

## An Empirical Study On Factors Affecting Employee Retention In Selected It Companies In Bangalore City

**Dr Lokesh G R**<sup>1</sup>

Associate Professor  
Department of MBA

Nagarjuna college of Engineering and technology  
Visvesvaraya Technological University,  
Bangalore-562110, India,  
Email:grlokeshmba@gmail.com

**Mrs. Mubeen Taj**<sup>2</sup>

Assistant Professor  
Department of Management  
HKBK Degree College, Bangalore

**Mrs. Bibi Hajira**<sup>3</sup>

Assistant Professor  
Department of Commerce and Management  
International Institute of Business Studies, Bangalore

### ABSTRACT

Employee retention is one of the most important factors that an organization needs to consider when developing its strategies. Even though most of the organizations are now a days, found to be technology driven, yet human resources are required to run the technology. Retention of employees is emerging as the most important human resource management problems in IT companies. The IT Sector is committed to hold their valuable employees because these employees are imperative to their success. The compensation, work life balance, career development, relationship management and recognition are the factors affecting employee retention in IT companies. The results indicate that there is significant difference between socio-economic profile of employees and factors affecting employee retention in select IT companies in Bangalore City. Compensation, work life balance, career development, relationship management, and recognition are significantly influence on the employee retention.

**Keywords:** *Employee retention, Compensation, Career Development, Recognition.*

### INTRODUCTION

Human capital is considered as one of the essential component in sustainable competitive advantage (Bassi and McMurrer, 2007; Memon et al., 2009) in any business circumstances. It is also to be noted that organizational success depends upon competitiveness (El Toukhy, 1998; Olckers and Du Plessis, 2015). This presumes that the competitiveness intensively relies on the ability of the organization to attract, develop and retain psychologically connected employees

from all demographical segments with the defined skill set and capability (Torrington et al., 2009; Olckers and Du Plessis, 2015). Retention of the employee is not a matter of report or record maintained by the organization. It is about the understanding of employees concerns and helping at the right moment. Most of the organization forced to decrease the attrition rates, which leads to a focus on employee retention. It is “a process in which the employees are encouraged to remain with the organization for the maximum period of time or until the completion of the project” (Hadi and Ahmed, 2018). Employee retention is valuable for an organization as well as the employee.

In present scenario most of the organizations are competing with each other to increase share in market. Potential employees always lead the organization next level (Dr Pallavi 2020). This paper focuses on the factor affecting employee retention in IT companies. Every employee needs personal growth and professional life and these impacts on compensation and benefits (Roberts, N., Outley, C. 2002). Normally employees move from one organization to another organization for better career development. Today’s human resource managers need to focus on the goals of the employee and organization and align them to satisfy the need of the employee retention for long duration (Musser, L.R. 2001 & Patgar S 2015, Yeswa L 2016).

There are different human resources practices employed by software companies to increase the retention level (Khan et al., 2014). In employee retention one more aspect is training and development and this is the most important parameter in the human resource management (Maqsood Haider 2015 and Rasli, A.M., Norhalim, N., Kowang, T.O., Qureshi, M.I. 2014). It is known that hiring of perfect employee is critical for any software company but the retention of the same is big challenging and this is huge investment spending by companies on recruitment, selection, training and development etc for new joiners in organization (Yamamoto, H. 2011& Anis M.A et al 2011). Cost is defined as “recruiting expense, orientation and training cost, decreased productivity until the new employees gain knowledge and expertise in their domain and also the loss of clients who were dedicated and loyal to the leaving employees” (Kay, 2000). Nowadays human capital is gaining importance because organizations can have a competitive advantage through their distinctiveness and role of human resource productivity increased due to development of various ERP’s (Holland et al. 2007, Roberts, N., Outley, C. (2002).

### Review of Literature

Ngulube (2016) analyzed knowledge retention strategies at selected banks in South Africa. The study established that selected banks did not have formal knowledge retention strategies. Furthermore, there is no specific knowledge management policy guideline to inform chosen banks for retaining organizational knowledge; however, there is an acknowledgment of the presence of communities of practice, mentoring and apprenticeship, subject matter experts, leveraging retirees, knowledge portals and storytelling. There are four pillars of knowledge management practices namely creation, sharing, transfer and retention.

Khushbu Dubey (2016) examined work-life balance in employee retention among 500 employees working in IT and BPO from Indore. The study found that Work-Life Balance acts as a predictor of employee retention. The study also suggested that the understanding of work-life balance helps to maintain a healthy work culture and increase employees’ productivity. It also helps to reduced employees’ turnover rates and absenteeism.

Narayanan et al., (2018) studied the role of talent perception congruence and organizational justice in the relationship between talent management and employee retention by integrating the

Perceived Organizational Justice Theory and Congruence Theory in the talent management context. The results would assist in setting the direction for future research in the area of talent management and help managers comprehend the significant roles of talent perception congruence and organizational justice in defining the talent management outcomes.

Jindal et al (2016) studied factors influence employee engagement in Pharma Company at Hyderabad. Study found that whose level of engagement is higher in pharma companies will be less attrition in other companies. its found that gender & flexible polices, experienced employee and interaction have same level attrition among employees in organization. Study concluded that, to improve the engagement among the employees, based on feedback on manager, acknowledge employee contribution on real time basis and suggested paternity leave policy for male employees in Pharma Company.

Atouba (2018) results indicated from multiple regression and mediation analyses showed that employee work participation is adversely associated with workers' turnover intentions. Additionally, the results showed that organizational identification, and both internal communication adequacy and organizational identification, mediated the relationship between employee work participation and turnover intention.

Deas (2018) studied the role of different biographical characteristics on the psychological contract, psychosocial career preoccupations and retention factors of employees in South Africa. The results showed significant differences for the biographical characteristics of gender, race, marital status, generational cohorts, job level and employment status on psychosocial career preoccupations, psychological contract and retention factors. Thus, it provides greater insight into the psychological contract and career development theories that could potentially educate industrial and organizational psychologists in the retention of diverse and multicultural employees.

Duong (2020) found that to keep employees, there are many factors to consider such as training, job satisfaction, and job performance, and found that training, job satisfaction, and job performance positively affect young employee retention. Using a quantitative method to investigate the hypothesis, the researchers collect a questionnaire from 351 people who all are junior employees, although the accuracy of the results cannot be generalized to all employees' ages. Therefore, this study provides a model that helps researchers to focus on the main variables that influence employee retention.

Gani et al (2022) analyzed employee retention strategies in the hospitality industry and the findings of this study suggest that employee retention is contingent on employee satisfaction, which is comprised of four factors: sustainable positive work environment; sustainable growth opportunities; sustainable & effective communication; and sustainable & effective recruitment and selection practices. The study proposed a model for the hospitality industry to revamp its recruitment and selection practices in order to retain its employees. Furthermore, the study provided focused directions that will aid in the establishment of employee retention strategies and practices. Its concluded that satisfied employees are less likely to leave their current job, while unsatisfied employees are expected to leave their current job for a better career opportunity. Managerial implications were also discussed.

Rupavathi et al (2022) studied comparatively of the Employee Retention Strategies of Banking and Insurance Sectors. Study reveals that the employee retention is stable in public sector banking and insurance companies in some departments compared to private sector banking and

insurance companies. In banking sector the rate of retention of employees is more when compared with insurance sector in terms of job security, working environment, rewards and recognitions. Other factors plays similar role in both the sectors to make retention of employees stable.

Krishna et al (2022) examined Transformational leadership and employee retention: a moderated mediation model of intrinsic motivation and perceived organizational support. Transformational leadership's (TL) impact on employee retention (ER) in education institutions in Uttarakhand, India, is investigated through the mediation effects of staff morale and the moderating influence of POS. Its found that demonstrate explicitly that ER is greatly influenced by TL, EM and POS. The longer an employee remains with an organization the more experience that employee gains, making the employee more valuable to the organization.

Boakye et al (2022) investigated the issue of employee retention across private tertiary institutions in Ghana with a focus on Senior Members of some selected university colleges in the Ashanti Region. Study observed that the expectations of Senior Members before accepting employment in the selected institutions include getting a high salary, better working conditions, more training opportunities, career development opportunities, a favourable working environment as well as obtaining some form of recognition and appreciation in the institutions. Researchers suggested that recommends that HR Units of the selected universities should effectively collaborate with the HRM experts of the universities to design fair and proper training and development programs to motivate employees to stay in the organizations.

Chatzoudes et al (2022) examined the factors that have an impact on the turnover intention of European employees. Researchers developed an original conceptual framework (research model) has been developed and empirically tested, using primary data collected from employees in five different European countries. Study found that huge impact of employee commitment and job satisfaction on increasing the intention of employees to stay in the same company, while it also highlights the mechanism that impacts employee retention. Study suggested that companies should built supportive working relationships, good organizational climate, and develop supportive HR practices. Retention can be indirectly influenced by focusing on the overall conditions of the workplace (e.g., work environment, supervisor support) and on HR initiatives

### Objectives of the Study

- To study the demographic profile of the IT company professionals
- To find correlation between the compensation, work life balance, career development, relationship management, recognition and employee retention
- To examine the factors affecting employee retention in selected IT companies in Bangalore city

### Hypothesis

H<sub>1</sub>: There is no factors influencing on employee retention

H<sub>2</sub>: There is no correlation between the variables

### Research Methodology

The research design for this study is a descriptive research design. Due to time and budgetary constraints on the part of the researcher, the study was limited to Bangalore City. Through descriptive research approaches, the current study intend to investigate impact on employee retention among the employees (team members, team leads and managers) at chosen IT organizations (Wipro, Accenture, Caterpillar, Infosys and Techmahindra) based in Bangalore City. A Self-structured questionnaire was created. The survey questionnaire was designed in such a way that the responses reflected the respondents' opinions and thoughts. The Likert 5 point scale (• Strongly Disagree. • Disagree • Neither agree nor disagree • Agree • Strongly Agree) was used to evaluate the questions. Compensation, work life balance, career development, relationship management and recognition are independent variables and employee retention is dependent variable. The sampling approach used for this study is a simple random sample strategy. The current study has a sample size of 250 responses. For the current study, 300 respondents were approached from five different IT firms in Bangalore, and 250 of them answered relevantly, resulting in a sample size of 250 respondents. This study employed SPSS 28 to conduct ANOVA, Pearson Correlation and Cronbach's Alpha to test the determining factors.

**Sample Size Estimation**

S. No	Selected companies	IT	No. of respondents approached	No. of populations responded with complete data
1	Wipro		77	70
2	Accenture		80	55
3	Caterpillar		50	45
4	Infosys		45	40
5	Techmahindra		48	40
Total			300	250

**Data Analysis and Interpretation**

**Table 1: Demographic Profile**

		Frequency	Percent
Age	20-30 Years	55	22.0
	30-40 Years	105	42.0
	40-50 Years	75	30.0
	Above 50 Years	15	6.0
	<b>Total</b>	<b>250</b>	<b>100.0</b>
Gender	Male	175	70.0
	Female	75	30.0
	<b>Total</b>	<b>250</b>	<b>100.0</b>
Marital Status	Married	61	24.4
	Unmarried	189	75.6

	<b>Total</b>	<b>250</b>	<b>100.0</b>
Educational Qualification	Diploma	22	8.80
	Under Graduate	170	68.0
	Post Graduate	58	23.2
	<b>Total</b>	<b>250</b>	<b>100.0</b>
Grade	Junior	155	62.0
	Team Leaders	70	28.0
	Managers	25	10.0
	<b>Total</b>	<b>250</b>	<b>100.0</b>
Income	20001-50000	62	24.8
	50001-100000	142	56.8
	Above 100000	46	18.4
	<b>Total</b>	<b>250</b>	<b>100.0</b>

(Source: own calculation)

In table 1, among the sample size drawn from the population, 70% of sample occupied by Male respondents and 30% of the respondents were females. Also, it is observed that, out of 250 respondents, 61 were married and 189 were unmarried. Majority of the respondents i.e., 68% have completed graduation and 23.2% respondents possess post-graduation followed by diploma holders with 8.80%. Results are portraying frequency distribution of the respondents with respect to Monthly Income. Out of 250 respondents, 62 (24.8%) are having their income between 20001 - 50000/-, 142 (56.8%) respondents are earning in the range between 50001 - 100000/-. The respondents whose income is in the range of above 100000 are 46 (18.4%).

### Cronbach's Alpha

Cronbach's Alpha reliability test was done to check the reliability of each factor i.e., compensation, work life balance, career development, relationship management, recognition

### Table 2 Reliability Test

Reliability Statistics		
Variables	Cronbach's Alpha	No of Items
compensation	.891	4
work life balance	.912	5
career development	.811	4
relationship management	.903	4
recognition	.867	4

(Source: own calculation)

Cronbach’s alpha is the most widely used measure of internal consistency in the instrument when we use Likert’s scale questions in a questionnaire. Cronbach’s Alpha is expected to measure the internal consistency of the items. For the purpose of the study we have identified five different variables (independent). In order to assess the reliability of the constructed instrument we have conducted a reliability statistics in SPSS for all the identified variables and they are presented in the above table. It is evident from the above table that since the Cronbach’s Alpha value is greater than 0.7 reliability was not a problem.

**Table 3: Correlations**

		compensation	worklifebalance	careerdevelopment	relationshipmanagement	recognition
compensation	Pearson Correlation	1	.662**	.766**	.783**	.658**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	250	250	250	250	250
worklifebalance	Pearson Correlation	.662**	1	.933**	.955**	.748**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	250	250	250	250	250
careerdevelopment	Pearson Correlation	.766**	.933**	1	.957**	.792**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	250	250	250	250	250
relationshipmanagement	Pearson Correlation	.783**	.955**	.957**	1	.770**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	250	250	250	250	250
recognition	Pearson Correlation	.658**	.748**	.792**	.770**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	250	250	250	250	250

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table 3 explains about the correlation between compensation, work life balance, career development, relationship management, and recognition and employee retention. There is a positive correlation of 0.662 between compensation and work life balance. There is a strong and positive co-relation of 0.933 between work life balance and career development. A positive co-relation of 0.955 was found between price career development and relationship management. Finally it is found that A positive co-relationship of 0.770 between relationship management and recognition. The significance values are less than 0.05. Hence, the null hypothesis is rejected

**Factors Influencing on Employee Retention**

Present research paper is attempting to find the factor influencing on employee retention. To measure the factors, the regression model is applied.

**Table 4: Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	0.881	.737	.213		3.65523

The regression model summary shows that the R value is 0.781 and adjusted R square value is 0.737 (73%). This indicates that 27% of the variation of employee retention explained by compensation, work life balance, career development, relationship management, and recognition. The result of ANOVA test is given below.

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	293.294	4	199.714	119.371	0.000
	Residual	177.561	225	2.913		
	Total	470.855	229			

The ANOVA table shows the fitness of the model. The calculated F value (119.371) from the ANOVA test shows fitness of the model (p=0.000). The significance values are less than 0.05. Hence, the null hypothesis is rejected. Study concluded that the factors i.e., compensation, work life balance, career development, relationship management, and recognition are significantly influence on the employee retention.

## CONCLUSION

Managing the talents is a great challenge and to retain the best employees, framing of policies and practices is highly essential. At this juncture, it is necessary that strategies must be aligned with HR practices (i.e. recruitment and selection, training and development, performance appraisal and compensation). Any retention strategy without aligning these practices would definitely be ineffective. It is evidenced over these studies that organizations are framing various policies and strategies to retain the talents. To avoid poaching of employees, to compete with its competitors and to survive in dynamic environment, organizations have to concentrate on the factors on 'staying' for enhancing satisfaction and commitment to retain the talented workforce. In order to retain and improve commitment of the employees, IT companies should provide fair and adequate compensation and create opportunities for growth and development of their employees through effective training programmes and career progression plans. The IT companies should provide proper work environment and encourage employees to develop and maintain better relationship among them.

## REFERENCES

1. Alessandri, G., Borgogni, L., & Latham, G. P. (2017). A Dynamic Model of the Longitudinal Relationship between Job Satisfaction and Supervisor-Rated Job Performance. *Applied Psychology*, 66(2), 207-232.
2. Boamah, S. A., Read, E. A., & Spence Laschinger, H. K. (2017). Factors influencing new graduate nurse burnout development, job satisfaction and patient care quality: a time-lagged study. *Journal of advanced nursing*, 73(5), 1182-1195.
3. Dekoulou, P., Dekoulou, P., Trivellas, P., & Trivellas, P. (2017). Organizational structure, innovation performance and customer relationship value in the Greek advertising and media industry. *Journal of Business & Industrial Marketing*, 32(3), 385-



- 397.
4. Dhamija, P., & Singla, A. (2017). Organizational Culture and Quality of Work Life in Relation to Job Satisfaction: A Study of Service Delivery Professionals. *Evidence Based Management*, 160.
  5. Ghaffari, S., Shah, I. M., Burgoyne, J., Nor, M., Bin, M. N., & Salleh, J. R. (2017). The Influence of Motivation on Job Performance: A Case Study at Universiti Teknologi Malaysia.
  6. Hakanen, J. J., Peeters, M. C., & Schaufeli, W. B. (2017). Different Types of Employee Well-Being across Time and Their Relationships With Job Crafting.
  7. Ismail, A. and M.R. Abd Razak, 2016. A study on job satisfaction as a determinant of job motivation. *Acta Universitatis Danabius*, 12: 30-44.
  8. Nawab, S. and K.K. Bhatti, 2011. Influence of employee compensation on organizational commitment and job satisfaction: A case study of educational sector of Pakistan. *Int. J. Bus. Soc. Sci.*, 2: 25-32.
  9. Niemiec, C. P., & Spence, G. B. (2017). Optimal Motivation at Work. *The Wiley Blackwell Handbook of the Psychology of Positivity and Strengths-Based Approaches at Work*, 82-98.
  10. Sethi, A. (2017). Bank's employees' perception on quality of work life and its impact on job satisfaction in ludhiana city. *South Asia Journal of Multidisciplinary Studies*, 3(5).
  11. Vannucci, M. J., Whiteside, D. M., Saigal, S., Nichols, L., & Hileman, S. (2017). Predicting Supervision Outcomes: What is Different about Psychological Assessment Supervision? *Australian Psychologist*, 52(2), 114-120.
  12. Wang, H. J., Demerouti, E., & Le Blanc, P. (2017). Transformational leadership, adaptability, and job crafting: The moderating role of organizational identification. *Journal of Vocational Behavior*, 100, 185-195.
  13. Yousef, D. A. (2017). Organizational Commitment, Job Satisfaction and Attitudes toward Organizational Change: A Study in the Local Government. *International Journal of Public Administration*, 40(1), 77-88.
  14. Tsai, P. H., Lin, G. Y., Zheng, Y. L., Chen, Y. C., Chen, P. Z., & Su, Z. C. (2020). Exploring the effect of Starbucks' Organic Products on consumers' purchase decisions from consumers' perspective. *Journal of Retailing and Consumer Services*, 56, 102162.
  15. Hanafi, W. N. W., & Daud, S. (2021). Managing sustainable development of government link companies (GLCs) in Malaysia through emotional intelligence and organisational politics. *International Journal of Innovation and Sustainable Development*, 15(1), 126-141.
  16. Jia, A. Y., Rowlinson, S., Loosemore, M., Gilbert, D., & Ciccarelli, M. (2019). Institutional logics of processing safety in production: The case of heat stress management in a megaproject in Australia. *Safety Science*, 120, 388-401.
  17. Joseph, J., Lalroluahpuii, C., Dolkar, C., & Chettri, Y. (2019). Effectiveness of stress management strategies on occupational stress in educational institution. *Indian J. Public Heal. Res. Dev*, 10, 6278.
  18. Kaushal, P. (2021). Work stress and work life balance: a study of working professionals of the IT sector. *International Journal of Technology Transfer and Commercialisation*, 18(1), 4-15.

19. Lange, B. C., Callinan, L. S., & Smith, M. V. (2019). Adverse childhood experiences and their relation to parenting stress and parenting practices. *Community mental health journal*, 55(4), 651-662.
20. Makhija, P., & Chacko, E. A Correlative Study on ORS among Working Women of Bangalore City.
21. Mathur, S., Sharma, M. P., Balachander, S., Kandavel, T., & Reddy, Y. J. (2021). A randomized controlled trial of mindfulness-based cognitive therapy vs stress management training for obsessive-compulsive disorder. *Journal of Affective Disorders*, 282, 58-68.
22. Mitchell, J. T. (2020). Critical Incident Stress Management: A Comprehensive, Intergrative, Systematic, and Multi-Component Program for Supporting First Responder Psychological Health. In *Mental health intervention and treatment of first responders and emergency workers* (pp. 103-128). IGI Global.
23. Mohan, V., Inbaraj, L. R., George, C. E., & Norman, G. (2019). Prevalence of complaints of arm, neck, and shoulders among computer professionals in Bangalore: A cross-sectional study. *Journal of family medicine and Primary Care*, 8(1), 171.
24. Prathyusha, B. Occupational Stress among Information Technology Professionals in India: A Systematic Review of Literature.
25. Ramya, G., & Kumari, D. A. A Critical Analysis of the Association of Stress with Knowledge Enhancement with Special Reference to IT Professionals in Chennai.
26. Sumukh, S. G., & Vijayashree, L. (2019). Study on Mid-Career Crisis among BPO Employees. 5th International Conference for Accounting Researchers and Educators (ICARE-2019), Department of Accountancy, Faculty of Commerce & Management Studies, University of Kelaniya, Sri Lanka.
27. Warriar, U., Foropon, C., & Chehimi, M. (2021). Examining the influence of mindfulness on organizational role stress (ORS): a monitor acceptance theory perspective. *International Journal of Manpower*.
28. Rathnam, N. V., & Neelima, R. (2014). Employment Generation Through Skill Development Training: A Study of Chittoor District, Andhra Pradesh. *International Journal of Entrepreneurship & Business Environment Perspectives*, 3(2), 918.
29. Rathnam, N. V., & Narasaiah, P. V. (2012). Sericulture Industry-A Boon for Rural Poor: Special Focus on Chittoor District of AP. *SEDME (Small Enterprises Development, Management & Extension Journal)*, 39(3), 17-33.
30. Venkatarathnam, N., & Suresh, K. (2018). Job Satisfaction of Employees in Amararaja Batteries Limited, Tirupati-A Pragmatic Study. *International Journal of Management, IT and Engineering*, 8(6), 8-18.
31. Narasaiah, P. V., Rathnam, N. V., & Murthy, D. S. (2016). Current Status of Silk Industry in India-An Evaluation. *Small Enterprises Development, Management & Extension (Sedme) Journal*, 40(4).
32. Rathnam, V., Narasaiah, P. V., & Neelima, R. (2014). Performance Appraisal of SBI An Analytical Review. *i-Manager's Journal on Management*, 9(3), 12.
33. 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.

34. Kumarai, G. S., Bajaj, P. K., Rana, S. S., Kethan, J., Basha, S. M., & Karumuri, V. (2022). An empirical study on customer satisfaction towards organized Retail outlets in Bengaluru city, Karnataka. *Academy of Marketing Studies Journal*, 24, 1-11.
35. Rajasulochana, D., & Murthy, S. (2022). E-Banking And Customers' Satisfaction In Public And Private Sector Banks In Karnataka: An Empirical Analysis. *Journal of Positive School Psychology*, 6(8), 8270-8279.
36. Rajesh, D., & Rajasulochana, D. M. (2022). A STUDY ON FACTORS INFLUENCING THE PURCHASE OF ELECTRIC VEHICLES IN INDIAN AUTO MOBILE MARKET. *Journal of Contemporary Issues in Business and Government Vol*, 28(04).
37. Kotni, V. V., & Karumuri, V. (2014). An empirical study on the identification of salesforce engagement drivers: A study of selected retail outlets in Visakhapatnam. VV DEVI PRASAD KOTNI & VENKATESWARLU K (2014). An Empirical Study on the Identification of Salesforce Engagement Drivers: A Study of Selected Retail Outlets in Visakhapatnam. *Prabandhan: Indian Journal of Management*, 7(7), 31-45.
38. Karumuri, V. (2016). Employee engagement: Hotel industry. *SCMS Journal of Indian management*, 13(3), 120-128.
39. Nethala, V. J., Pathan, M. F. I., & Sekhar, M. S. C. (2022). A Study on Cooperative Banks in India with Special Reference to Marketing Strategies. *Journal of Contemporary Issues in Business and Government Vol*, 28(04).
40. Sekhar, M. S. C., Murthy, J., Karim, S., Reddy, M. M. S., & Bhupathi, C. Factors Influencing Customers' Buying Behaviour: A Study of Electric Vehicles with reference to Tirupati City.
41. Kumar, T. S., & Sekhar, S. (2019). Impact of e-Marketing on Influencing Consumer Purchase decision. *International Journal of Scientific Development and Research*, 4(11).
42. Sekhar, S. C., & Radha, N. (2019). Impact of globalization on msme: prospects, challenges and policy implementation on economic growth. *International Journal of Trend in Scientific Research and Development*, 3(6), 536-541.
43. Sekhar, M. S. C., Ashalatha, D., & Gorkhe, M. (2022). Corporate Governance-Impact on Financial Performance of Selected IT Companies in Bengaluru City. *Journal of Contemporary Issues in Business and Government Vol*, 28(03).
44. Rana, S. (2022). Consumer Awareness and Perception Towards Green Marketing: An Empirical Study In Bangalore City. *Journal of Positive School Psychology* <http://journalppw.com>, 6(5), 4240-4245.
45. Sekhar, S. C. (2020). A Study on Effectiveness of Electronic banking System. *Sanshodhan*, 9, 8-13.
46. Durgaraju, R., & Sekhar, S. C. (2021). A Perspective Research Study on the New Age Currency (The Case of Bit coin Currency System). *International Research Journal of Innovations in Engineering and Technology*, 5(2), 16.
47. Karumuri, V. (2017). A theoretical framework on employee engagement. *Asia Pacific Journal of Research*, 1, 150-155.
48. Venkateswarlu, K., & Prasad, P. V. (2012). A Review on employability skills. *IOSR Journal of Humanities and Social Science*, 2, 32-34.
49. Karumuri, V. (2016). Employee engagement: Hotel industry. *SCMS Journal of Indian management*, 13(3), 120-128.