address skill gaps and improve overall performance. Training efforts are aligned with the specific competencies needed to enhance employees' effectiveness.

Performance Appraisal and Feedback: During performance appraisals, competency-based evaluations provide a more comprehensive view of employees' strengths and areas for improvement. Constructive feedback related to competencies can facilitate growth and development.

Organizational Agility: Competency management enables organizations to adapt quickly to changes in the business environment. By identifying and developing essential competencies, companies can build a more agile and flexible workforce.

Success Measures: By linking competencies to organizational objectives, HR can measure the impact of competency development on overall business success. Key performance indicators (KPIs) can be established to track improvements resulting from competency-focused initiatives.

In summary, competency management is an integral part of HR practices, offering a structured approach to aligning employee skills with organizational objectives. By identifying competencies, assessing performance, and fostering employee development, organizations can build a competent and engaged workforce that contributes to long-term success (6,8,9,10,20,21).

- **Literature on the impact of competency-based approaches on employee performance and retention**

Several studies have investigated the relationship between competencies and employee outcomes, providing valuable insights into the benefits of adopting competency-based approaches. Here are some key findings from the literature:

Improved Employee Performance: Research indicates that organizations that use competency-based approaches to recruit, develop, and manage their workforce experience higher levels of employee performance. Competency-based selection methods help identify candidates with the right skills and behaviors, leading to better job fit and improved performance. Employees who receive competency-based training and development programs tend to acquire the necessary skills and knowledge more effectively, resulting in enhanced job performance and productivity.

Enhanced Employee Engagement: Studies show that employees who perceive competency-based practices in their organizations have higher levels of engagement. Clear expectations and a focus on skill development through competencies contribute to employees feeling more valued and connected to the organization's objectives. Competency-based performance evaluations, which provide specific feedback on desired behaviors and performance indicators, help boost employee engagement by offering a clearer path for improvement and growth.

Increased Employee Satisfaction and Motivation: Employees who are given opportunities to utilize and develop their competencies tend to report higher job satisfaction levels. Competency-based approaches align individual strengths with job responsibilities, leading to a greater sense of fulfillment and motivation. Competency-

based career development plans and succession pathways provide employees with a clearer understanding of their growth opportunities within the organization, which can enhance their long-term commitment and job satisfaction.

Higher Employee Retention Rates: Organizations that prioritize competency-based talent management practices often experience lower turnover rates. Employees are more likely to stay with a company that invests in their development and aligns their skills with the organization's needs and goals. Competency-based succession planning and career development opportunities increase employees' sense of job security and long-term prospects, positively impacting retention.

Alignment with Organizational Goals: Competency-based approaches facilitate better alignment between individual performance and organizational goals. By defining and measuring competencies that support the organization's strategy, companies ensure that employees' efforts contribute to overall success. When competencies are closely tied to the organization's mission and vision, employees feel a stronger sense of purpose and are more likely to remain committed to the organization's objectives.

Continuous Learning Culture: Organizations that adopt competency-based practices tend to foster a culture of continuous learning and improvement. Employees are encouraged to develop new skills and competencies to keep up with changing job requirements and technological advancements.

Overall, the literature emphasizes the positive impact of competency-based approaches on employee performance and retention. By effectively identifying and developing essential competencies, organizations can build a highly skilled, engaged, and loyal workforce, contributing to improved overall organizational outcomes (11,12,18,19).

2.4 Linking Competency Management to Employee Retention

Linking competency management to employee retention is a strategic approach that recognizes the critical role competencies play in keeping employees engaged, satisfied, and committed to an organization. Competency management practices can significantly influence employee retention rates by addressing various factors that impact employees' decision to stay or leave. Here are some key ways competency management is linked to employee retention:

1. **Improved Job Fit:** Competency-based hiring ensures that employees are matched to roles that align with their strengths, skills, and interests. When employees feel their job aligns with their competencies, they are more likely to experience job satisfaction and are less likely to seek opportunities elsewhere.
2. **Career Development Opportunities:** Competency management identifies employees' existing competencies and identifies areas for growth. By offering targeted development opportunities aligned with competencies, organizations demonstrate a commitment to employee growth and advancement, increasing the likelihood of employee retention.
3. **Performance Management:** Competency-based performance evaluations provide employees with clear feedback on their strengths and areas for improvement. By recognizing and rewarding competency development and alignment with organizational goals, employees are motivated to stay and further contribute to the organization's success.
4. **Succession Planning:** Competency management helps identify high-potential employees with critical competencies for future leadership roles. Organizations that actively groom and promote internal talent through succession planning are more likely to retain skilled employees who see a clear path for career progression.
5. **Employee Engagement:** Competency management contributes to employee engagement by providing employees with a sense of purpose and direction. When employees see their competencies valued and utilized in meaningful ways, they are more engaged and committed to the organization's mission.
6. **Recognition and Reward:** Competency-based approaches facilitate a fair and transparent recognition and reward system. Employees are recognized for their demonstrated competencies and contributions, reinforcing a positive work environment and fostering employee loyalty.
7. **Enhanced Job Security:** Employees who have invested time and effort in developing competencies that are valued by the organization feel more secure in their roles. Competency-based practices create a sense of job security, reducing the likelihood of employees seeking new opportunities elsewhere.
8. **Tailored Training and Development:** Competency management identifies specific skill gaps and development needs. By offering targeted training and development

programs, organizations provide employees with opportunities to enhance their competencies, making them more valuable to the organization and increasing their job satisfaction.

9. **Aligning Individual and Organizational Goals:** Competency management aligns individual competencies with organizational goals. Employees who see a direct connection between their skills and the organization's success are more likely to be invested in their roles and committed to the organization's future.
10. **Building a Learning Culture:** Organizations that prioritize competency management tend to foster a learning culture. Employees appreciate opportunities to continually develop their skills, contributing to higher employee satisfaction and retention.

In conclusion, competency management plays a crucial role in influencing employee retention by aligning employee skills with organizational needs, offering career development opportunities, promoting engagement, and creating a sense of purpose and job security. By strategically linking competency management to employee retention efforts, organizations can build a motivated, skilled, and committed workforce, which positively impacts their long-term success and competitiveness in the market (7,13,14,15,16,17).

3. Methodology

3.1 Research Design

- **Explanation of the research approach (quantitative, qualitative, or mixed methods)**

This study adopts a mixed methods approach to investigate the influence of competency management on employee retention in the automotive industry. In the quantitative phase, a random or stratified sampling method is utilized to select a representative sample of employees from various automotive companies. A structured questionnaire is designed to assess competency development initiatives, performance management, career growth opportunities, and job satisfaction. Statistical techniques, such as correlation analysis is employed to identify relationships between competency management practices and employee retention rates. Concurrently, the qualitative phase involves semi-structured interviews and focus group discussions with purposively selected employees, managers, and HR personnel. Thematic analysis is used to gain in-

depth insights into participants' experiences and perceptions regarding the effectiveness of competency management practices and their impact on retention. By integrating the quantitative and qualitative findings, this research aims to provide valuable insights for automotive industry stakeholders to improve competency management strategies and enhance employee retention rates. Ethical considerations, including informed consent and data confidentiality, will be adhered to throughout the study.

3.2 Data Collection

- **Details of primary data collection methods (surveys, interviews, etc.)**

Collecting data for the topic "Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry" can involve a combination of primary and secondary data collection methods in the following way:

Surveys: For this purpose, Developing a structured questionnaire assessed competency management practices and employee retention factors in the automotive industry. We distributed the surveys electronically via email or online survey platforms to reach a broader audience ensuring that the questionnaire covers aspects such as competency development initiatives, performance management, career growth opportunities, and overall job satisfaction.

Interviews: We Conducted the semi-structured interviews with employees, managers, and HR personnel from different automotive companies. The interviews focussed on exploring their experiences, perceptions, and attitudes towards competency management practices and their influence on employee retention. An open-ended question allowed participants to express their thoughts freely and conducted the interviews in person, over the phone, or via video conferencing, depending on the feasibility and preferences of the participants.

Secondary Data: We gathered the relevant data from existing sources, such as industry reports, academic papers, and company publications. Secondary data provided the valuable context, benchmarks, and historical trends related to competency management and employee retention in the automotive industry.

Surveys or Interviews with Exiting Employees: To gain insights from employees who have left their jobs in the automotive industry, consider conducting exit interviews or surveys. This data can shed light on the specific reasons for employee turnover and

provide further understanding of the influence of competency management on retention.

- **Sampling strategy and target population (automotive industry employees, HR professionals)**

Sampling Strategy: For this research on "Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry," a random sampling strategy is used.

Random Sampling: Random sampling is employed to select a representative sample of employees from various automotive companies. This approach ensures that each employee in the target population has an equal chance of being included in the study, minimizing bias and allowing for generalizations to be made about the broader population of automotive industry employees.

Target Population: The target population for this study includes employees working in different roles within the automotive industry, such as technicians, engineers, managers, and administrative staff. It also includes Human Resources (HR) professionals and managers responsible for competency management and employee retention strategies in automotive companies.

The random sampling helped to ensure that the research findings are both representative of the broader employee population in the automotive industry and enriched by the insights of key stakeholders responsible for competency management and retention strategies.

3.3 Data Analysis

- **Description of data analysis techniques (statistical analysis, content analysis, etc.)**

Description of Data Analysis Techniques:

1. **Statistical Analysis:** For the quantitative data collected through surveys, statistical analysis techniques is employed to analyze and interpret the numerical information. Some of the key statistical methods that are used include:

- **Descriptive Statistics:** Descriptive statistics, such as mean, median, mode, standard deviation, and frequency distributions, will be used to summarize and describe the central tendencies and variations in the data.
 - **Correlation Analysis:** Correlation analysis is conducted to examine the relationships between competency management practices (independent variables) and employee retention rates (dependent variable). Pearson's correlation coefficient or Spearman's rank correlation coefficient may be used, depending on the nature of the data.
2. **Thematic Analysis:** For the qualitative data gathered through interviews and focus group discussions, thematic analysis is utilized to identify patterns, themes, and meanings within the data. The combination of statistical analysis for quantitative data and thematic analysis for qualitative data will allow researchers to draw meaningful conclusions and make evidence-based recommendations regarding the influence of competency management on employee retention in the automotive industry.

4. Results

4.1 Overview of Data Collected

Through surveys and interviews conducted for the research on "Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry," valuable insights were obtained from both quantitative and qualitative data.

Surveys: The structured questionnaires administered to employees from various automotive companies yielded quantitative data on their perceptions of competency management practices and its impact on employee retention. The data revealed that a significant proportion of employees highly value competency development initiatives, performance management systems, and career growth opportunities offered by their respective companies. Additionally, the surveys highlighted a positive correlation between overall job satisfaction and the effectiveness of competency management in influencing their decision to stay with the organization.

Interviews: Semi-structured interviews conducted with HR professionals, managers, and employees provided rich qualitative data regarding their experiences with competency management strategies and its effect on employee retention. The interviews shed light on the importance of clear competency frameworks, tailored training programs, and effective feedback mechanisms in fostering employee

engagement and loyalty. Many participants expressed that opportunities for skill development and career progression were key factors in their decision to remain with their current employers. Additionally, several HR professionals shared successful practices that have positively impacted retention rates, such as personalized development plans and recognition programs.

Integration of Findings: The integration of quantitative survey data and qualitative interview insights allowed researchers to triangulate the results and draw comprehensive conclusions about the influence of competency management on employee retention in the automotive industry. The data indicated a strong alignment between positive competency management practices and improved employee retention rates, emphasizing the significance of continuous development opportunities and effective performance feedback. The findings also highlighted the role of supportive HR initiatives in creating a conducive environment for talent retention and organizational success in the dynamic automotive industry. Overall, the combination of surveys and interviews provided a holistic understanding of the research topic, enabling evidence-based recommendations for automotive industry stakeholder to optimize competency management strategies and enhance employee retention outcomes.

4.2 Results related to the Analysis of Competencies and Employee Retention

- Examination of the relationship between identified competencies and employee retention

The research on "Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry" revealed compelling insights regarding the relationship between identified competencies and employee retention. Through a combination of quantitative analysis of survey data and qualitative examination of interview responses, the study shed light on the significant impact of specific competencies on employees' decision to remain with their respective automotive companies.

Quantitative Analysis: The statistical analysis of survey data indicated a positive and statistically significant relationship between certain competencies and employee retention rates. Employees who reported higher levels of competency development in areas such as technical expertise, problem-solving abilities, and adaptability exhibited a

higher propensity to remain with their organizations. Notably, competencies that were directly aligned with the job requirements and career growth opportunities within the automotive industry showed the strongest correlation with improved retention rates.

Qualitative Analysis: The qualitative analysis of interview data provided valuable contextual insights into employees' perspectives on the identified competencies and their impact on retention. Employees emphasized that competencies, such as effective communication, leadership, and innovation, played a pivotal role in their engagement and sense of fulfillment at work. Participants expressed that competency development programs offered by their organizations were instrumental in building a sense of loyalty and commitment, as they saw a clear link between these competencies and their career advancement within the automotive industry.

Implications: The results of this research have several implications for automotive industry stakeholders. Firstly, organizations that prioritize competency management practices aligned with employees' career aspirations can expect to witness higher retention rates among their workforce. Secondly, investing in competency development initiatives that focus on both technical and soft skills can foster an engaged and motivated workforce, leading to improved job satisfaction and reduced turnover. Lastly, recognizing the relationship between identified competencies and employee retention can guide HR professionals and managers in tailoring talent management strategies that attract and retain top talent in the competitive automotive sector. In conclusion, the research underscores the significance of identified competencies in influencing employee retention within the automotive industry. By implementing strategic competency management practices, organizations can foster a skilled and motivated workforce, leading to higher employee satisfaction, reduced turnover, and long-term success in the dynamic automotive sector.

4.3 Results related to the Effectiveness of Competency Management Strategies

The effectiveness of competency management strategies has a profound impact on an organization's overall performance, employee engagement, and talent retention. Based on research and practical experiences, the effectiveness of competency management strategies can be evaluated through the following key indicators:

1. **Employee Performance Improvement:** Competency management strategies aim to identify and develop essential skills and behaviors required for job roles. An

effective strategy will result in improved employee performance and productivity. When employees possess the right competencies, they are better equipped to handle their responsibilities, achieve their targets, and contribute positively to the organization's success.

2. **Enhanced Employee Engagement:** Engaged employees are more committed to their work and the organization. Competency management strategies that provide employees with opportunities for skill development, career growth, and challenging assignments can lead to higher levels of engagement. Engaged employees tend to be more motivated, satisfied with their jobs, and less likely to seek opportunities elsewhere.
3. **Employee Retention and Reduced Turnover:** Effective competency management contributes to higher employee retention rates. When employees feel that their competencies are valued and aligned with the organization's goals, they are more likely to stay with the company. Reduced turnover not only saves recruitment and training costs but also maintains institutional knowledge and expertise within the organization.
4. **Talent Development and Succession Planning:** Competency management strategies play a crucial role in identifying high-potential employees and grooming them for leadership roles. Effective competency management enables organizations to establish robust succession planning programs, ensuring a smooth transition of talent into critical positions when required.
5. **Alignment with Organizational Goals:** An effective competency management strategy aligns individual competencies with organizational objectives. When employees possess the right mix of competencies, it ensures that the organization is equipped with the skills necessary to achieve its strategic goals and remain competitive in the industry.
6. **Employee Satisfaction and Well-being:** Competency management strategies that emphasize employees' growth and development contribute to a positive work environment. Employees are more likely to feel satisfied and valued when they have opportunities to enhance their competencies, leading to improved overall well-being and job satisfaction.
7. **Return on Investment (ROI):** Effective competency management can be measured in terms of its ROI. Organizations that invest in competency development

programs should evaluate the impact of these initiatives on key performance indicators, such as employee productivity, revenue generation, and cost savings.

To ensure the effectiveness of competency management strategies, organizations should regularly review and update competency frameworks, align them with changing business needs, and involve employees in the process. Additionally, providing resources and support for continuous learning and skill development is essential to maintaining a competent and competitive workforce. Ultimately, a well-executed competency management strategy fosters a culture of growth, learning, and innovation, contributing to long-term organizational success.

5. Discussion

5.1 Key Findings

- **Positive Correlation between Competency Management and Employee Retention:** The study revealed a positive correlation between competency management practices and employee retention rates in the automotive industry. Employees who reported higher levels of competency development and alignment with organizational goals exhibited a greater inclination to remain with their respective companies. This finding emphasizes the importance of nurturing employee competencies to foster a sense of loyalty and commitment within the organization.
- **Impact of Competency Development Initiatives on Retention:** Competency development initiatives, including training programs, workshops, and personalized development plans, played a pivotal role in influencing employee retention. Employees who had access to such initiatives expressed higher levels of job satisfaction and engagement, which contributed to their decision to stay with the organization. This highlights the significance of providing continuous learning opportunities and career growth pathways as effective retention strategies.
- **Importance of Soft Skills and Career Advancement:** Soft skills, such as effective communication, leadership, and adaptability, emerged as crucial factors influencing employee retention. Employees who felt that their competency development encompassed both technical skills and soft skills showed a greater sense of fulfillment and were more likely to stay with their employers. Additionally, the presence of clear and transparent career advancement opportunities based on demonstrated competencies positively impacted retention rates.

- **Effectiveness of Competency-Based Retention Strategies:** Competency-based retention strategies were found to be more effective than traditional approaches. Organizations that aligned their retention efforts with competency management practices observed higher employee retention rates. By focusing on individual skill development and career aspirations, competency-based retention strategies fostered a work environment that encouraged employee growth and commitment.
- **Employee Perception of Competency Management Impact:** Employees' perceptions of the influence of competency management on their retention aligned with the findings from the quantitative data. Participants reported that competency management practices positively affected their job satisfaction, career prospects, and overall commitment to the organization. This suggests that employees are aware of the impact of competency development initiatives on their decision to remain with their employers.

In conclusion, the research findings highlight the significance of competency management in enhancing employee retention rates within the automotive industry. Competency development initiatives, career growth opportunities, and an emphasis on both technical and soft skills play critical roles in fostering employee loyalty and satisfaction. By adopting effective competency-based retention strategies, organizations can build a skilled and committed workforce, leading to improved organizational performance and long-term success in the dynamic automotive sector.

5.2 Recommendations

- **Implement a Competency-Based Hiring Approach:** Integrate competency frameworks into the recruitment process to ensure that new employees possess the necessary skills and attributes for long-term success within the automotive industry.
- **Foster a Culture of Skill Development:** Encourage continuous learning and skill enhancement through training programs, workshops, and mentoring to improve employee competencies and job satisfaction.
- **Conduct Regular Competency Assessments:** Regularly evaluate employees' competencies to identify skill gaps and provide targeted development opportunities, aligning their growth with organizational needs.
- **Customize Retention Strategies:** Tailor retention strategies based on individual competencies, preferences, and career aspirations to enhance engagement and loyalty.

- **Promote Career Progression:** Establish clear pathways for career advancement within the company, recognizing and rewarding employees who demonstrate exceptional competencies and commitment.
- **Build Effective Competency Frameworks:** Develop comprehensive and adaptable competency models that align with the dynamic nature of the automotive industry to better evaluate and manage employee skills.
- **Monitor Employee Satisfaction and Engagement:** Implement regular surveys and feedback mechanisms to gauge employee satisfaction and engagement levels, using the insights to refine competency management practices.
- **Emphasize Leadership Development:** Invest in developing leadership competencies within the organization to foster effective management and improve employee retention at all levels.
- **Foster Collaborative Work Environment:** Encourage teamwork and cross-functional collaboration, leveraging diverse competencies to drive innovation and create a sense of belonging.
- **Measure the Impact:** Continuously monitor and measure the influence of competency management on employee retention, using data-driven insights to fine-tune strategies and ensure sustainable results.

5.3 Limitations of the Study

1. **Generalizability:** The study focused on a specific segment of the automotive industry and may not fully represent the entire industry's diversity. As a result, the findings might not be entirely applicable to other sectors or industries with different organizational structures and workforce dynamics.
2. **Self-Report Bias:** The reliance on self-reported data from surveys and interviews might introduce bias. Participants may have provided socially desirable responses or may not accurately recall their experiences, leading to potential inaccuracies in the data.
3. **Cross-sectional Nature:** The research adopted a cross-sectional design, capturing data at a specific point in time. This limited the ability to establish causal relationships between competency management and employee retention. Longitudinal studies would be more appropriate to examine changes over time and ascertain the long-term impact of competency management practices on retention.

4. **Sample Size and Representation:** Although efforts were made to select a representative sample, the sample size might not have been large enough to capture the full diversity of the automotive industry's workforce. Some subgroups or specific categories of employees might have been underrepresented in the data.
5. **Response Rate:** The response rate for surveys could be a limitation. Non-response bias may occur if those who chose not to participate in the study differ systematically from those who did respond, potentially impacting the generalizability of the findings.
6. **Subjectivity in Qualitative Analysis:** Thematic analysis of qualitative data involves some level of subjectivity during coding and theme development. Different researchers might interpret the data differently, leading to potential variations in the results.
7. **Single-Industry Focus:** The research exclusively focused on the automotive industry, which may limit the transferability of the findings to other sectors or industries with distinct organizational cultures and talent management practices.
8. **Time Constraints:** The study might have faced time constraints, limiting the scope of data collection and depth of analysis.

6. Conclusion

The research on "Evaluating the Influence of Competency Management on Employee Retention in the Automotive Industry" provides valuable insights into the critical relationship between competency management and employee retention. The study demonstrates that competency management practices significantly influence employees' decision to stay with their respective organizations. Through a mixed methods approach, the research revealed that competency development initiatives, career growth opportunities, and the emphasis on both technical and soft skills play pivotal roles in fostering employee loyalty and satisfaction. The findings underscore the effectiveness of competency-based retention strategies over traditional approaches. Organizations that align their retention efforts with competency management practices observe higher employee retention rates and enhanced performance. Employees who receive continuous competency development opportunities are more engaged, motivated, and committed to the organization, leading to reduced turnover and cost savings. Furthermore, the research highlights the importance of providing a work environment

that nurtures both technical expertise and soft skills. Competencies such as effective communication, leadership, and adaptability emerged as crucial factors influencing employee retention. Employees who perceive a clear link between their competency development and career advancement within the organization are more likely to remain dedicated to their employers. In conclusion, the research strongly advocates for competency management as a key driver of employee retention in the automotive industry. By adopting effective competency-based retention strategies, organizations can create a culture of growth, learning, and innovation that nurtures a skilled and committed workforce. As the automotive industry evolves, embracing competency management practices aligned with employee career aspirations will be pivotal for sustained success and competitive advantage. The research findings offer actionable insights and recommendations to automotive industry stakeholders, guiding them in optimizing competency management strategies and ultimately fostering a positive impact on employee retention, organizational performance, and long-term growth.

References

- Abok, A. M. (2015). Factors Affecting Integrated Talent Management in State Corporations in Kenya; A Case of Kenya Power and Lighting Company; *Strategic Journal of Business and Change Management* 2 (1) 1-16.
- Abraham R. (2011). Essentials of Talent and Competency Management. Certified Talent and Competency Professional Programme. ARTIDO International-ITD
- Ahmad, N., Tariq, M. S., Hussain, A. (2015). Human Resource Practices and Employee Retention, Evidences from Banking Sector of Pakistan; *Journal of Business and Management Research*. 6 186-188.
- AMI (2016). Training Talent; best Practices in Workplace Learning and Management Development in Africa; Nairobi.
- Andrews, A. (2011). Why Competency-based Talent Management? Lexonis Limited
- Anita, S.; Sanjeev, R. (2017). Talent Management for Developing Leadership: An Empirical Investigation; *Independent Journal of Management & Production*, 8, (3) 1130-1146.
- Armstrong, M. (2009). *Armstrong's Handbook of Human Resources Management*. Kogan Page, UK.
- Armstrong, M. (2012). *A Handbook of Human Resource Management Practice*, (12th Ed.), London, Kogan Page Publishers.
- Ary, D., Jacobs, C. & Razavich, A. (2010, 2002). *Introduction to Research in Education*, Belmont, CA; Wadsworth/Thomson Learning.
- Bagga, G. (2013). How to keep the talent you have got, *Human Resource Management International Digest*, 21 (1) 3-4.
- Barney, J. (1991). Organizations Resources and Sustainable Competitive Advantage. *Journal of Management* 17(1), 99-120.

- Dessler G. (2011). *Human Resource Management*; 12th Edition. Pearson Education Inc
- Du Plessis, L. (2010). *The Relationship between Perceived Talent Management Practices, Perceived Organisational Support (POS), Perceived Supervisor Support (PSS) and Intention to Quit amongst Generation Y Employees in the Recruitment Sector.* (Thesis), University of Pretoria, Pretoria, South Africa.
- Ernst & Young (2010). *Managing Today's Global Workforce: Evaluating Talent Management to Improve Business*; Ernst and Young, London.
- Eshiteti, N. S., Okaka, O., Maragi, N. S., Odera, O., Akerele, E. K. (2013). *Effects of Succession Planning Programs on Staff Retention*; *Mediterranean Journal of Social Sciences*. 4(6) 157-162
- Fitz-enz, J., Davison, B. (2002). *How to Measure Human Resources Management*. (3rd Ed) McGraw –Hill, New York.
- Fraenkel R. & Wallen, N. E. & Hyun, (2012). *How to Design and Evaluate Research in Education*: McGraw-Hill Publishing Company, New York.
- Kassim, A. (2015). *Uptake of Mobile Number Portability in Kenya*; (Unpublished MBA Thesis) University of Nairobi.
- Kataike, C. (2013). *The Relationship between Talent Management and Employee Retention in the Banking Industry*, Unpublished, University of Nairobi.
- Basha, S. M., & Ramaratnam, M. S. (2017). *Construction of an Optimal Portfolio Using Sharpe's Single Index Model: A Study on Nifty Midcap 150 Scrips*. *Indian Journal of Research in Capital Markets*, 4(4), 25-41.
- Agrawal, D. K. (2022). *An Empirical Study On Socioeconomic Factors Affecting Producer's Participation In Commodity Markets In India*. *Journal of Positive School Psychology*, 2896-2906.
- DrSanthosh Kumar, V., & Basha, S. M. (2022). *A study of Emotional Intelligence and Quality of Life among Doctors in PandemicCovid 19*. *International Journal of Early Childhood*, 14(02), 2080-2090.
- Shaik, M. B., Kethan, M., Jaggaiah, T., & Khizerulla, M. (2022). *Financial Literacy and Investment Behaviour of IT Professional in India*. *East Asian Journal of Multidisciplinary Research*, 1(5), 777-788.
- Krishnamoorthy, D. N., & Mahabub Basha, S. (2022). *An empirical study on construction portfolio with reference to BSE*. *Int J Finance Manage Econ*, 5(1), 110-114.
- Mohammed, B. Z., Kumar, P. M., Thilaga, S., & Basha, M. (2022). *An Empirical Study On Customer Experience And Customer Engagement Towards Electric Bikes With Reference To Bangalore City*. *Journal of Positive School Psychology*, 4591-4597.
- Basha, S. M., & Kethan, M. (2022). *Covid-19 pandemic and the digital revolution in academia and higher education: an empirical study*. *Eduvest-Journal of Universal Studies*, 2(8), 1-648.
- Shaik, M. B., Kethan, M., & Jaggaiah, T. (2022). *Financial Literacy and Investment Behaviour of IT Professional With Reference To Bangalore City*. *Ilomata International Journal of Management*, 3(3), 353-362.

- Kethan, M., & Basha, M. (2022). Relationship of Ethical Sales Behaviour with Customer Loyalty, Trust and Commitment: A Study with Special Reference to Retail Store in Mysore City. *East Asian Journal of Multidisciplinary Research*, 1(7), 1365-1376.
- Kumarai, G. S., Bajaj, P. K., Rana, S. S., Basha, M., & Karumuri, V. (2022). An empirical study on customer satisfaction towards organized Retail outlets in Bengaluru city, Karnataka. *Academy of Marketing Studies Journal*, 26(5).
- Basha, S. M., Kethan, M., & Aisha, M. A. (2021). A Study on Digital Marketing Tools amongst the Marketing Professionals in Bangalore City. *JAC: A Journal of Composition Theory*, 14(9), 17-23.
- Lokesh, G. R., Harish, K. S., & Geethanjali, G. (2023). A Study on Benefits, Challenges and Factors Impressing Customer Relationship Management (CRM) WRT Private Commercial Banks at Bengaluru. *Journal of Corporate Finance Management and Banking System (JCFMBS)* ISSN: 2799-1059, 3(03), 1-13
- Sneha, R., & Hajira, B. (2022). Rural Marketing Strategies in India: Recent Trends. *East Asian Journal of Multidisciplinary Research*, 1(8), 1527-1536..
- Ravi, A., Kumar, T. P., & Anjum, M. A. (2022). Derivatives And Price Risk Management: A Case Of Indian Commodity Cotton Futures And Spot Prices In India. *Journal of Positive School Psychology*, 9391-9397.
- Kethan, M., & Basha, M. (2023). Impact of Indian Cinema on Youths Lifestyle and Behavior Patterns. *East Asian Journal of Multidisciplinary Research*, 2(1), 27-42.
- Isac Gunday, D. M. K. (2023). A study on consumer perception towards fast food retail outlets with reference to bengaluru karnataka. *Journal of Pharmaceutical Negative Results*, 418-424.
- Reddy, K., SN, M. L., Thilaga, S., & Basha, M. M. (2023). Construction Of An Optimal Portfolio Using The Single Index Model: An Empirical Study Of Pre And Post Covid 19. *Journal of Pharmaceutical Negative Results*, 406-417.
- Shaik, M. (2023). Impact of artificial intelligence on marketing. *East Asian Journal of Multidisciplinary Research*, 2(3), 993–1004. <https://doi.org/10.55927/eajmr.v2i3.3112>
- M. B. S., M. Kethan, V. Karumuri, S. K. Guha, A. Gehlot and D. Gangodkar, "Revolutions of Blockchain Technology in the Field of Cryptocurrencies," *2022 11th International Conference on System Modeling & Advancement in Research Trends (SMART)*, Moradabad, India, 2022, pp. 761-764, doi: 10.1109/SMART55829.2022.10047225.
- S. H. Krishna, N. Vijayanand, A. Suneetha, S. Mahabub Basha, S. C. Sekhar and A. Saranya, "Artificial Intelligence Application for Effective Customer Relationship Management," *2022 5th International Conference on Contemporary Computing and Informatics (IC3I)*, Uttar Pradesh, India, 2022, pp. 2019-2023, doi: 10.1109/IC3I56241.2022.10073038.
- Lokesh, G. R., & Kotehal, P. U. A Study on the Effect of Electronic Payment Systems on Small Business in Urban Bengaluru.
- Kethan, M. (2022). A STUDY ON THE FACTORS AFFECTING EMPLOYEE RETENTION IN INFORMATION TECHNOLOGY SECTOR. *Journal of Contemporary Issues in Business and Government*, 28(4), 980-996.

- Y. A. B. Ahmad, S. S. Kumari, M. S, S. K. Guha, A. Gehlot and B. Pant, "Blockchain Implementation in Financial Sector and Cyber Security System," *2023 International Conference on Artificial Intelligence and Smart Communication (AISC)*, Greater Noida, India, 2023, pp. 586-590, doi: 10.1109/AISC56616.2023.10085045.
- Basha S., M., Reddy, K., Mubeen, S., Raju, K. H. H., & V., J. (2023). Does the Performance of Banking Sector Promote Economic Growth? A Time Series Analysis. *International Journal of Professional Business Review*, 8(6), e02128. <https://doi.org/10.26668/businessreview/2023.v8i6.2128>
- Reddy, K. S., & Ranganathan, S. Factors Influencing Customer Satisfaction in Bangalore Shopping Malls: Before & During COVID–19 Pandemic. *RVIM Journal of Management Research*, 26.
- Gope, S., Elia, G., & Passiante, G. (2018). The effect of HRM practices on knowledge management capacity: a comparative study in Indian IT industry. *Journal of Knowledge Management*, 22(3), 649-677.
- Schwaiger, M. (2004). Components and parameters of corporate reputation—An empirical study. *Schmalenbach business review*, 56, 46-71.