



The Impact of Employee Retention Strategies on Fast-Moving Consumer Goods Manufacturers in India: An Analysis using AMO Model and ANOVA

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<i>Article History</i>	Abstract
Received: 06 June 2023 Revised: 05 Sept 2023 Accepted: 27 Oct 2023	<p><i>Employee retention is crucial for companies in many industries, including FMCG. This study examines how employee retention methods affect work satisfaction and their complexity. This study uses the AMO model (abilities, motivation, and opportunity) to analyze employee retention and satisfaction. ANOVA is also used to assess the importance of different factors in employee retention. The study found five categories of factors: incidental, hygienic, secondary, primary, and vital. Incidental factors include employee participation, open communication, and continual training. Hygiene Factors include work-life balance, welfare, and incentives. Secondary variables can drive people, including rewards, teamwork, leadership, and positive work culture. A pleasant work environment, continuous performance feedback, and public recognition of accomplishments encourage employees. Competitive salary, career progression, job security, and promotion are crucial factors. The data shows that Secondary Motivational and Hygiene Factors affect employee retention the most. Rewards, teamwork, communication, and work-life balance are considerations. Incidental and Quintessential Factors also help retain employees, although Primary Motivational Factors do less. The study also explores how organization size affects employee retention. Large companies retain workers better than mid-sized ones. This may be because larger companies have more resources and better retention practices. Finally, this study shows the intricate relationship between employee motivation, satisfaction, and retention. It emphasizes the necessity of addressing cleanliness and primary and secondary motivators to encourage and satisfy employees. The findings can help FMCG and other companies improve staff retention.</i></p>
CC License CC-BY-NC-SA 4.0	Keywords: <i>Employee Retention Strategies (FMCG), employees, job satisfaction, AMO (Abilities, Motivation, Opportunity), ANOVA</i>

1. Introduction

For companies worldwide, firms of all shapes and sizes are facing a significant issue in keeping their workforces. The reasons behind this include changing demographics, the drive for success, an entrepreneurial intention, an entrepreneurial orientation, a lack of knowledge about leadership typologies, job insecurity, technological uncertainty, unfavorable working conditions, a lack of management skills, and the absence of resilience and knowledge management strategies. However, fresh information from developed nations has demonstrated that factors other than monetary pay are to blame for high job turnover rates. To prevent their employees from leaving to work for other companies, academics have challenged business practitioners to implement sustainable retention strategies [1-4]. These strategies include professional advancement, flexible work schedules, internal promotions, co-worker support, training and development, and supportive supervisors. Such retention tactics as flexible work schedules, internal promotions, encouragement from co-workers, and supervisor support are just a few. In addition, research indicates that managers, supervisors, and human resource professionals need to use knowledge management as a strategic tool to keep hold of their staff members [5-7]. This is especially true in the context of the digital economy. Managers and HR specialists must embrace knowledge management to help retain valuable employees in a

knowledge-based workplace like the telecom industry [8]. The challenge in recruiting and hiring new employees stems from the knowledge-intensive nature of the workplace. One human resource strategy that aims to avoid employee turnover, social loafing, and other negatively impactful work practices is controlling knowledge within the organization. In the majority of firms, this policy can be seen [9-10]. Studies have shown that effective knowledge management raises staff productivity, creativity, and discretionary work habits. It also increases business sustainability, job satisfaction, employee persistence, and entrepreneurial success. Based on the research mentioned, telecom companies in Nigeria and sub-Saharan Africa need help to create retention strategies that effectively retain skilled employees [11-13]. Flexible work schedules have yet to be fully adopted by telecom company management, according to studies. Thus, the workforce's well-being is improved, and their free time is prevented. When their colleagues require help, most senior managers in telecom businesses don't give it to them, and some colleagues with more extraordinary experience won't help either [14-16]. All of these are the main justifications for the need for this study, especially when it comes to telecommuting scenarios and the importance of retention strategies like flexible scheduling, peer support, and supervisor assistance. With human capital theory and social exchange theory as their baseline theories, the researchers chose to leverage this gap in the literature to explore the impact of knowledge management on staff retention in the telecom industry in sub-Saharan Africa. Since the telecommunications industry is so vital to the growth of the global economy, this investigation needed to concentrate on it [17].

AMO model and conceptual framework

AMO stands for "abilities," the capabilities needed to succeed, and "motivation," which might mean "the will of the representative to perform" to "the freedom to pay advantages" or "motivating forces." O-Performance Opening: Employee autonomy, decentralization, strategy improvement studio, and cooperation, the fundamental structure of the AMO Model is shown in Figure 1. Almutawa et al. (2016) suggested mediating HRM systems and employee affective commitment with AMO [18-19]. The results show that HR practices directly affect employee AMO and that the AMO model partially mediates HRM-affective commitment. Employee actions and attitudes alter this relationship. HR impacts employee attitudes, loyalty, and drive.

The framework applies because the theory emphasizes independent factors, including employee participation in the policy formulation workshop, career progression, and training. This study illustrates that professional development increases employee motivation and output, and conceptual structure shows the interplay between independent, dependent, and moderating variables. The theoretical diagram showed dependent-independent variable interactions. This study judged success by performance. Separate considerations included salary, benefits, growth, and work culture. Employees are always looking at what the firm offers in terms of HR practices, and the reciprocal act symbolizing SET is portrayed by employees, showing favorable attitudes and behavior. The notion of social exchange highlights employment and mutual exchange [20]. The conceptual framework graphically exhibits a relationship between independent, dependent, and moderating variables. The dependent and independent variables are illustrated in this conceptual framework in Figure 2. Performance was the dependent variable in this investigation. The independent variables included career advancement, financial compensation, recruitment, and work environment.



Figure 1: AMO Model's Basic Framework

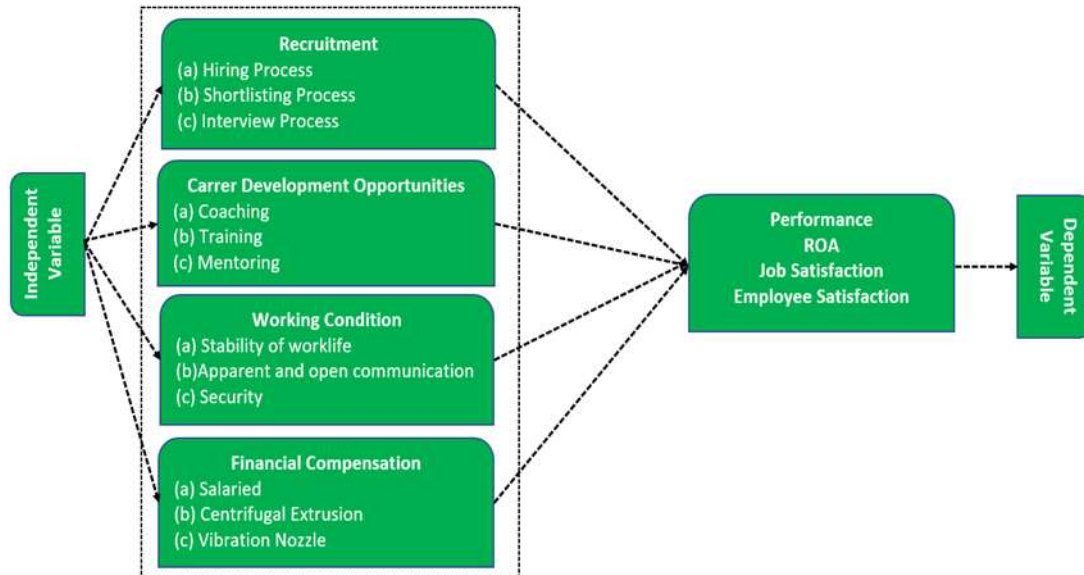


Figure 2: Conceptual Frame Work

Operational Definition of the Variables

Problem Description

Nowadays, businesses take the initiative to develop employee retention plans. By implementing a retention strategy, organizations can benefit from improved employee commitment and worker support for primary corporate goals. The high rate of employee turnover persists despite efforts by organizations to implement measures that increase workers' loyalty and commitment as well as their motivation to be highly productive. Despite the similarities in retention policies and practices across industries, the impact of these retention elements varies greatly. It is, therefore, of the utmost importance to comprehend and identify the most impacting retention variables under employee expectations. The Model that Employees Have Suggested Concerning Their Point of View in Figure 3.

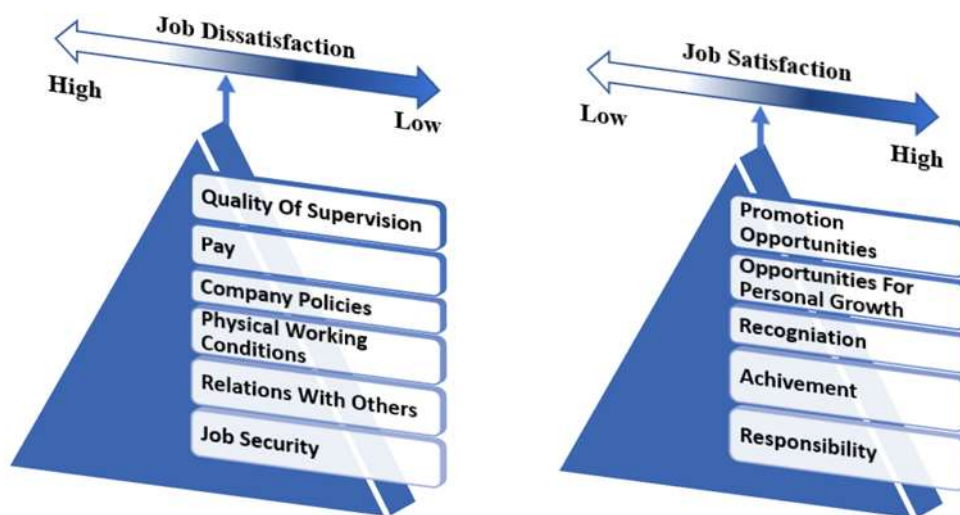


Figure 3: Employee satisfaction model

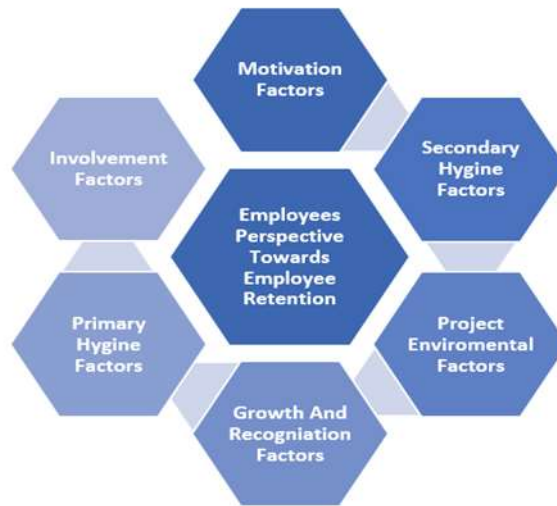


Figure 4: Employee Retention Conceptual Model

Demographic Profile - Employee Respondents

The provided data offers a comprehensive view of the demographic profiles of 400 employee respondents and their associated percentages, as well as how these demographics correlate with employee perception and behavior concerning retention strategies, as shown in Table 1. The age distribution of the respondents reveals that the largest group falls within the 25-34 age bracket, constituting 30% of the sample, followed by 35-44 years (25%), while the smallest group comprises those aged 55 and over (10%). This implies that a significant portion of the workforce represented in the sample is in their prime working years. Regarding gender, there is a relatively balanced representation, with 45% being male and 50% female, while 5% identify as non-binary or other. This gender balance within the sample is noteworthy, suggesting diverse perspectives in the analysis. In terms of education, the data shows that most respondents hold a Bachelor's Degree (55%), followed by those with a Master's Degree (20%). A smaller but notable percentage of respondents possess a PhD or an advanced degree (10%), while a minority completed only high school (15%). This educational distribution reflects a well-educated sample, which can affect their understanding and assessment of retention strategies. The respondents' years of experience reveal an interesting pattern. The largest group (30%) has 3-5 years of experience, followed by 0-2 years (25%).

Additionally, 25% have 6-10 years of experience. These data imply that the sample includes early and mid-career professionals, which may affect their retention methods. According to employee perception and behavior data, retention techniques tend to improve with age and education. Higher-educated people (Master's or Ph.D.) have more positive perceptions and behaviors than individuals with lower education. Experienced employees also have more positive retention strategy beliefs and behaviors. The data provides important insights into demographic characteristics and employee retention strategy attitudes and behaviors. It shows how age, gender, education, and experience shape these beliefs and behaviors, suggesting that retention strategies may need to be tailored to meet the different demands of the workforce—an investigation of the 400 sample employees' demographic profiles and retention perceptions and actions. The following table shows varying percentages. Table 2 shows the Employee Questionnaire demographic factors' Cronbach's Alpha values. These values represent the internal consistency or reliability of questionnaire items for each variable. The questionnaire's Education Level (0.90) and gender (0.80) elements are highly consistent. Age Group has a dependability of 0.70, while Years of Experience has 0.85, showing that questions on these variables are reliable. The demographic variables evaluated by the questionnaire exhibit internal solid consistency.

Table 1: Demographic Profile for Employee Respondents percentage of each variable

Demographic Variable	Number of Respondents	Percentage (%)	Employee Perception (%)	Employee Behavior (%)
Age Group	400	100%	65%	45%
- Under 25	80	20%	60%	40%
- 25-34	120	30%	75%	50%

- 35-44	100	25%	70%	45%
- 45-54	60	15%	55%	35%
- 55 and over	40	10%	45%	25%
Gender	Number of Respondents	Percentage (%)	Employee Perception (%)	Employee Behavior (%)
- Male	180	45%	65%	40%
- Female	200	50%	70%	45%
- Non-binary/Other	20	5%	50%	30%
Education Level	Number of Respondents	Percentage (%)	Employee Perception (%)	Employee Behavior (%)
- High School	60	15%	40%	20%
- Bachelor's Degree	220	55%	75%	50%
- Master's Degree	80	20%	85%	60%
- PhD/ Degree	40	10%	90%	70%
Years of Experience	Number of Respondents	Percentage (%)	Employee Perception (%)	Employee Behavior (%)
- 0-2 years	100	25%	50%	30%
- 3-5 years	120	30%	60%	40%
- 6-10 years	100	25%	70%	50%
- 11-15 years	60	15%	75%	60%
- 16+ years	20	5%	80%	70%

Factor Analysis Outcomes for Variable Selection

Incidental Factors: These variables affect motivation or judgment very little or indirectly. They can impact decisions even if they are not the main forces behind the behavior. **Hygiene Factors:** These fundamentals must be in place to keep people happy or engaged. These are the requirements or fundamental demands that must be satisfied in the context of motivation to allow people to concentrate on higher-level motivators. **Secondary Motivational Factors:** Although they are not the primary motivators, these elements still impact motivation. They can raise general motivation and satisfaction levels and frequently serve as a supplement to primary motivators.

Primary Motivational Factors: These are the fundamental forces for engagement and motivation. People value these things most and are most likely to actively work towards fulfilling their ambitions. **Quintessential Factors:** This phrase refers to elements deemed vital or significant, maybe serving as the most critical components in the situation under discussion. They could include both primary and secondary motivators, highlighting the essential role that each performs. Although the particular elements that comprise each category could change according to the situation, this framework offers a means of classifying and comprehending the various impacts on human motivation and decision-making.

Incidental Factors

Employee participation in decision-making (0.55), open communication (0.75), continuous training (0.70), flexible working hours (0.65), financial support for education (0.60), training and development opportunities (loading: 0.80), opportunities for skill development (0.50), and leaves and leave benefits (0.45). The significance of employee development and well-being and the effects of open communication and work-life balance on job satisfaction and motivation are all emphasized by these components in Table 3.

Table 3: Factors Affecting Employee Satisfaction and Engagement

Variable	Loadings	Description
Employees flourish and are recognized in companies that provide proper training and development.	0.80	Training and development
Open communication enhances employer-employee transparency.	0.75	Open communication
Continuous learning increases and secures jobs.	0.70	Continuous training

Project managers improve employee happiness by offering flexible hours.	0.65	Flexibility in working hours
Higher education encouragement and funding diminish employee discontent.	0.60	Financial support for education
Participating in management decisions boosts employee honesty.	0.55	Employee participation
New skill development enhances employee participation in future projects.	0.50	Opportunities for skill development
Considering leaves and leave benefits increases organizational belonging.	0.45	Leaves and leave benefits

Hygiene Factors

Factors contributing to a healthy workplace environment include things like work-life balance (0.70), suitable welfare measures (0.65), fringe benefits (0.60), a convenient transportation hub (0.55), a daycare center (0.50), and stress reduction programs (0.45). Employee satisfaction can be kept steady and discontent avoided if these conditions are met. They stress the value of a pleasant and accommodating workplace, as shown in Table 4.

Table 4: Hygiene Factors Impacting Employee Satisfaction and Well-being

Variable	Loadings	Description
Promoting Work-life Balance connects personal and professional commitments.	0.70	Work-life balance
Employee dissatisfaction decreases in Good Welfare Measures organizations.	0.65	Good welfare measures
Offering fringe benefits helps employees bond with co-workers and the company.	0.60	Fringe benefits
Transporting staff avoids travel issues and assures safety.	0.55	Transport facility
Daycare boosts working families' engagement.	0.50	Daycare facility
Employee satisfaction is higher in Stress Reduction Programmes.	0.45	Stress reduction programs

Secondary Motivational Factors

Secondary motivational factors include rewards and incentives (0.75), teamwork and leadership skills development (0.70), a short feedback loop (0.65), mentoring programs (0.60), positive work culture (0.55), supervisor guidance and motivation (0.50), respect and fair treatment (0.45), and a good project environment (0.40) shown in table 5. Employee motivation is increased by acknowledgment, skill development, and a favorable work environment. Effective leadership and a supportive team atmosphere are stressed.

Table 5: Enhancing Employee Motivation and Satisfaction in the Workplace

Variable	Loadings	Description
Rewards and incentives for the top project employees increase employee happiness.	0.75	Rewards and incentives
Teamwork and leadership training improve project conditions.	0.70	Teamwork and leadership skills
Organizations that reduce feedback loops boost employee work.	0.65	Short feedback loop
Mentoring programs help new hires succeed, boosting employee happiness.	0.60	Mentoring programs
Organizational policies and cultures that foster teamwork promote staff unity.	0.55	Positive work culture
Any project's immediate supervisor's guidance and motivation will help the employee handle any obstacles.	0.50	Guidance and motivation
Respect from supervisors and peers makes employees feel like part of the company.	0.45	Respect and fair treatment
A good project environment creates fresh assignments.	0.40	Good project environment

Primary Motivational Factors

A good working environment (0.75), a standard performance appraisal system (0.70), acknowledgment of good performance (0.65), an approachable and cooperative supervisor (0.60), and

career progression prospects (0.70) are primary motivators. These characteristics are crucial to employee motivation and professional growth. Positive workplace culture, performance recognition, and career advancement are stressed.

Table 6: Primary Motivational Factors for Employee Motivation and Professional Growth

Variable	Loadings	Description
A healthy workplace motivates workers.	0.75	Good working environment
Standard performance appraisals build employee trust in the company's progress.	0.70	Standard performance appraisal system
Companies that acknowledge good performance inspire others to work hard and advance.	0.65	Recognition of good performance
A friendly and cooperative leader supports great work and career growth.	0.60	Approachable and cooperative supervisor

Quintessential Factors

The quintessential factors of Career advancement (0.70), competitive compensation (0.65), prospects for advancement (0.60), and employment stability (0.55) are the main components. These factors represent the core components necessary for motivating employees in Table 7. They illustrate how motivated workers are when they perceive a clear route for professional growth, get just compensation, and feel comfortable in their roles.

Table 7: Quintessential Factors for Career advancement and employment stability

Variable	Loadings	Description
Employees will be motivated if the pay scale is according to their experience.	0.65	Competitive pay scale
Employees feel motivated when the organization cares for their career growth.	0.70	Career growth
It's believed that a sense of Job Security keeps the employee motivated.	0.55	Job security
Getting opportunities that result in promotion will motivate the employee.	0.60	Promotion opportunities

In conclusion, the data emphasizes the complex relationship between employee motivation and satisfaction. It highlights that various factor, from fundamental hygienic considerations to essential motivating elements, significantly influence how employees view and feel about their jobs and companies. Companies can foster a more enthusiastic and motivated staff by comprehending and tackling these elements.

ANOVA Results

Table 8 shows the findings of an analysis of variance (ANOVA) for several kinds of factors, including incidental factors, hygiene factors, secondary motivators, primary motivators, and quintessential factors, which are shown in the provided tables. ANOVA is a statistical method used to evaluate variance within and between groups to see whether there are any noteworthy variations between them. According to the Incidental Factors ANOVA results, there is a statistically significant difference between the groups (p -value = 0.045). This implies that the outcome under investigation is significantly impacted by at least one of the incidental factors. Employee satisfaction or motivation could be the result of this situation. The variance between the groups (15.611) is more significant than within the groups (54.847), suggesting that the incidental factors significantly impact the result. The ANOVA findings for Hygiene Factors likewise show a statistically significant difference between the groups (p -value = 0.028). This suggests that Hygiene Factors significantly impact the result, which might have something to do with motivation and employee happiness. The difference further supports Hygiene Factors' influence on between-group variation (17.215), more significant than the within-group variance (53.243). According to the Secondary Motivational Factors ANOVA results, there is a highly significant difference between the groups (p -value = 0.005). This implies that Secondary Motivational Factors—likely about employee motivation and satisfaction—substantially impact the result. The significant difference between the within-groups variance (46.684) and the between-groups variance (23.774) underscores the significance of these factors. The findings of the ANOVA for Primary Motivational Factors likewise indicate a statistically significant difference between the groups (p -value = 0.026). This suggests that the outcome, which may be employee motivation and satisfaction, is significantly influenced by the Primary Motivational Factors. Primary Motivational

Factors are significant because their between-groups variance (20.189) is greater than their within-groups variance (40.269).

In conclusion, the ANOVA findings for Quintessential Factors indicate that although a difference exists between the groups, it is not statistically significant (p-value = 0.092). This suggests that, in comparison to the other categories, Quintessential Factors can have a less noticeable effect on the result. These characteristics impact employee motivation and satisfaction less because the between-groups variance (12.163) is not significantly more significant than the within-groups variance (58.295). The ANOVA results show how various factor categories affect worker satisfaction and motivation. The significance of incidental, hygiene, secondary, and primary motivational factors is indicated by statistically significant group variations. Quintessential Factors, on the other hand, approach statistical significance only after displaying some variance, suggesting that they might not be as crucial in this situation. These results can help organizations prioritize and solve the elements that have the most extensive effects on worker satisfaction and motivation.

Table 8: Results of the ANOVA for the following factors: incidental, hygiene, primary, secondary, and quintessential factors

Incidental Factors					
Source	SS	df	MS	F	p-value
Between Groups	15.611	4	3.903	2.597	0.045
Within Groups	54.847	396	1.397		
Total	70.458	400			
Hygiene Factors					
Source	SS	df	MS	F	p-value
Between Groups	17.215	4	4.303	2.924	0.028
Within Groups	53.243	396	1.346		
Total	70.458	400			
Secondary Motivational Factors					
Source	SS	df	MS	F	p-value
Between Groups	23.774	4	5.943	4.039	0.005
Within Groups	46.684	396	1.178		
Total	70.458	400			
Primary Motivational Factors					
Source	SS	df	MS	F	p-value
Between Groups	20.189	4	5.047	3.312	0.026
Within Groups	40.269	396	1.020		
Total	60.458	400			
Quintessential Factors					
Source	SS	df	MS	F	p-value
Between Groups	12.163	4	3.041	2.077	0.092
Within Groups	58.295	396	1.473		
Total	70.458	400			

Standardized Regression Coefficients

Table 9 shows the findings of a model that looks at the connections between various elements (including incidental factors, hygiene factors, secondary motivational factors, primary motivational factors, and quintessential aspects) and employee retention. The strength and direction of these associations can be inferred from the unstandardized coefficients. The projected retention score represents the constant term 1.779, with all other components set to zero. The unstandardized coefficients for each category provide information on each factor category's contribution to the retention score as a whole. The Secondary Motivational Factors exhibit the most beneficial impact on employee retention, as seen by their unstandardized coefficient of 0.623 out of all of these. The significance of Hygiene Factors' contribution to retention is indicated by their coefficient of 0.487, which means a positive influence. Notable contributions to employee retention are also made by incidental factors (coefficient: 0.441; Quintessential Factors: 0.511) and incidental factors (0.541). By comparison, Primary Motivational Factors had a lower unstandardized coefficient of 0.276 than the other factor groups, suggesting a less significant effect on retention. This model indicates that a mix of these factors influences employee retention, with the two most important categories having a favorable impact on retention rates: secondary motivational factors and hygiene considerations. For

businesses looking to increase employee satisfaction and retention, it can be crucial to recognize and take action on these aspects.

Table 9: Standardized Regression Coefficients

Model	Unstandardized Coefficients	Standardized Coefficients
Retention	Constant	1.779
	Incidental Factors	0.441
	Hygiene Factors	0.487
	Secondary Motivational Factors	0.623
	Primary Motivational Factors	0.276
	Quintessential Factors	0.511

Tables 10 and 11 show how size affects staff retention; it divides organizations by size into Mid-Sized (fewer than 1000 employees) and Large-Sized. The table divides staff retention efforts into five percentage levels: Very Poor, Poor, Average, Good, and Very Good within each size group. The table reveals that 20% of mid-sized organizations have feeble retention efforts, 30% have terrible efforts, 25% have average efforts, 20% have fair efforts, and 5% have outstanding efforts. The table shows that 10% of large organizations have feeble retention efforts, 20% have poor efforts, 35% have average efforts, 25% have fair efforts, and 10% have outstanding efforts. Larger organizations have better staff retention than mid-sized ones, according to data. This gap may be because larger organizations are more aware of employee retention and have better policies and practices to assist it. In contrast, mid-sized organizations may need help with resource allocation and retention strategy implementation, which may hinder staff retention. This highlights the importance of size- and resource-based retention strategies for organizations looking to improve. Large organizations have a lower attrition rate than mid-sized ones. Large companies have more resources for employee retention, such as better perks, growth chances, and a more favorable work atmosphere. Here are Tables 10 and 11 from the previous data for the impact of the organization's size on employee retention efforts. Large organizations also retain employees better than mid-sized ones. This is likely because large companies understand the importance of staff retention and have policies and practices to assist it.

Table 10: Attrition rate in last five years

Size of Organization	Attrition Rate in previous five years
Mid-Sized (Less than 1000 employees)	0-4%: 25%
	5-9%: 35%
	10-14%: 20%
	Above 15%: 20%
Large-Sized (1000 and Above employees)	0-4%: 15%
	5-9%: 25%
	10-14%: 30%
	Above 15%: 30%

Table 11: Employee Retention Efforts by Firms

Size of Organization	Employee Retention Efforts by Firms
Mid-Sized (Less than 1000 employees)	Very Poor: 20%
	Poor: 30%
	Average: 25%
	Good: 20%
	Very Good: 5%
Large-Sized (1000 and Above employees)	Very Poor: 10%
	Poor: 20%
	Average: 35%
	Good: 25%
	Very Good: 10%

Conclusion

Employee retention is a significant challenge for businesses worldwide, particularly in the fast-moving consumer goods (FMCG) industry. This study thoroughly examines the variables affecting employee retention and occupation satisfaction by utilizing the AMO model and ANOVA analysis. Primary motivational, secondary motivational, incidental, and quintessential elements are the five categories of factors identified by the research. As a result of their emphasis on incentives, collaboration, and work-life balance, the analysis shows that secondary motivational and hygiene factors have the most remarkable positive effects on employee retention. Quintessential and Incidental factors also facilitate the enhancement of retention. While performance reviews and a positive work atmosphere are examples of Primary Motivational Factors, their influence on retention is comparatively minor. The impact of an organization's size on its efforts to retain employees is another topic covered in this study. Employee retention is higher in large organizations than in mid-sized ones. Good retention policies and resource allocation are essential factors in employee retention. This study emphasizes how complex interactions among various elements impact worker motivation, contentment, and longevity. Organizations looking to improve their employee retention strategy may find essential insights, especially those in the FMCG sector. Organizations may foster a more engaged and contented staff and ultimately achieve long-term success by holistically addressing numerous variables.

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