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## Role of Competency Environment based Empirical Study and Education on Employees Retention and Psychological Analysis

### Abstract

*A healthy relationship between Employer and employee psychology is a critical factor for any successful business. Both Employer and employees are responsible for attaining the company's goal and vision, for which an empirical study is performed. Employee turnover is a significant problem faced by many organizations. Employee turnover is a major issue in the competitive Automobile sector. This research study attempts to assess and evaluate the role of competency management & its impact on the work environment & work-related challenges and its effects on employee retention in large-scale automobile & ancillary companies in Chittoor District, Andhra Pradesh. Empirical and quantitative research would use a mixed research approach, and the data were collected from 82 Managers and 116 Engineers of various automobile companies & ancillary companies in Chittoor District, Andhra Pradesh. Competency management positively affects work enrichment & enlargement, which is positively related to work autonomy and participative decision making. Work autonomy and participative decisions are making lead to employee psychology retention. This education can be useful for future employee maintenance in business applications.*

**Keywords:** Competency Management, Employee Psychology Retention, Work Autonomy, Work Environment, Work Enrichment, Work Enlargement.

### Introduction

The automotive industry is started in Germany and France, and it crosses the age of 100 years. Numbers of vehicles, varieties, efficiency, and safety features have developed gradually throughout its entire life. This gradual growth makes the automobile industry a robust economic force worldwide and is responsible for half the world's oil consumption. Indian Automotive sector is one of the main pillars of the economy, generating a huge annual turnover with millions of people getting employed across directly linked sectors. Employee turnover is the major problem in the automotive sector compared to other industries worldwide.

Employee turnover may occur due to several reasons, but losing the trained employee affects productivity increases in several costs and reduces the company's overall performance.

### **Work Environment and Work Place Happiness**

Personal Development Plan (PDP) is to motivate an employee to consider his or her work profile and the skill required to perform the job, as well as to compare those competencies that the employee already has to recognize those that the employee actually needs to prosper (Beausaert, et al., 2013). Employer Brand (EB)

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of Choice don't identify with monetary strength or position in the market. Further, benefits that are fused in the Recognition and Relationships groups of advantages are really culture-driven, while others are included the Self-development aspect, and are instinct and esteem driven (Bellou, Victoria, et al., 2015). Employee Competencies are quite possibly the main classes of organization explicit abilities, as indicated by the asset based hypothesis of firm, and these capabilities further develop business measures, boosting the company's competitiveness significantly more. Competencies alone, on the other hand, do not ensure a competitive advantage for businesses (Brown, Le Ann, Babu George, and Candace Mehaffey-Kultgen. 2018). Non-Managerial lower appraisals of their Managers training needs could be identified with an absence of cognizance of manager's work obligations or an absence of attention to their managers training necessities. Administrative work execution evaluations were lower (i.e., demonstrating higher training needs) than self-appraisals of work execution, as per research on performance appraisals (Cigularov, et al., 2020).

Empowering autonomous activity debilitates the connection between a superior's procedural reasonableness and employee's OCB (Organization Citizenship Behavior), through self-recognize status, though promising self-development reinforces this relationship. Workers take a gander at superior practices not in separation, but rather in presentation (Dijke, Marius van, et al., 2012). Particular HR executions are connected to conspicuous worker job practices, which were then connected to deliberately adjusted execution results. However, there was some imbrication in these relationships (Edgar, Fiona. 2020).

Laborers' self-revealed utilization of impact, perusing, composing, arranging, numeracy, and ICT abilities, and their assignment discretion, were higher in lasting positions than in impermanent positions, both controlling for human resources, industry, and occupation just as not controlling for these variables. Inside work type and human resources levels, lasting position EPL prompts changes in work content (Kahn, Lawrence M. 2018). To advance the improvement in close to home assets prompting maintainable work capacity, it is important to characterize the feasible work. Individual assets relating to our human instinct, as both individual and common creatures, with both inside and external universes are needed for economical work capacity. Work making may make practical work through using current individual assets, creating them further through instruction, or making an interpretation of them into new assets (Kira, Mari, et al., 2010). The assessment

conclusion of Safety Competency and grade characterization can fill in as a significant reference for enrollment, enlistment, and change of high-hazard industry workers. It's anything but a specific directing importance to foster work access standards and security control techniques in the high-hazard organizations (Lin-Hui, et al., 2017). For execution correlation, including choices with respect to advancement, reward or pay, quantitative instruments are believed to be more qualified as an overall direction. Then again, for individual's development purposes, uncovering subtleties of individual gaps and improvement ways, subjective instruments are utilized. Similarly, it tends to be guaranteed that these instruments fill their needs and contribute for accomplishing the set up organizational goals (Macchi Silva, et al., 2020).

The qualifications (who), work activities and job responsibilities (what), just as the executive's abilities that accomplished experts recognize as generally significant for playing out their manager work (how), are analyzed for the significant examination questions tended to in this article (MacDonald, et al., 2020). The value from implementing competency frameworks have been derived by the PSUs and they can further benefit from it by extending it across all the levels of HR processes (Misra, Yogesh, and Vandna Sharma. 2019). Workers can't be relied upon to do self-development practices deliberately if company conditions are not fulfilled. Therefore, the assessment of self-development conduct of workers should be acted in an intelligent and thorough model. And, the variables influencing it and how to impact organizational self-development, utilizing self-plan standard of conduct in associations by researching individual and organizational measurements (Momeni, Ahmad, et al., 2020).

Workers' direction to advancement is more noteworthy when correspondence streams exist. Also, workers' creative mentality is impacted decidedly by information moves. Correspondence streams are a variable that the company's administration brings about, setting up these streams as a feature of the substance of the work environment (Ortega-Egea, et al., 2014). In particular, those with formal training mediations affirmed that their organizations accomplished expanded benefit, further developed staff efficiency, low staff turnover rate, and upgraded staff fulfillment and inspiration contrasted and the less-trained owners of small scale firms in a similar sector (Panagiotakopoulos, Antonios, 2020). Since work creating is connected with further developing one's work conditions, an advancement center is normally predictable with work making. Free from if promotion is a steady

inclination or not, a promotion factor will consistently trigger the making of work. However, an interception center is connected more with the steadiness as opposed to a change (Petrou, Paraskevas, and Evangelia Demerouti., 2015). The employees that have a basic effect in development, intensity and execution are constantly required by the managers. The management of human capital should be the center of attention in modern organizations, which will create a working condition that inspire employees to be content, persisting in the face of difficulties and going the extra mile (Salas-Vallina, Andrés, and Joaquín Alegre. 2018). The key competencies required for various experts will consistently be a moving objective as the field proceeds to quickly foster new methodologies and technologies for aggregating, overseeing, and data scrutinizing (Seal, Kala C., et al., 2020).

Although several researches have been conducted on job satisfaction, compensation system, performance management systems, employer branding, employee engagement and work environment, identification of factors influencing employee retention in automobile industry, As there has been no research which has been conducted on specific dimensions of competency assessment & employee self-development for workplace happiness which leads to employee retention in automobile industries in Chittoor district of Andhra Pradesh.

## Methodology

This research study attempts to assess and evaluate the role of competency management & its impact on work environment & work-related challenges and its effects on employee retention in large-scale automobile & ancillary companies in Chittoor District, Andhra Pradesh.

The study would explore the various dimensions of competency management on work environment & work-related challenges and its effects on employee retention. The study provides specific conclusions, suggestions and recommendations strategies for examining into the nature of competency management on work environment & work-related challenges and its effects on employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh. This research would describe and investigate the various relationships and associations between competency management, work environment, work-related challenges and employee retention.

The Independent variable of the study is competency management and its influences on work environment & work-related challenges. Moderating variables are work description, work rotation, work enrichment, work enlargement.

Dependent variables are work autonomy, participative decision making which leads to Employee retention.

The automobile industry is differing from other sectors. HR departments have to try different kinds of employee retention strategies because of the work environment, company location, and nature of work in automobile companies compared to other jobs. So there is an emergence of assessing the competency management practices on work environment & work-related challenges and its effects on employee retention, which has not been studied or explored in India's form of empirical research. This study is an attempt which is done in the automobile industry of Chittoor District, AP.

Some of the important Qualitative Research Questions Arise from The Research are as follows

- How do the competency management influence work environment & work-related challenges that affect employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh?
- How the work environment related to work autonomy & participation decision making of employees in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh?
- Does the work autonomy & participation decision making of employees lead to Employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh?
- How well the competency management system works to provide work autonomy & participation decision making of employees, leading to employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh?

Based on the literature study the following hypothesis is considered for the present study

H0: Competency managements and work autonomy & participative decision making is not related.

H0: Work environment & work-related challenges and work autonomy is not related.

H0: Work environment & work-related challenges and participative decision making is not related.

H0: Work autonomy & participative decision making not leads to employee retention.

The sample size for the analysis is chosen as 198 Employees of automobile industries. This includes 82 Managers and 116 Engineers of various automobile companies & ancillary companies in Chittoor District, Andhra Pradesh.

**Data Collection Method**

Two types of data collection are done in this study. Primary data has been collected from HR managers and Engineers using semi-structured interviews and focused group discussions with the zoom app. Secondary data has been collected from articles, publications and magazines.

Statistical analysis was done using the statistical tool IBM SPSS Statistics 20. The level of analysis has been split into 4 levels. The test was conducted among 198 employees to assess and evaluate the influences of competency management on work environment & work-related challenges and its effects on employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh.

The Levels of Data analysis are explained.

Level1: Demographic analysis and Reliability test would be done with Frequency analysis & charts, Cronbach alpha test.

Level2: Objective-based analysis would be done with descriptive analysis, cross-tabulations and Correlation analysis.

Level3: Hypothesis based analysis would be done with Test of significance using one sample chi-square test.

The outcome of this paper would be an empirical model for competency management

practices and its impact on Work environment and work-related challenges which lead to employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh.

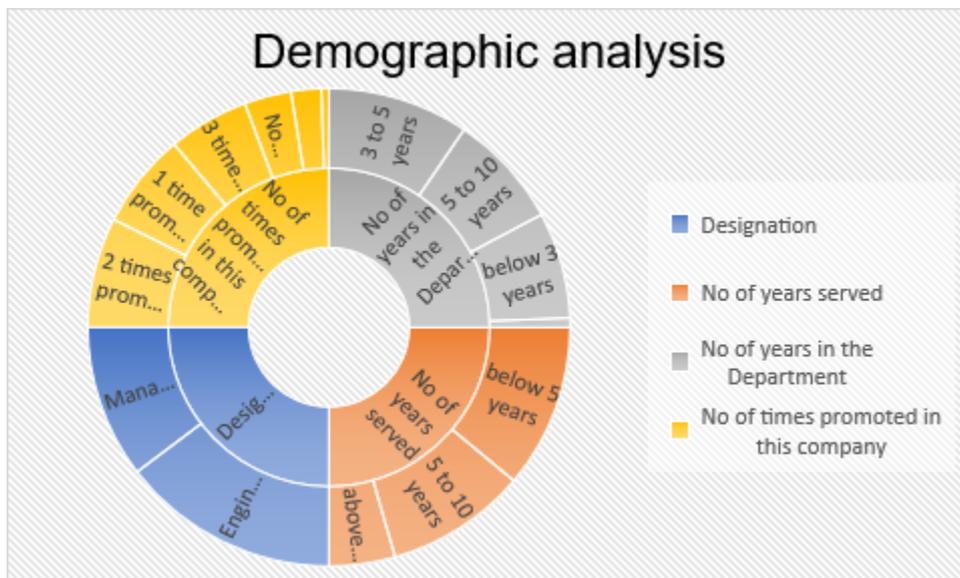
**Data Analysis and Interpretation**

**Demographic Analysis**

**Table 1**

*Demographic analysis*

Designation	Engineer	58.6
	Manager	41.4
No of years served	below 5 years	44.4
	5 to 10 years	37.9
	above 10 years	17.7
No of years in the Department	3 to 5 years	37.9
	5 to 10 years	30.8
	below 3 years	28.8
	above 10 years	2.5
No of times promoted in this company	2 times promoted	29.8
	1 time promoted	25.8
	3 time promoted	21.7
	No promotion	12.6
	4 times promoted	8.1
	5 times promoted	2.0



**Figure 1**

*Demographic analysis*

From table 1 and figure 1 it is found that the 59% of the respondents are engineers and 41% of the respondents are Managers. Most of the employees are below five years of experienced in the company which is 44%, 38% of the respondents worked for 3 to 5 years in the same department.30% of the employees are promoted

2 times in their organisation, 26% of the employees are promoted for 1 time and 22% of the employees are promoted 3 times.

**Objectives based Analysis**

**Table 2**

*Correlations of Competency Management and Work Environment*

		Competency Management	Work Environment	Work Description & Rotation
Competency Management	Pearson Correlation	1	.362**	.076
	Sig. (2-tailed)		.000	.286
	N	198	198	198
Work Environment	Pearson Correlation	.362**	1	.171*
	Sig. (2-tailed)	.000		.016
	N	198	198	198
Work Description & Rotation	Pearson Correlation	.076	.171*	1
	Sig. (2-tailed)	.286	.016	
	N	198	198	198
**. Correlation is significant at the 0.01 level (2-tailed).				
*. Correlation is significant at the 0.05 level (2-tailed).				

Table 2 shows that the positive correlation (0.362) exists between competency management and work environment. The competency management having a positive relationship with clarity on work description and rotation activities (0.076), the correlation study

stated that competency management, work environment and work description significant values are more than 0.05, which stated that each variable interconnected with each one, it shows the positive significant relationship between the variables.

**Table 3**

*Correlations of Work Environment and Work Autonomy*

		Work Environment	Work Autonomy and Freedom to decide on my schedules Deadlines and Outputs
Work Environment	Pearson Correlation	1	.452**
	Sig. (2-tailed)		.000
	N	198	198
Work Autonomy and Freedom to decide on my schedules Deadlines and Outputs	Pearson Correlation	.452**	1
	Sig. (2-tailed)	.000	
	N	198	198
**. Correlation is significant at the 0.01 level (2-tailed).			

The correlation table 3 shows that the work environment and work autonomy are positively (0.452) related. The significant value is 0.452, which is more than p value 0.05. It indicated the positive relationship between the variables. The

work environment factor and work autonomy and freedom to decide on the schedules and deadlines have the significant impact in the study.

**Table 4.**

*Evaluation of work description, work rotation, works enrichment, work enlargement and employee encouragement on work autonomy & participation decision-making*

		Work Autonomy and Freedom to decide on my schedules Deadlines and Outputs	Work Description & Rotation	Work Enrichment and Enlargement	Motivated to Work and Contribute more
Work Autonomy and Freedom to decide on my schedules Deadlines and Outputs	Pearson Correlation	1	.096	.292**	.211**
	Sig. (2-tailed)		.177	.000	.003
	N	198	198	198	198
Work Description & Rotation	Pearson Correlation	.096	1	.192**	.259**
	Sig. (2-tailed)	.177		.007	.000
	N	198	198	198	198
Work Enrichment and Enlargement	Pearson Correlation	.292**	.192**	1	.502**
	Sig. (2-tailed)	.000	.007		.000
	N	198	198	198	198
Motivated to Work and Contribute more	Pearson Correlation	.211**	.259**	.502**	1
	Sig. (2-tailed)	.003	.000	.000	
	N	198	198	198	198

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

From table 4, it is inferred that work description, work rotation, work enrichment, work enlargement and employee motivation would increase work autonomy & participation decision-making. There is a positive correlation exist between work description& work rotation (0.096), work enrichment & work enlargement (0.292), and employee motivation (.211) and work autonomy & participation decision-making. The person correlation value for the above study is

more than 0.05 for all the variables. It stated the significant positive relationship between the variables.

**Hypothesis based analysis**

**H0: Competency managements and work autonomy & participative decision making is not related.**

**Table 5.**

*Hypothesis test summary on Competency Managements and Work Autonomy & Participative decision*

	<b>Null Hypothesis</b>	<b>Test</b>	<b>Sig.</b>	<b>Decision</b>
<b>1</b>	Competency management occur with equal probabilities.	One-Sample Chi-Square Test	0.0	<b>Reject Null Hypothesis.</b>
<b>2</b>	Work Autonomy and Freedom to decide on my schedules, deadlines and outputs occur with equal probabilities.	One-Sample Chi-Square Test	0.0	<b>Reject Null Hypothesis.</b>

Asymptotic Significances are displayed. The Significance Level is .05

From table 5 it is revealed that significant p value is 0 and it is less than 0.05 (significance level) and hence rejecting the null hypothesis. There is a positive relationship associated between Competency managements and work autonomy & participative decision making.

H0: Work environment & work-related challenges and work autonomy is not related.

H0: Work environment & work-related challenges and participative decision making is not related.

**Table 6**

*Hypothesis test summary on Work Environment & Work-related challenges and Work Autonomy & Participative decision*

	Null Hypothesis	Test	Sig.	Decision
1	Happy in my Work Environment occur with equal probabilities.	One-Sample Chi-Square Test	0.0	<b>Reject Null Hypothesis.</b>
2	Work Autonomy and Freedom to decide on my schedules, deadlines and outputs occur with equal probabilities.	One-Sample Chi-Square Test	0.0	<b>Reject Null Hypothesis.</b>
3	Company provide good transport facility occur with equal probabilities.	One-Sample Chi-Square Test	0.0	<b>Reject Null Hypothesis.</b>
4	Company treats new employee feel very comfortable occur with equal probabilities.	One-Sample Chi-Square Test	0.0	<b>Reject Null Hypothesis.</b>
Asymptotic Significances are displayed. The Significance Level is .05				

From table 6 it is revealed that the significant p value is 0 and it is less than 0.05 (significance level). So rejecting the null hypothesis. There is a positive relationship between Work environment & work-related

challenges and work autonomy & participative decision-making.

H0: Work autonomy & participative decision making not leads to employee retention.

**Table 7.**

*Hypothesis test summary of Work Autonomy & Participative decision and Employee Retention*

	Null Hypothesis	Test	Sig.	Decision
1	Work Autonomy and freedom to decide on my schedules, deadlines and outputs occur with equal probabilities	One-Sample Chi-Square Test	0.0	Reject Null Hypothesis.
2	Will stay longer in this company occur with equal probabilities	One-Sample Chi-Square Test	0.0	Reject Null Hypothesis.
Asymptotic Significances are displayed. The Significance Level is .05				

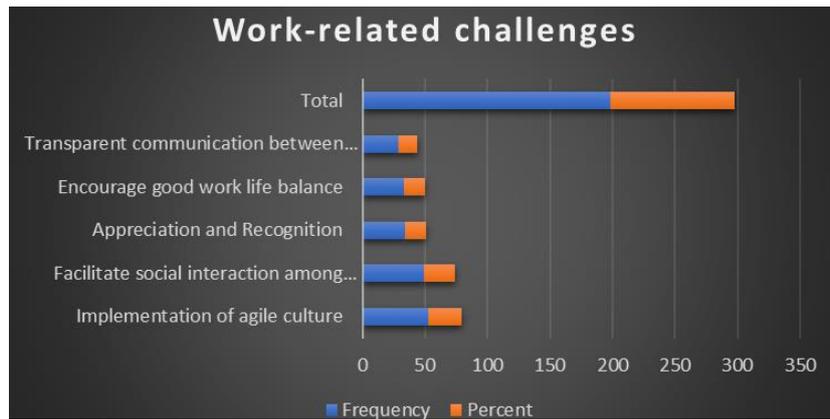
From table 7, it is revealed that the significant p value is 0 and it is less than 0.05 (significance level). Hence rejecting the null hypothesis. Also it is revealed that a positive

relationship between Work environment & work-related challenges and work autonomy & participative decision-making.

**Table 8**

*Suggestions for improving the Work Environment & avoiding Work-related challenges, leading to Employee Retention*

	Frequency	Percent
Implementation of agile culture	53	26.8
Facilitate social interaction among employees	49	24.7
Appreciation and Recognition	34	17.2
Encourage good work life balance	33	16.7
Transparent communication between Employer and Employees	29	14.6
Total	198	100.0



**Figure 2.**

*Work-related challenges*

Table 8 and figure 2 it is inferred that 27% of the respondents stated that implementation of agile culture is the major factor for avoiding work-related challenges and 25% of the respondents stated that facilitating social interaction between the employees will reduce the employee turnover in the organisation. Finally, it found that most of the employees suggest that the implementation of agile culture and facilitating social interaction among employees will improve the work environment & avoiding work-related challenges. Employee Appreciation & recognition, Encourage the right work-life balance and transparent communication between Employers and employees, are getting moderate ranking on employee suggestions for employee retention.

that the work autonomy and independence in decision making contribute more to job satisfaction which paves the way for happier employees. As a result, the dedication towards their work, high productivity is finally less likely to leave the company.

There is a positive relationship associated with work autonomy & participative decision making and employee retention. Work autonomy's positive benefits are effective employee commitment, great performance, more productivity, and lower turnover.

**Table 9.**

*Psychology of employees*

S No	Company standard	Employee psychology assessment	% of retention
1	MNC	23.5	98
2	Private limited	44.67	72
3	Industrial Govt	34.65	72
4	Limited company	78.34	83
5	MSME	64.23	92

**Recommendations**

Competency management positively affects work enrichment & enlargement, which is positively related to work autonomy and participative decision making. The work autonomy and freedom to make their own decisions will improve employee retention. The survey of human resource society also revealed



**Figure 3.**

*Psychology of employees*

Work description, work rotation, work enrichment, work enlargement and employee encouragement would increase work autonomy & participation decision-making. The motto of Amazon "Make employee think like owners" to achieve high employee empowerment culture. Also, listed the factors for making the employee empowered, such as Trust & respect on employees, social communication, and clear on company goals. Implementing agile culture and facilitating social interaction among employees will improve the work environment & avoid work-related challenges shown in figure 3 and table 9.

## Conclusion

Higher competency management creates high work enrichment and enlargement. Implementing agile culture and facilitating social interaction among employees will improve the work environment and psychologically avoiding work-related challenges. More significant work enrichment and enlargement increase work autonomy and participative decision-making. More the work autonomy and participative decision making automatically create emotional bonding with employees. As a result, they take ownership and become responsible for their work. Once the employees emotionally tie-up with their company, they are happy to travel for a long time or never leave the company.

## Data Availability

The raw/processed data required to reproduce these findings cannot be shared at this time as the data also forms part of an ongoing study (will be produced upon acceptance of article).

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