

ANALYSIS OF HRD AUDIT AND ITS IMPACT ON EMPLOYEE COMPETENCIES AND CAREER DEVELOPMENT IN AUTO-COMPONENTS INDUSTRY IN PUDUCHERRY**N. Kirubasankar**Research scholar,
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ABSTRACT: In the ever-evolving landscape of the Auto-components Industry in India, the effective management and development of human resources stand out as critical determinants of organizational success. The growth and innovation of the automotive sector depends on the capabilities of its workforce, making HRD practices central to organizational strategy. By exploring the outcomes of HRD audit in the Auto-components Industry in Puducherry, this study aims to uncover insights into the current state of human resource development, examining its alignment with industry benchmarks. This research focuses on the analysis of HRD audit and its impacts on employee competencies and career development within the specific context of the auto-components sector in Puducherry. The study employs an exploratory research methodology and adopts Mixed Research Approach, primarily relying on the collection of primary data through a structured questionnaire distributed to 125 employees in Auto-components companies in the Puducherry region, India. The research employs convenience sampling, a non-probability method, and utilizes both descriptive and inferential statistical tools for data analysis. The study showed that Managerial Employees have perceived more on the various HRD Audit Aspects, have perceived more Competencies and have more Career Development options in their organizations than their counter-part. The HRD Audit Aspects have strong, positive and high relationship with Employees' Competencies and there is a high positive correlation between Employees' Competencies and Career Development of employees. Out of various HRD Audit Aspects, 'Succession Planning & Career Pathways' has stronger influence and 'Performance Management System' Aspect has weaker influence and 'Employee Engagement & Motivation' Aspect has no significant influence on Career Development of employees in Auto-Components Industry. This study contributes to a deeper understanding of the relationship between HRD and employee dynamics, offering a foundation for further research and practical implications for organizations striving to thrive in the dynamic landscape of the Auto-Components Industry.

KEY WORDS: Human Resource Development Audit, Employee Competencies, Career Development, Training & Development, Performance Management System, Succession Planning, Auto-components Industry.

1. INTRODUCTION

In the ever-evolving landscape of the Auto-components Industry in India, the effective management and development of human resources stand out as critical determinants of organizational success. According to Hercus and Oades (1982), Human Resource Audit is “a systematic, formal evaluation of all human resource policies and programs in an organization”. As technological advancements and market dynamics reshape the industry, understanding how HRD initiatives influence the skills and career paths of workforce becomes imperative for companies striving to stay competitive. The growth and innovation of the automotive sector depends on the capabilities of its workforce, making HRD practices central to organizational strategy. By exploring the outcomes of HRD audit in the Auto-components Industry in Puducherry, this study aims to uncover insights into the current state of human resource development, examining its alignment with industry benchmarks. This research focuses on the analysis of HRD audit and its impacts on employee competencies and career development within the specific context of the auto-components sector in Puducherry. Moreover, the research seeks to delineate the impact of HRD strategies on employee competencies and career development, offering practical implications for industry practitioners, policymakers, and academic scholars invested in optimizing HRD approaches for sustained success in the dynamic auto-components landscape.

2. REVIEW OF LITERATURE AND RESEARCH GAP

Several previous studies have explored the implications of HRD Audit on organizational outcomes in both India and globally. Rao, Raju, and Yadav (2001) conducted a survey encompassing 12 Indian organizations across various sectors such as financial services, consumer products, electronics, cement, tires, and automobiles. Their findings revealed that employees perceived autonomy as valuable. Anjali Singh (2019) focused on HRD Audit and its impact on employee efficiency, concluding that Human Resource Audit is a crucial activity for the fair and transparent evaluation of manpower within organizations.

In a study by Eko Kurniawan and Adi Bando (2020), the significance of employee competence on performance was highlighted. Their research indicated that higher employee competence correlates with more positive performance outcomes. Moreover, career development was identified as having a positive impact on improving employee performance. Reny Khaerani et al. (2022) aimed to analyze the effects of Competence, Training, and Career Development on employee performance at PT. Citibank Jakarta branch. The study found that only Competency and Career Development had a positive and significant effect on employee performance, while the training variable had a negative and insignificant effect. Boateng et al. (2022) discovered in their study that HRD Audit stimulates the frequent evaluation and analysis of policies and processes guiding efficient human resource management. Regression analysis

results predicted a significant impact of HRD Audit on Training and Development and Employee Engagement and Satisfaction in GFGL. In a study by Farida Achmad, Susanti Widhiastuti, and Jhoni Iskandar (2023), the influence of competence and career development on the performance of functional officials was explored, with work motivation as an intervening variable in environmental management. The findings revealed that competence had a positive and significant effect on the performance of functional officials and a significant effect on work motivation, while career development showed no effect on performance but had a positive and significant effect on work motivation.

Despite existing studies on HRD Audit and its outcomes in India and globally, there is a notable gap in research specific to the Auto-components Industry in Puducherry. Addressing this gap is crucial for tailoring HRD strategies to the distinctive needs of the Auto-components Industry in Puducherry and enhancing its overall workforce development.

3. FORMULATION OF RESEARCH PROBLEM

In the Auto-components Industry, the effectiveness of Human Resource Development (HRD) practices remains a critical concern amid dynamic technological shifts and market demands. Despite the industry's emphasis on continuous employee skill enhancement and career development, a comprehensive understanding of the impact of HRD audit on both employee competencies and career pathways is lacking.

In the face of rapid technological advancements and evolving market conditions, the automotive sector requires a workforce equipped with up-to-date skills and a clear pathway for career progression. Despite the recognition of these imperatives in the industry, there exists a dearth of comprehensive research on how HRD practices, assessed through an audit, influence the enhancement of employee competencies and the facilitation of career development. This study seeks to address the research problem by investigating the current state of HRD strategies within the sector, evaluating their alignment with industry needs, and discerning the specific ways in which HRD Audit outcomes influence the enhancement of employee competencies and the facilitation of career development. Through this exploration, the research aims to provide actionable insights for industry stakeholders and contribute to the optimization of HRD practices in the Auto-components Industry in Puducherry.

4. CONCEPTUAL FRAMEWORK

4.1 HRD Audit

HRD audit involves the systematic validation of various Human Resources (HR) functions, including job analysis, recruitment, selection, training, performance appraisal, and job evaluation within an organization. Rao (1999) defines 'HRD Audit' as a comprehensive evaluation of the current strategies, structure, systems, styles, and skills in the human resource development domain, aligning them with the company's short and long-term business plans. Anjomshoe et al. (2017) describe it as a process that captures the present performance of the HRD department to enhance its systems and procedures, ultimately improving organizational efficiency and effectiveness.

The utility of HRD audit lies in achieving organizational goals and serving as a crucial tool to assess the effectiveness of HR functions, ensuring a company's competitiveness. It aids in organizational strategy, goal attainment, benchmarking performance data, and facilitating continuous systematic development. The extensive scope of HRD audit encompasses managerial compliance with personnel

policies, procedures, and legal provisions, HRD planning and staffing, and the evaluation of the HRD climate on employee motivation, morale, and job satisfaction.

Numerous organizations in India and globally, such as Aditya Birla Group, L&T, Crompton Greaves, and Apollo Tyres, have embraced HRD audit as a means of realigning and rejuvenating their HR functions. It has become a significant self-renewal tool for HR, ensuring its continued relevance and effectiveness in organizational development. This widespread adoption underscores the increasing recognition of HRD audit as an indispensable practice for enhancing HR performance and contributing to overall organizational success.

4.2 HRD Audit Aspects

The HRD audit aspects play a crucial role in enhancing employees' competencies and fostering career development within the Auto-components Industry. The following aspects of HRD Audit are collectively contributing to a workforce with heightened competencies and ample opportunities for career growth within the dynamic automotive sector.

4.2.1 Training And Development Programs

HRD Audit assesses the effectiveness of training initiatives within an organization. It includes the design, delivery, and impact of training programs aimed at improving employee skills, knowledge, and competencies. In the context of the Auto-components Industry, HRD Audit scrutinizes the alignment of training programs with the specific needs of the industry. It evaluates whether the training initiatives contribute directly to enhancing employee competencies in response to technological advancements and market demands.

4.2.2 Performance Management Systems

Performance management involves the process of setting expectations, assessing employee performance, and providing feedback. It includes mechanisms for recognizing and rewarding employees based on their contributions. In the auto-components sector, an effective performance management system is crucial for linking individual performance to career development. HRD Audit examines how performance feedback is integrated into the overall HRD strategy, ensuring that employees see a connection between their efforts, skill development, and career advancement opportunities.

4.2.3 Succession Planning and Career Pathways

Succession planning involves identifying and developing employees with the potential to fill key leadership roles in the future. Career pathways refer to the structured routes employees can take within the organization to advance in their careers. In the Auto-components Industry, succession planning is essential for ensuring a pipeline of skilled leaders. Career pathways contribute to employee retention and motivation. This investigates the clarity and effectiveness of these strategies within the industry context, examining how they impact employee career development.

4.2.4 Employee Engagement and Motivation

Employee engagement measures the emotional commitment employees have towards their organization. Motivation involves the factors that drive employees to perform at their best. Within the Auto-components Industry, employee engagement and motivation are vital for retaining skilled talent. This aspect of HRD Audit assesses the effectiveness of engagement initiatives and motivation programs, examining how they influence employee satisfaction and commitment, which, in turn, impacts competencies and career development.

4.2.5 Knowledge Management and Skill Transfer

Knowledge management involves capturing, sharing, and utilizing organizational knowledge. Skill transfer focuses on the mechanisms for passing on critical skills and expertise within the organization. In the dynamic Auto-components Industry, where technology evolves rapidly, knowledge management and skill transfer are paramount. This aspect of HRD Audit explores the effectiveness of systems in place to capture and transfer knowledge and skills, ensuring that employees remain equipped to meet industry demands and contribute to their career development.

These aspects of HRD Audit collectively provide a good understanding of HRD practices and their impact on employee competencies and career development in the Auto-components Industry in Puducherry. The research aims to uncover insights into the specific strategies and their effectiveness within the context of this dynamic sector.

4.3 EMPLOYEE COMPETENCIES

According to Ainanur and Tirtayasa, (2018) ‘Competency’ is the basis of how an employee performs work in accordance with job requirements, competence is knowledge of work abilities based on skills and abilities supported by work attitudes required for the job. According to Wibowo (2014), ‘Competency’ is the ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Competence is a characteristic possessed by a person to distinguish between the work results of one individual against another. Competency also shows the characteristics of knowledge and skills that are owned or needed by each individual that enables them to effectively and improve professional quality standards in their work.

Boyatzis (2008) defined ‘Competence’ as the ability or capacity that a person has to meet the job requirements determined by the organization. Becker and Huselid (2006) defined “Competency” as knowledge skills, abilities, or personal characteristics of individuals which directly affects the performance of the work. Competence is the mastery of tasks, skills, attitudes, and appreciation necessary to support the success.

4.4 CAREER DEVELOPMENT

According to Humaira et al., (2020) a series of positions or positions occupied by a person during his working life through the level of education and training in a company. According Marwansyah (2012), career development is a self-development activity undertaken by a person to realize his personal career plan. Sunyoto (2015) defined ‘Career Development’ is the process of enhancing an individual’s work ability which is done in order to achieve the desired career. Rosyidawaty (2018) explained that career development plays an important role in improving and increasing the effectiveness of work implementation by employees so that it makes the best contribution to achieving company goals.

4.5 HRD AUDIT AND EMPLOYEE COMPETENCIES & CAREER DEVELOPMENT

HRD Audit helps the employees acquire new competencies through a process of performance planning, feedback, training, periodic review of performance, assessment of the developmental needs, career development and creation of development opportunities through training, job rotation, responsibility definition and other mechanisms. HRD audit is a Comprehensive Evaluation of Human Resource Development practices in an organization and their appropriateness to achieve the short- and long-term business goals of the organization. One of the results of HRD audit is to focus on new knowledge attitudes and skills required by the employees. Comments are made about the technical, managerial, human and conceptual competencies of staff at various levels. This differentiation has been found to help organizations in identifying and focusing sharply on the competency requirements and gaps.

5. RESEARCH METHODOLOGY

The research methodology adopted in this study is centered on primary data collection and is characterized as exploratory. The primary data was gathered through the utilization of a structured questionnaire, distributed to 150 employees working in Auto-components companies in Puducherry region, India. Despite the distribution of questionnaires to 150 employees, the final sample size was determined as 125 due to issues related to incomplete questionnaire responses and non-returned surveys. The sampling technique adopted for this study is convenience sampling, falling under the category of non-probability sampling methods. The data analysis process involved the application of both descriptive and inferential statistical tools. These analytical tools were selected based on the predefined objectives and hypotheses of the study, providing a systematic approach to solving the research problem.

6. DATA ANALYSIS AND RESULTS

6.1 EMPLOYEES' PERCEPTION ON HRD AUDIT ASPECTS WITH RESPECT TO AUTO-COMPONENTS INDUSTRY – MEAN ANALYSIS

To identify and examine the Employees' Perception of HRD Audit Aspects, a structured questionnaire was employed, comprising 15 questions (3 Questions for each Aspect) covering five key aspects: Training and Development Programs, Performance Management System, Succession Planning & Career Pathways, Employee Engagement & Motivation, and Knowledge Management & Skill Transfer. Employees from the Auto-Components Industry provided their responses on a 5-point Likert scale, and the obtained results are presented below.

Table 1

HRD AUDIT ASPECTS WITH RESPECT TO AUTO-COMPONENTS INDUSTRY

S. No.	HRD AUDIT ASPECTS	N	Mean
1.	Training and Development Programs	125	11.75
2.	Performance Management System	125	11.04
3.	Succession Planning & Career Pathways	125	12.73
4.	Employee Engagement & Motivation	125	10.36
5.	Knowledge Management & Skill Transfer	125	12.18
EMPLOYEES' PERCEPTION ON HRD AUDIT ASPECTS OF AUTO-COMPONENTS INDUSTRY		125	58.06

Source: Primary Data

As depicted in Table 1, the Mean scores reveal that employees' perception is highest for 'Succession Planning & Career Pathways' (M = 12.73) and comparatively lower for 'Employee Engagement & Motivation' (M = 10.36) among the HRD Audit Aspects in the Auto-Components Industry. Particularly, the perception on various HRD Audit Aspects is consistently above the average level, as all Mean values exceed 10 out of 15 (two-thirds). The Overall Mean Score for employees' Perception on HRD Audit Aspects in the Auto-Components Industry is 58.06, equivalent to 77.41%, indicating an above-average level of perception.

INDEPENDENT SAMPLE 't' TEST – ANALYSIS

H₀: There is no significant difference between the Managerial and Operative employees with respect to the Perception on the HRD Audit in Auto-Components Industry.

An independent-samples t-test was conducted to compare the difference between the Managerial and Operative employees with respect to the Perception on the HRD Audit in Auto-Components Industry.

Table 2
TYPE OF JOB – PERCEPTION ON HRD AUDIT ASPECTS IN AUTO-COMPONENTS INDUSTRY

VARIABLE	TYPE OF JOB – HRD AUDIT ASPECTS						t - value	p – value
	MANAGERIAL			OPERATIVE				
	N	Mean	SD	N	Mea n	SD		
PERCEPTION ON HRD AUDIT ASPECTS	58	58.98	3.556	67	56.24	4.128	6.332	0.000**

Source: Primary Data**(**1% Level of Significance)**

As the P Value (0.000) is lesser than Sig. Value at 1%, the Null Hypothesis is rejected. The analysis of

Mean scores indicates that the employees' Perception of HRD Audit is higher among Managerial Employees ($M = 58.98$) compared to Operative Employees ($M = 56.24$) in the Auto-Components Industry. Therefore, it is concluded that a statistically significant difference exists between Managerial and Operative employees concerning their Perception of HRD Audit within the context of the Auto-Components Industry.

6.2 EMPLOYEES' COMPETENCIES AND CAREER DEVELOPMENT OF EMPLOYEES

H₀: There is no significant difference between the Managerial and Operative employees with respect to Competencies and Career Development in Auto-Components Industry.

An independent-samples t-test was conducted to compare the difference between the Managerial and Operative employees with respect to Competencies and Career Development in Auto-Components Industry.

Table 3
TYPE OF JOB – EMPLOYEES' COMPETENCIES AND CAREER DEVELOPMENT IN AUTO-COMPONENTS INDUSTRY

VARIABLES	TYPE OF JOB – COMPETENCIES AND CAREER DEVELOPMENT						t - value	p – value
	MANAGERIAL			OPERATIVE				
	N	Mean	SD	N	Mea n	SD		
Employees’ Competencies	58	18.23	3.554	67	16.37	4.775	4.887	0.000**
Career Development of Employees	58	17.34	3.995	67	15.51	5.023	2.654	0.027*

Source: Primary Data

(1% & *5% Level of Significance)**

As the P Values (0.000 and 0.027) are lesser than Sig. Value at 1% and 5%, the Null Hypotheses are rejected. Based on the Mean score of Employees' Competencies and Career Development in Auto-Components Industry due to the influence of HRD Audit Aspects, it is inferred that Managerial employees have perceived more Competencies ($M = 19.12$) and have more Career Development ($M = 17.34$) options than their counter-part i.e., Operative employees ($M = 16.37$ and 15.51). Hence, it is concluded that there is a statistically significant difference between the Managerial and Operative employees with respect to the Employees' Competencies and Career Development in Auto-Components Industry.

CORRELATION ANALYSIS

6.3 RELATIONSHIP BETWEEN HRD AUDIT ASPECTS AND EMPLOYEES' COMPETENCIES IN AUTO-COMPONENTS INDUSTRY

H₀: There is no significant relationship between HRD Audit Aspects and Employees' Competencies in Auto-Components Industry.

A Pearson product-moment correlation was run to determine the relationship between HRD Audit Aspects and Employees' Competencies in Auto-Components Industry.

Table 4
RELATIONSHIP BETWEEN HRD AUDIT ASPECTS AND WORK COMMITMENT IN AUTO-COMPONENTS INDUSTRY

VARIABLES	N	'r' Value	P - Valu e	Relationshi p	REMARKS	
					Significant	Result
Training and Development Programs – Employees' Competencies	125	0.752*	0.000	Positive	Significant	Rejected
Performance Management System – Employees' Competencies	125	0.704*	0.000	Positive	Significant	Rejected
Succession Planning & Career Pathways – Employees' Competencies	125	0.811*	0.000	Positive	Significant	Rejected
Employee Engagement & Motivation – Employees' Competencies	125	0.618*	0.000	Positive	Significant	Rejected
Knowledge Management & Skill Transfer – Employees' Competencies	125	0.787*	0.000	Positive	Significant	Rejected
HRD AUDIT ASPECTS – EMPLOYEES' COMPETENCIES	125	0.773*	0.000	Positive	Significant	Rejected

(Source: Primary Data) **. Correlation is significant at the 0.01 level (2-tailed).

Since the P values are lower than the significance value (0.01) in all the mentioned relationships, the Null Hypotheses are rejected. Strong positive correlations are found between HRD Audit Aspects and Employees' Competencies in the Auto-Components Industry. Among the five HRD Audit Aspects, "Succession Planning & Career Pathways" ($r = 0.811$) demonstrates the strongest relationship with Employees' Competencies, while "Employee Engagement & Motivation" ($r = 0.618$) exhibits a

comparatively weaker relationship in the Auto-Components Industry when compared to the other aspects. Overall, HRD Audit Aspects showcase a strong, positive, and high relationship ($r = 0.773$) with Employees' Competencies. Consequently, a significant relationship between HRD Audit Aspects and Employees' Competencies is acknowledged in the Auto-Components Industry.

6.4 RELATIONSHIP BETWEEN EMPLOYEES' COMPETENCIES AND CAREER DEVELOPMENT IN AUTO-COMPONENTS INDUSTRY

H₀: There is no significant relationship between Employees' Competencies and Career Development in Auto-Components Industry due to HRD Audit Aspects.

A Pearson product-moment correlation was run to determine the relationship between Employees' Competencies and Career Development in Auto-Components Industry due to HRD Audit Aspects.

Table 5

RELATIONSHIP BETWEEN EMPLOYEES' COMPETENCIES AND CAREER DEVELOPMENT OF EMPLOYEES IN AUTO-COMPONENTS INDUSTRY

VARIABLE	N	'r' VALUE	P - VALUE	RELAT IONSH IP	REMARKS	
					SIGNIFICANT	RESULT
Employees' Competencies - Career Development of employees	125	0.873**	0.000	Positive	Significant	REJECTED

(Source: Primary Data) **. Correlation is significant at the 0.01 level (2-tailed).

As the P value is lesser than Sig. Value (0.01) in the above relationship, the Null Hypothesis is rejected. There is a high positive correlation ($r = 0.873$) between Employees' Competencies and Career Development in Auto-Components Industry.

6.5 HRD AUDIT ASPECTS – CAREER DEVELOPMENT OF EMPLOYEES IN AUTO-COMPONENTS INDUSTRY

MULTIPLE REGRESSION ANALYSIS

Multiple Regression was conducted to determine the best linear combination of the HRD Audit Aspects for predicting Career Development of employees with respect to Auto-Components Industry.

Table 6

HRD AUDIT ASPECTS – CAREER DEVELOPMENT OF EMPLOYEES IN AUTO-COMPONENTS INDUSTRY - REGRESSION COEFFICIENT

Model		Unstandardize d Coefficients		Standardize d Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.752	.755		1.578	.076
	Training and Development Programs	.243	.177	.201	4.843	.000* *
	Performance Management System	.181	.182	.166	2.341	.024*
	Succession Planning & Career Pathways	.555	.162	.254	6.223	.000* *
	Employee Engagement & Motivation	.103	.189	.073	0.610	.623
	Knowledge Management & Skill Transfer	.252	.170	.222	5.328	.000* *

Dependent Variable: Career Development of employees in Auto-Components Industry
(**1% and *5% Level of Significance)

The combination of four out of five independent variables i.e., HRD Audit Aspects, significantly predicts the dependent variable i.e., Career Development of employees working in Auto-Components Industry, $F(5, 119) = 189.684$, p values are lesser than 0.01 and 0.05 (Sig. Value 2-tailed) and Adjusted R Square is 0.728 or 73% which is large effect.

Out of five HRD Audit Aspects, “Succession Planning & Career Pathways” (0.254) is the strongest influencing HRD Audit aspect in predicting ‘Career Development of employees’ in Auto-Components Industry. From the unstandardized coefficient, it is found that the one unit increase in “Succession Planning & Career Pathways” aspect would increase the Career Development of employees in Auto-Components Industry by 0.555 units. Training & Development Programs (0.201), Performance Management System (0.166) and Knowledge Management & Skill Transfer (0.222) Aspects also influence the Career Development of employees in Auto-Components Industry significantly but lesser than “Succession Planning & Career Pathways”. However, “Employee Engagement & Motivation” (0.073) does not predict the Career Development of employees in Auto-Components Industry significantly.

7. SUMMARY OF FINDINGS

Based on the findings, the study reveals that Employees' Perception on the various HRD Audit Aspects with respect to Auto-Components Industry is above the average level and Managerial Employees have perceived more on the various HRD Audit Aspects, have perceived more Competencies and have more Career Development options in their organizations than their counter-part. "Succession Planning & Career Pathways" has more relationship and "Employee Engagement & Motivation" has lesser relationship with Employees' Competencies when compared with others. The HRD Audit Aspects have strong, positive and high relationship with Employees' Competencies and there is a high positive correlation between Employees' Competencies and Career Development of employees. Out of various HRD Audit Aspects, 'Succession Planning & Career Pathways' has stronger influence and 'Performance Management System' Aspect has weaker influence and 'Employee Engagement & Motivation' Aspect has no significant influence on Career Development of employees in Auto-Components Industry.

8. SUGGESTIONS AND RECOMMENDATIONS

Based on the findings of the study, many suggestions and recommendations can be put forth for the companies in the Auto-Components Industry. Firstly, given that Employees' Perception on various HRD Audit Aspects is above the average level, organizations should recognize and leverage this positive perception to foster a more conducive and engaging work environment. Special attention could be directed towards sustaining and further enhancing positive perceptions, especially among Operative employees, potentially through targeted communication and engagement initiatives. Additionally, the study highlights the apparent differences between Managerial and Operative employees in terms of perceived Competencies and Career Development options. To bridge this gap, the companies in Auto-components industry may consider implementing targeted HRD strategies tailored to the unique needs of both types of job groups. Providing skill development opportunities and clearly defined career pathways for Operative employees could contribute to a more equitable distribution of Competencies and Career Development options. Furthermore, acknowledging the stronger influence of "Succession Planning & Career Pathways" and the relatively weaker impact of "Performance Management System" on Career Development suggests a need for organizations to fortify succession planning initiatives and re-evaluate performance management systems to ensure they align with employees' career aspirations. Finally, recognizing the high positive correlation between Employees' Competencies and Career Development, organizations are encouraged to integrate these aspects cohesively into their HRD practices, fostering a holistic approach to employee growth and organizational success in the Auto-Components Industry.

9. CONCLUSION

In conclusion, this study investigates the complex landscape of Human Resource Development (HRD) within the Auto-Components Industry in Puducherry. Through a comprehensive exploration of Employees' Perception, Competencies, and Career Development, the research provides valuable insights into the organizational dynamics. The observed differences between Managerial and Operative

employees underscore the need for customised and tailored HRD strategies. Recognizing the varying influences of different HRD Audit Aspects on Employees' Competencies and Career Development highlights the importance of strategic workforce planning and the refinement of HR practices to align with employee aspirations. This study contributes to a deeper understanding of the relationship between HRD and employee dynamics, offering a foundation for further research and practical implications for organizations striving to thrive in the dynamic landscape of the Auto-Components Industry.

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