

Effect of Talent Management Practices on Employee Retention and Sustainable Competitive Advantage of Automobile Companies in Chennai

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ABSTRACT

The existing business atmosphere is subjected to very quick transformations and increasing complication. The unstable market situation, improvement in technologies and demographics of employees are forcing organizations to manage their talented employees carefully and it is their top most priority. Organizations are also revising their management practices for talent in order to hold them and maintain competitiveness. This study is conducted in Chennai in Tamil Nadu, India. Convenience sampling method is adopted to select employees working in automobile companies and structured questionnaire is employed for gathering data from them and the size of samples is 320 employees. Compensation, learning and development and career development have significantly and positively affected employee retention in automobile companies. Meanwhile, compensation, career development and learning and development have significantly and positively affected sustainable competitive advantage of automobile companies. So, all hypotheses are confirmed by the findings. This study is contributed to current literature and empirical evidence in the areas of TMPs, ER and SCA. This research provides ideas for top management of automobile companies to improve effective use of talent management practices for increasing retention of their employees. The outcomes are also highly helpful for top management of automobile companies for improving their SCA through revising their TMPs.

Keywords: Employee Retention, Sustainable Competitive Advantage, Talent Management Practices.

Introduction

The effective management of talented employees is the major challenge experienced by all organizations and it is established well in recent years. Organizations are adopting different management practices across the nations which are leading to manifestations for talent management. Talent Management Practices (TMPs) are multidimensional and integrated in nature which deals recruitment, selection, utilization, assessment of performance, learning and development and engagement for increasing performance of employees in their respective jobs and also for their career development (Schiemann, 2014) and they are strategic practices used by organizations for attracting, developing and retaining competent employees necessary for attaining their goals (Payambarpour and Hooi, 2015).

In the context of economic and business angles, it is the capability of organizations for attracting, developing and retaining talented and competent employees intact with them (Tarique and Schuler, 2018) and it is referring to expectation of needed workforce for the organization and planning to fulfill those requirements (Babu et al. 2020). TMPs are the activities are adopted by management for recruiting and developing talented and competent manpower that they are likely to stay long with organizations and they are highly contributing to their better performance and profitability (Alkaf and Chiang, 2022).

Besides, the existing business atmosphere is subjected to very quick transformations and increasing complication. The unstable market situation, improvement in technologies and demographics of employees are forcing organizations to manage their talented employees carefully and it is their top most priority (Tarique and Schuler 2010). Furthermore, managing talented employees is very important for confirming an atmosphere which is positive, pleasurable and productive for employees (Kumar, 2022) and management of talent is influenced mainly by expected competencies which are differing in accordance with size and type of organizations (Azeem and Akhtar, 2014). Organizations are also revising their management practices for talent in order to hold them and maintain competitiveness (Bethke-Langenegger et al. 2011).

Meanwhile, Sustainable Competitive Advantage (SCA) is an exclusive strength of company which allows it to perform better than its rivalries and maintaining higher degree of profit over the years. Companies are concentrating on increasing their sales and profits also making them sustainable (Quaye and Mensah, 2018). Sustainable competitive advantage is highly important for improving success and stability of organizations and for position them better in the dynamic and competitive market (Tambunan, 2019). Organizations are largely interested in adopting effectual practices for managing talented employees for attaining their business objectives and in turn they are improving their competitive advantage ins sustainable manner (Hongal and Kinange, 2020). Hence, this research is made to fill the gap in research.

Theoretical Framework and Literature Review

- **Theoretical Framework**

This research has employed Resource-Based View (RBV) Theory, Social Exchange Theory (SET), Herzberg's Two-Factor Theory and Ability, Motivation, and Opportunity (AMO) Theory. RBV theory elucidated that how practices for managing talents build competent and valuable workforce which increase performance of employees and discourage them to leave organizations. SET also explained that how efficient practices for management of talent foster faith, improving support from organizations and reciprocity required to increase performance and retention of employees. Herzberg's Two-Factor Theory demonstrated management practices for talent act as hygiene factors for retention of employees and how performance linked with them to excel and exhibit loyalty to organization. AMO Theory explicated that companies attain SCA when employees have required ability through trainings, motivation through rewards and assessment of performance and opportunity through involvement in work and authority. Thus, this theoretical framework gives a comprehensive explanation of the proposed relation and supports the conceptual model of this study.

- **Literature Review**

- **Talent Management Practices (TMPs) and Employee Retention (ER)**

ER is the capability of organizations to hold their employees and decrease their turnover over a particular period. TMP are organized and strategic practices and methods of organizations adopted for attracting, choosing, developing, engaging and retaining competent employees for meeting objectives in their business. Employee engagement and encouragement are important practices which increases retention of employees (Gope et al. 2018). Development of leadership, performance management and succession planning are practices for management of talent and they are increasing rate of retention of employees (Maurya and Agarwal, 2018). Besides, pleasant working atmosphere, career development opportunities (Azeez, 2017; Maheshwari et al. 2017), recognition and rewards are affecting retention of employees significantly (Latif et al. 2019). Further, compensation (Milkovich et al. 2020; Shrestha and Prajapati, 2023; Soomro et al. 2026)has positively and significantly affected retention of employees. Employee management, opportunities for growth of career, compensation and work life balance have affected employee retention positively (Singh and Bhardwaj, 2024). Furthermore, learning and

development (Aguinis and Kraiger, 2009; Marchington, 2015; McCracken et al. 2016; Jayaraman et al. 2018; Madhur et al. 2024; Khanam and Satata, 2025; Riyami, 2026) and employee engagement (Hughes and Rog, 2008; Kontoghiorghe, 2016; Madhur et al. 2024; Krithika and Aithal, 2024; Khanam and Satata, 2025) are main practices for management of talent and these are significantly affecting retention of employees.

▪ 2 Talent Management Practices (TMPs) and Sustainable Competitive Advantage (SCA)

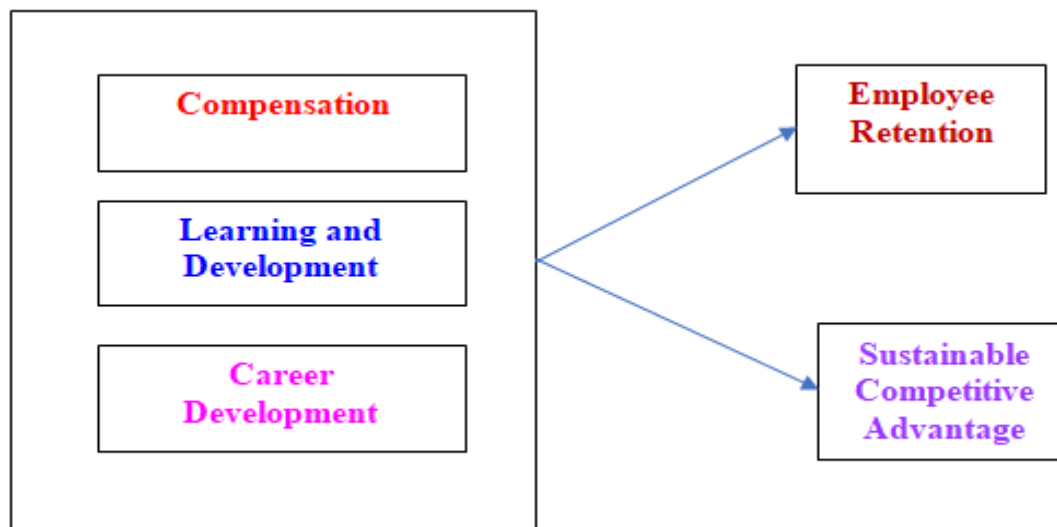
SCA is the capacity of company for maintaining its states over the longer periods over its competitors through adopting exclusive strategies which are not easy to imitate by others (Egwakhe et al. 2023). The development and retention of talent have significant influence on SCA (Augustine et al. 2023). Organizational culture (Metz et al. 2020; Tran et al. 2021), sharing of information and social responsibility (Ochuko and Olumola, 2022; Ombachi and Deya, 2022) are significantly affecting SCA. Besides, compensation (Bryant and Allen, 2013; Nzewiet al. 2015; Chiekiezie et al. 2017; Sulaefi, 2018; Ayaz and Nayel, 2021; Yildiz and Esmer, 2022; Nurmala and Hermina, 2024; Attar et al. 2025) and learning and development (Lamba and Choudhary, 2013; Obeidat and Abdallah, 2014; Spr et al. 2015; Rabbi et al. 2015; Achi and Sleilati, 2016; Jayaraman et al. 2018; Ayaz and Nayel, 2021; Mosong and Tanui, 2023; Attar et al. 2025) are also affecting SCA significantly. In addition, career development has also significant effect on SCA (Church, 2014; Chetana and Mohapatra, 2017; Kireru et al. 2017; Jayaraman et al. 2018; Ayaz and Nayel, 2021; Soeling et al. 2022; Yildiz and Esmer, 2022; Li et al. 2023; Nurmala and Hermina, 2024; Attar et al. 2025). Based on above theoretical framework and literature review, the hypotheses are coined for this study and they are:

- H₁:** Compensation is positively influencing employee retention.
- H₂:** Learning and development is positively influencing employee retention.
- H₃:** Career development is positively influencing employee retention.
- H₄:** Compensation is positively influencing sustainable competitive advantage.
- H₅:** Learning and development is positively influencing sustainable competitive advantage.
- H₆:** Career development is positively influencing sustainable competitive advantage.

• Conceptual Framework of the Study

The conceptual framework illustrates relation amongst variables and it helps to explain to how TMPs have affected ER and SCA. Figure - 1 demonstrates the conceptual framework of this study.

Figure 1: Conceptual Framework of this Study



Methodology

This study is conducted in Chennai in Tamil Nadu, India. Convenience sampling method is adopted to select employees working in automobile companies and structured questionnaire is employed for gathering data from them. This study uses constructs developed and standardized by authors in the year 2026 and it is used a 5-point scale for measuring the variables. The structured questionnaire is administrated amongst 900 employees and out of this, only 320 are completely filled and returned by them, thus, the response rate is 35.56% and the size of sample is 320. Descriptive statistics, correlation and regression analysis are used for analyzing the data gathered from them.

Results

• Profile of Employees

Amidst 320 employees, 199 (62.19%) of them are males, while, 121(37.81%) of them are females and 101 (31.56%) of them belong to 36 – 45 years of age, whereas, 34(10.63%) of them belong to below 25 years of age .Also, 112 (35.00%) of them have B.E., while, 42 (13.12%) of them have M.E. and 96 (30.00%) of them have salary of Rs.40,001 – Rs.50,000, whilst, 27 (8.44%) of them have salary of more than Rs.60,000 per month. Meantime, 271(84.69%) of them are married and 49(15.31%) of them are unmarried (Table - 1).

Table 1: Profile of Employees

Profile	N	%
Gender		
Male	199	62.19
Female	121	37.81
Age		
Below 25 Years	34	10.63
26 – 35 Years	76	23.75
36 – 45 Years	101	31.56
46 – 55 Years	72	22.50
Above 55 Years	37	11.56
Education		
Diploma	88	27.50
B.E.	112	35.00
B.Tech.	78	24.38
M.E.	42	13.12
Monthly Salary		
Less than Rs.30,000	86	26.87
Rs.30,001 – Rs.40,000	64	20.00
Rs.40,001 – Rs.50,000	96	30.00
Rs.50,001 – Rs.60,000	47	14.69
More than Rs.60,000	27	8.44
Marital Status		
Married	271	84.69
Unmarried	49	15.31

• Descriptive Statistics

Values of Cronbach's Alpha are higher than 0.70 elucidating that constructs' internal consistency is in acceptable level. Mean value is differing from 3.97 for CD to 3.70 forSCA. All constructs have significantly and positively correlated amongst them in 1% level. Relation among COM and ER of employees($r=0.55$) is positive, moderate and significant. The coefficient of correlation of constructs are lesser than 0.70 and it discloses that multicollinearity is not noticed among them (Table - 2).

Table 2: Mean, SD and Coefficient of Correlation

Particulars	Cronbach's Alpha	M	SD	COM	LD	CD	ER	SCA
COM	0.83	3.90	0.56	1				
LD	0.82	3.83	0.44	0.21**	1			
CD	0.84	3.97	0.46	0.29**	0.32**	1		
ER	0.86	3.79	0.39	0.55**	0.51**	0.49**	1	
SCA	0.79	3.70	0.82	0.46**	0.43**	0.35**	0.38**	1

** Significance at 1% level

COM=Compensation; LD= Learning and Development; CD= Career Development;

ER= Employee Retention; SCA= Sustainable Competitive Advantage

• Effect of Talent Management Practices on Employee Retention in Automobile Companies

Regression analysis is used to analyze effect of talent management practices on employee retention in automobile companies and result is shown in Table -3. R^2 and adjusted R^2 are 0.43 and 0.42 sequentially and these explain that the model is fitted moderately and it is significant since F-value of 24.722 is significant in 1% level.

Table 3: Regression Analysis-Results (TMPs and ER)

Talent Management Practices	Co-efficient (Unstandardized)	t-Value	Sig.
Constant	16.132	10.858	.000
COM (X_1)	.404	4.092	.000
LD (X_2)	.385	3.936	.000
CD (X_3)	.332	3.174	.000
R^2	0.43	-	-
Adjusted R^2	0.42	-	-
F	24.722	-	.000

Compensation ($B=0.404$), learning and development($B=0.385$) and career development($B=0.332$) are significant in 1% level revealing that they have positively and significantly affected employee retention in automobile companies. When other things constant, 1% upsurge in compensation, 0.40% will upsurge in employee retention, 1% upsurge in learning and development, 0.39% will upsurge in employee retention and 1% upsurge in career development, 0.33% will upsurge in employee retention in automobile industry.

• Effect of Talent Management Practices on Sustainable Competitive Advantage of Automobile Companies

The effect of talent management practices on sustainable competitive advantage of automobile companies is assessed through regression analysis and result is disclosed in Table -4. R^2 and adjusted R^2 are 0.52 and 0.51 consecutively and these demonstrate that the model is moderately fitted and it is significant as F-value of 76.490 is significant in 1% level.

Table 4: Regression Analysis-Results (TMPs and SCA)

Talent Management Practices	Co-efficient (Unstandardized)	t-Value	Sig.
Constant	9.105	13.721	.000
COM (X_1)	.799	12.548	.000
LD (X_2)	.286	4.012	.000
CD (X_3)	.586	7.459	.000
R^2	0.52	-	-
Adjusted R^2	0.51	-	-
F	76.490	-	.000

Compensation ($B=0.799$), career development ($B=0.586$) and learning and development ($B=0.286$) are positively and significantly affecting sustainable competitive advantage of automobile

companies in 1% level. When other things remain constant, 1% augment in compensation, sustainable competitive advantage will augment by 0.80%, 1% augment in career development, sustainable competitive advantage will augment by 0.59% and 1% augment in learning and development, sustainable competitive advantage will augment by 0.29% in automobile companies.

Discussion

The outcomes show that compensation has significantly and positively affected employee retention and it is proved by the research studies of Milkovich et al. (2020), Shrestha and Prajapati, (2023), Singh and Bhardwaj, (2024) and Soomro et al. (2026). Learning and development has also significantly and positively affected employee retention and it is on par with findings of Aguinis and Kraiger, (2009), Marchington, (2015), McCracken et al. (2016), Jayaraman et al. (2018), Madhur et al. (2024), Khanam and Satata, (2025) and Riyami, (2026). Career development has also significantly and positively affected employee retention and it is confirmed by the studies of Azeem, (2017), Maheshwari et al. (2017) and Singh and Bhardwaj, (2024).

Meanwhile, the findings reveal that compensation has significantly and positively affected sustainable competitive advantage and it is supported by the research studies of Bryant and Allen, (2013), Nzewi et al. (2015), Chiekiezie et al. (2017), Sulaefi, (2018), Ayaz and Nayel, (2021), Yildiz and Esmer, (2022), Nurmala and Hermina, (2024) and Attar et al. (2025). Career development has also significantly and positively affected sustainable competitive advantage and it is on par with findings of Church, (2014), Chetana and Mohapatra, (2017), Kieru et al. (2017), Jayaraman et al. (2018), Ayaz and Nayel, (2021), Soeling et al. (2022), Yildiz and Esmer, (2022), Li et al. (2023), Nurmala and Hermina, (2024) and Attar et al. (2025). Learning and development has also significantly and positively affected and it is confirmed by the studies of Lamba and Choudhary, (2013), Obeidat and Abdallah, (2014), Spr et al. (2015), Rabbi et al. (2015), Achi and Sleilati, (2016), Jayaraman et al. (2018), Ayaz and Nayel, (2021), Mosong and Tanui, (2023) and Attar et al. (2025).

Conclusion, Contributions and Implications

Compensation, learning and development and career development have significantly and positively affected employee retention in automobile companies. Meanwhile, compensation, career development and learning and development have significantly and positively affected sustainable competitive advantage of automobile companies. This study is contributed to current literature and empirical evidence in the areas of TMPs, ER and SCA. This research provides ideas for top management of automobile companies to improve effective use of talent management practices for increasing retention of their employees. The outcomes are also highly helpful for top management of automobile companies for improving their SCA through revising their TMPs.

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