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FINDINGS

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FINDINGS AND IMPLICATIONS OF THE RESEARCH STUDY

EXECUTIVE SUMMARY OF CHAPTER NUMBER FIVE:

The researcher has made an attempt in chapter five to offer implications of the research study based on the findings of the research study that were received with the help of applications of various statistical tools and statistical techniques applied in data analysis and testing of hypotheses of this research study. The researcher applied correlation to examine relationships between various Competencies and Competency-based HR functions, Talent Management practices, and the relationships between Competency-based HR functions & Talent Management practices of selected Employees.The Chi-Square Test was also applied to identify the association between the selected demographic variables of Employees and their responses towards Competency, Competency-based HR & functions Talent Management practices That were put to use todraw meaningful findings of the research study and also to bring out meaningful managerial implications of this research study.

Independent Samples Kruskal-Wallis Test was carried out to identify the differences in the level of designation & employees' opinion towards the Competency & talent Management Practices; and the difference in the responses of Four key sectors of selected manufacturing industries & employees' responses towards the talent Management Practices. Further, Post-Hoc Test was performed between the level of designation and four key sectors for which significant difference was examined amongst the responses. Structural Equation Model (SEM) using PLS-SEM was also performed: to predict the relationships among the variables, to find out the prediction power of the Structural model, to evaluate the mediating role of Competency-based HR Functions on Competency & talent Management practices and to find Importance Performance Map analysis for applying talent Management practices in the Organisation. The researcher also attempted to offer findings & implications of each and every analysis in this chapter.

CHAPTER- FIVE

FINDINGS AND IMPLICATIONS OF THE RESEARCH STUDY

5.0: INTRODUCTION:

The purpose of this research study was to investigate and analyse competency-based talent management in various companies selected from the key sectors of Gujarat state's selected Manufacturing industry. The primary aim of this research study is to evaluate the Competency-Based HR Functions that contribute to Talent Management among a specific group of employees in four major sectors of the manufacturing industry in Gujarat State, namely Agro & Food Processing Industry, Oil & Gas, Pharmaceuticals & Biotechnology, and Chemical & Petrochemical industry.

The research study was conducted utilising both secondary and primary data sources. The primary data were obtained from a sample of 548 employees in the manufacturing industry of Gujarat State. The sample was selected using a non-probability sampling design, specifically convenience and judgement sampling. The employees were chosen from diverse groups representing three levels of designation and involved in managerial tasks at the top, middle, and lower levels. Their demographic profiles were considered, including variables such as age groups, gender, educational qualifications, experience, and departments. The researcher obtained primary data by administering a pre-tested structured non-disguised questionnaire, ensuring its reliability and validity. The results of data analysis, interpretation, key findings, and significant implications were presented as the output of this research study. The primary data that was gathered was organised and examined using various statistical methods, including Descriptive Statistics, Chi-Square, Correlation, and Structural Equation Modelling (SEM). These analytical techniques were utilised to derive meaningful conclusions and provide significant insights in relation to the research study.

5.1: FINDINGS OF DEMOGRAPHIC PROFILE OF THE EMPLOYEES:

The analysis of the study yielded several key findings. First, the response rates across all three industries were consistent, falling within the range of 25 to 30 percent. However, the chemical and biotechnology industry exhibited a relatively lower level of response, indicating possible challenges in engaging individuals from this sector in research studies or surveys. This finding suggests that researchers and policymakers should consider targeted strategies to improve participation from this specific industry in future studies. Second, the study revealed an interesting age distribution among the selected workforce. The majority of employees belonged to the Millennial generation (35 to 54 years old), comprising 44 percent of the workforce. Baby Boomers, aged 55 years and above, accounted for 19 percent of employees, while Generation X (under 25 to 34 years) made up 32 percent, and Gen-Z (18 to 24 years) represented only 4 percent.

The dominance of Baby Boomers in managerial positions indicated a potential lack of opportunities for younger individuals to advance to leadership roles. This highlights the need for organizations to implement talent management policies that promote the growth and development of younger employees.

Moreover, the gender representation in the dataset showed a ratio of approximately 1 male to 0.756 females. This finding underscored the importance of addressing gender equality within organizations. By augmenting the representation of female personnel in managerial positions, companies can make progress toward the concept of a "gender-equal organization." This finding implies that organizations should focus on gender diversity initiatives to create a more inclusive and balanced leadership team.

5.1.1: Implications of the Findings:

The implications of these findings are significant for organizations across all three industries. The relatively low response rate from the chemical and biotechnology industry suggests that researchers and policymakers need to explore alternative methods to engage professionals from this sector effectively. Understanding the specific challenges faced by this industry in participating in research could lead to improved recruitment and data collection strategies.

The age distribution of the workforce highlights the importance of succession planning and promoting intergenerational collaboration. With Baby Boomers occupying a significant portion of managerial positions, organizations should invest in programs that transfer knowledge and skills from experienced employees to younger generations. Fostering opportunities for Millennials and Gen-Z to take on leadership roles can rejuvenate the organizational culture and foster innovation.

The gender representation imbalance underscores the need for organizations to prioritize diversity and inclusion initiatives. By creating a more gender-equal workforce, companies can tap into a broader talent pool, leading to enhanced creativity and decision-making. Strategies should be put in place to encourage more women to pursue leadership positions, address potential biases, and offer equal opportunities for career advancement.

Overall, this study provides valuable insights into the current state of the workforce across different industries, identifying areas for improvement and potential challenges. By leveraging these findings and implementing appropriate strategies, organizations can enhance talent management policies, cultivate a more diverse and skilled workforce, and drive organizational progress and success in an ever-evolving business landscape.

5.2: Selected Employees' Responses towards Awareness & Identification of Competency

The findings indicatedthatthree-fourths of the surveyed population, were aware about competencies. Conversely, one-fourth of employees exhibit a lack of awareness or interest in acquiring knowledge about competencies. Upon conducting a more in-depth examination, researchers discovered that when posing inquiries pertaining to specific competencies such as Communication Skills, Learning, and Interpersonal Skills. The researcher discovered that individuals who indicated a lack of awareness regarding competency actually possess knowledge about its application and utilisation. However, they experience confusion due to the specific terminology associated with "competency."The prevailing body of research indicated that the responsibility for identifying managerial and behavioural competencies lied with the human resources or personnel department within organisations. This suggested that a strong presence of HR departments could be observed across various industries. The research indicated that departmental heads played a significant role in identifying technical competencies within the organisation. Additionally, they were responsible for providing other significant responses in this regard. This observation suggested that it was common for all industries to maintain well-established human resources departments within their respective organisations.

5.2.1: Implications of the findings: The implications of the findings are as follows:

Enhancing Awareness Strategies: Since one-fourth of the surveyed population exhibited a lack of awareness or interest in competencies, organizations need to develop targeted awareness strategies. These strategies should focus on explaining the concept of competencies, their significance in personal and organizational growth, and how they relate to specific roles and responsibilities within the company. By doing so, individuals who possess relevant knowledge but struggle with the terminology can gain a better understanding and appreciation of competencies.

Training and Development Programs: Recognizing that some employees have knowledge but face confusion regarding competencies, organizations should consider offering training and development programs. These programs could provide a comprehensive understanding of competency frameworks, applications, and utilization in the workplace. By investing in employee education, companies can bridge the gap between awareness and practical implementation, leading to a more competent and skilled workforce.

Clarifying Competency Terminology: To address the confusion related to specific terminology associated with "competency," organizations should adopt clear and accessible language when communicating about competencies. Avoiding jargon and using language that resonates with all employees can make the concept more approachable and relatable, thus minimizing misunderstandings.

Strengthening HR Departments: As the study indicated that HR departments were responsible for identifying competencies, organizations should prioritize and strengthen their HR functions.

Ensuring that HR professionals are well-equipped to identify, assess, and implement competency frameworks can contribute to better talent management and employee development initiatives.

Involvement of Departmental Heads: Departmental heads' significant role in identifying technical competencies highlights the importance of involving leaders in competency-related decisions. Encouraging collaboration between HR and departmental heads can lead to a more comprehensive and well-rounded approach to identifying and addressing competency gaps within specific teams and departments.

Benchmarking Competency Practices: Organizations should consider benchmarking their competency practices against industry standards and best practices. Understanding how other successful companies approach competency identification and development can provide valuable insights to optimize their own processes.

Promoting a Competency-Driven Culture: The research underscores the importance of fostering a competency-driven culture within organizations. By emphasizing the value of competencies, providing growth opportunities, and recognizing employees' efforts in developing their skills, companies can create a culture that prioritizes continuous learning and professional development.

Personalized Competency Development: Recognizing that some employees may possess knowledge but lack awareness, organizations could explore personalized competency development plans. Identifying individual strengths and areas of improvement can lead to tailored learning experiences that address specific competency needs and empower employees to reach their full potential.

In conclusion, the implications drawn from the findings suggest that organizations should focus on increasing awareness, providing clear communication, and implementing targeted development programs to foster a culture of competency and skill enhancement within their workforce. By leveraging HR departments and involving departmental heads, companies can effectively identify and address competency gaps, leading to improved employee performance, job satisfaction, and overall organizational success.

5.3: Selected Employees' responses towards various Competencies in the Organisation

While more than half of the employees agreed to have command over their communication skillset, there was ambiguity in this area among employees from the agro and food processing industry, the oil and gas industry, and the pharmaceuticals and biotechnology industry. The chemical and petrochemical industry showed a stronger positive response, indicating a higher focus on communication skills. Overall, employees from all industries needed to place more focus on developing and refining their communication skillsets.About 36% of employees were confused or disagreed about having these essential competencies,

with the chemical and petrochemical industries having the highest percentage of employees who disagreed. Managers and policymakers in the pharmaceuticals and biotechnology industries and the chemical and petrochemical industries should concentrate more on developing these skills to foster unity and harmony in their organizations.

The majority of respondents showed in-depth knowledge regarding the organization's vision, mission, and business goals, with only 19% disagreeing. However, 18% of employees were doubtful about their abilities to grasp others' perspectives. Managers should focus on developing negotiation and persuasive abilities to benefit the organization.

The majority of respondents demonstrated a flexible nature (64%), but 18% were neutral, and 17% resisted change. Managers and policymakers in the pharmaceuticals and biotechnology industry should pay more attention to fostering flexibility, as resistance to change can hinder organizational growth.

Most employees (68%) demonstrated a willingness to learn and enhance their efficiency at the workplace. However, 19% disagreed with having learning competency. The oil and gas industry and chemical and petrochemical industries were in a good position to develop learning abilities in their employees.

A significant portion of employees was conscious about their own quality of work and the organization's quality. The agro and food processing industry had the highest percentage of employees with a positive attitude towards quality, while the oil and gas industry had the highest percentage of clueless employees about this competency.A majority of employees (69%) showed a positive attitude towards taking initiative, with the oil and gas industry leading in this aspect. The pharmaceuticals and biotechnology industry had the least positive response and the highest negative response to initiative competency.

5.3.1: Implications of Findings:

Communication Skillset: Organizations should invest in communication skill development programs for employees in all industries, with special attention to the chemical and petrochemical industries, where there was confusion and disagreement.

Interpersonal Skills & Relationship-Building Skills: Emphasize the importance of interpersonal skills and relationship-building across all industries, with particular focus on the pharmaceuticals and biotechnology industry and the chemical and petrochemical industries, where there were more challenges.

Understanding Others' Perspectives: Managers should focus on improving negotiation and persuasive abilities to facilitate communication and understanding among employees and enhance the organization's performance.

Technical Competencies: Encourage flexibility among employees in all industries, with special efforts needed in the pharmaceuticals and biotechnology industry to adapt to changing business conditions.

Learning Competency: Foster a culture of continuous learning and development, particularly in the pharmaceuticals and biotechnology industry and the oil and gas industry.

Quality Concern: Focus on creating awareness regarding quality and developing a measurement of excellence across all industries, especially in the oil and gas industry.

Initiative: Encourage a proactive and enthusiastic workforce by promoting initiative-taking behaviors, particularly in the pharmaceuticals and biotechnology industry.

Overall, these findings emphasize the importance of developing a well-rounded set of leadership competencies within the organization, with a focus on communication, interpersonal skills, understanding others' perspectives, flexibility, learning, quality concern, and initiative. Managers and policymakers need to address the areas of weaknesses and invest in training and development programs to enhance the competencies of their workforce. This, in turn, will contribute to the growth and success of the organization in the long run.

5.4: Selected Employees' responses towards Competency based HR Functions

The research findings highlight the importance of competency-based recruitment, training and development, performance appraisals, and compensation in various industries. The study revealed that while a majority of employees agreed with the incorporation of competencies in their organization's HR practices, a significant percentage (around 36%) either disagreed or were unaware of such policies.

In terms of recruitment, the study pointed out that the Pharmaceutical and Biotechnology industry's recruitment policy might not prioritize competencies, which can be a concern for their survival in a competitive market. On the other hand, the Agro and Food industry showed positive responses but also had a considerable number of employees unaware of their competency-based recruitment policy. This suggests the need for better communication and education about recruitment policies in organizations.

Regarding training and development, the oil and gas industry was shown to be highly focused on producing competent employees through appropriate training programs, while the chemical and petrochemical industry appeared to give less emphasis on competency-based training and development. The Pharmaceutical and Biotechnology sector had a significant number of employees who disagreed with their training and development programs, indicating the need for improvement in this area to meet current competency-based requirements.

For performance appraisals and succession planning, the majority of employees agreed on the importance of competencies, but a notable percentage remained unaware of these processes, indicating the necessity of conducting training sessions to inform and educate employees about competency-based evaluation and succession planning.

In terms of compensation and rewards, the oil and gas industry seemed to have a well-received compensation system, while the pharmaceutical and biotechnical industry had a considerable number of dissatisfied employees with their pay structure and reward system. This highlights the need for the latter industry to create a competency-based compensation system that matches market rates and provides job satisfaction.

Overall, the Competency-based HR policy was found to be promising, with the oil and gas industry leading in positive responses and the pharmaceutical and biotechnical industry trailing with negative responses. This implies the importance of developing a good career path for employees across all industries, as it can lead to cost-cutting in recruitment and improve future succession planning.

5.4.1: Implications of the findings:

Organizational Communication: There is a need for better communication and awareness regarding HR policies, especially related to competencies, across all industries. Leaders and managers should ensure that employees are well-informed about recruitment, training, and development programs to improve overall employee satisfaction and retention.

Training and Development Improvement: Industries with lower positive responses in training and development need to enhance their competency-based programs to attract and retain skilled personnel. Adequate training will not only improve individual performance but also benefit the organization in the long run.

Performance Appraisals and Succession Planning: Conducting training sessions to educate employees about competency-based evaluation and succession planning can ensure transparency and fairness in the process, leading to better employee engagement and future leadership development.

Compensation and Rewards: Industries with dissatisfied employees in terms of compensation should focus on creating a competency-based compensation system that aligns with market rates. Satisfied employees are more likely to remain committed to the organization.

Career Development: All industries should prioritize developing a clear career path for employees, which can lead to cost-cutting in recruitment and improve succession planning. Investing in employee growth and advancement will also boost morale and productivity.

In conclusion, incorporating competency-based practices in recruitment, training, performance appraisal, and compensation is crucial for an organization's success. Addressing the areas of improvement identified in the study can help organizations enhance their HR policies, retain skilled employees, and stay competitive in the market.

5.5: Selected Employees' responses towards Talent Management practices in the organisation

The study focused on evaluating the impact of competency-based talent acquisition, development, and retention strategies on the recruitment and overall talent management process within various organizations. The findings revealed that a significant proportion of participants expressed support for the integration of competency analysis throughout all aspects of human resources, but about 21% held a pessimistic attitude towards its adoption. The study also highlighted that the oil and gas industry had the highest proportion of employees responding positively to the implementation of competency analysis in HR operations. Moreover, around 67% of the workforce showed a positive reaction towards competency analysis during job description interviews and talent identification processes.

Regarding talent development, the study demonstrated that a majority of participants agreed with the adoption of continuous competency improvement practices for nurturing and retaining skilled individuals within their organizations. However, when examining talent retention, it was found that while a significant portion of employees showed a favorable attitude towards competency-based retention strategies, some employees lacked awareness or voiced dissent towards these practices.

5.5.1: Implications of the findings:

Importance of Competency Analysis: The study emphasizes the significance of incorporating competency analysis in all stages of the talent acquisition process. Organizations should consider implementing this practice to bridge the gap between the existing talent pool and the skills needed for optimal performance.

Focus on Talent Development: Employers should prioritize talent development strategies and continuously improve essential competencies among their workforce. This can lead to improved talent retention and better alignment with the evolving demands of the market.

Addressing Industry-Specific Awareness: The study highlighted that some employees lack awareness of the benefits associated with competency-based talent attraction, development, and retention. Organizations and policymakers should address this issue and provide appropriate education and training to improve adoption and implementation of talent management practices.

Clear and Transparent Strategies: To effectively implement talent management strategies, organizations should develop clear and transparent strategies for talent acquisition, development, and retention. This will ensure a comprehensive approach and foster future expansion and success.

Need for Employee Education: Policymakers and leaders should focus on educating employees about talent development to establish enduring talent management strategies. By fostering a culture of continuous learning and development, organizations can attract and retain skilled individuals effectively.

Overall, the study highlights the importance of competency-based talent management and provides valuable insights for organizations looking to enhance their recruitment, development, and retention strategies. By incorporating these findings, organizations can better align their HR practices with the needs of the workforce and the market, ultimately leading to improved organizational performance and success.

5.6: FINDINGSOFCORRELATION:

In this study, data was collected from four selected manufacturing industries. However, the primary data obtained from these industries were found to deviate from a normal distribution, and there were observed connections between the two variables under investigation. To explore these relationships, Kendall's Tau Correlation was employed as the statistical method.To assess the significance of the connections, a T-test was conducted at a significance level of 0.01. When the correlation between variables exhibited a positive sign, it indicated a positive relationship between them, whereas a negative sign implied a negative relationship.The strength of the correlation was determined based on the coefficient of determination, denoted as r2. A correlation with an r2 value greater than 0.50 was considered strong, while a value less than 0.50 was regarded as weak. The study utilized Kendall's Tau Correlation and T-test to explore and assess the relationships between variables in the selected manufacturing industries. Positive or negative signs in the correlation coefficient indicated the nature of the connections, and the strength of the correlations was classified based on the r2 value.

5.6.1: Findings of Correlation Between Competency-based HR Functions & Competency of SelectedEmployees of four key sectors of the manufacturing industry of Gujarat State

Table Number 5.1 showsthe result of the hypothesis "Greaterthe Awareness& applications of Managerial Competencies, Technical competencies, and Behavioral Competencies will strengthen the competency-based HR functions."

TableNumber:5.1:
Findings of Correlation Between Competency-based HR Functions & Competency of SelectedEmployees of four key sectors of the manufacturing industry of Gujarat State

Sr. No.	Groups of Competencies	Competency-based HR Functions
01	Managerial Competencies	0.188**
02	Behavioural Competencies	**0.523****
03	Technical Competencies	0.318**
04	Overall Competencies	0.462**

Note:**. Correlationissignificantatthe0.01level(1-tailed).

Table no. 5.1 exhibits Kendall's tau correlation to investigate the correlation between competency-based HR functions and the competency levels of selected employees in the manufacturing industry of Gujarat State, focusing on four key sectors. The data analysis revealed interesting findings regarding the relationship between these variables.

Firstly, when examining managerial competencies, the study found a positive correlation coefficient of 0.188. This suggests a weak to moderate relationship between HR functions that emphasize managerial competencies and the actual managerial competencies exhibited by the selected employees. Although the correlation is relatively low, it still indicates some degree of alignment between HR practices and the managerial skills of the workforce.

Secondly, the analysis of behavioral competencies demonstrated a stronger positive correlation of 0.523. This implies a more significant association between HR functions emphasizing behavioral competencies and the corresponding competencies displayed by the selected employees. A higher correlation indicates that the HR practices, in this aspect, are better aligned with the actual behavior of the workforce.

Thirdly, concerning technical competencies, the study found a correlation coefficient of 0.318. This result suggests a moderate positive relationship between HR functions emphasizing technical skills and the actual technical competencies possessed by the employees. While the correlation is not as strong as behavioral competencies, it still indicates a reasonable level of congruence between HR efforts and the technical expertise of the workforce.

Finally, when considering overall competencies, which encompass a broader set of skills, the study identified a correlation coefficient of 0.462. This result indicates a moderate positive correlation, signifying that HR functions focusing on overall competencies are moderately aligned with the actual competencies exhibited by the selected employees.

5.6.1.1: Implications of the test of hypothesis: These findings have several important implications for the manufacturing industry in Gujarat State:

Focused HR Strategies: The study highlights the need for targeted HR strategies that address specific competency areas. For instance, given the stronger correlation with behavioral competencies, organizations should invest in HR programs that enhance behavioral skills, which are crucial for team dynamics, leadership, and employee interactions.

Training and Development: Based on the moderate correlations observed in technical and overall competencies, companies can identify skill gaps and invest in targeted training and development programs to bridge those gaps. This will enable employees to stay up-to-date with industry advancements and perform better in their roles.

Performance Appraisal: These findings underscore the importance of aligning performance appraisal systems with the identified competencies. HR functions should use performance evaluations to reinforce and recognize competencies that are essential for the organization's success.

Recruitment and Selection: Organizations can use the insights gained from this study to refine their recruitment and selection processes. By assessing candidates' competencies in line with the key areas identified, they can make more informed hiring decisions, leading to a more competent and productive workforce.

Continuous Monitoring: Competency-based HR functions should be continuously monitored and adjusted based on changing industry dynamics and organizational needs. Regular assessments of HR practices will ensure their effectiveness and relevance in enhancing employee competencies.

In conclusion, this study provides valuable insights into the correlation between competency-based HR functions and employee competencies in the manufacturing industry of Gujarat State. By leveraging these findings, organizations can tailor their HR strategies to foster a skilled and competent workforce, ultimately driving productivity and success in the highly competitive manufacturing sector.

5.6.2: Findings of Correlation Between Competency-based HR Functions & various Competency Sets of SelectedEmployees of four key sectors of the manufacturing industry of Gujarat State

Table Number 5.2showsthe result of the hypothesis "GreaterAwareness& applications of various Competency Setswill strengthen the competency-based HR functions."

TableNumber:5.2:
Findings of Correlation Between Competency-based HR Functions &various Competency Sets of SelectedEmployees of four key sectors of the manufacturing industry of Gujarat State

Sr. No.	Competency Set	Competency-based HR Functions
01	Communication Skill	-0.050
02	Organization Awareness & information seeking	0.258**
03	Interpersonal Skill & Relation building Skill Set	0.338**
04	Empathy, Influence & Persuasive	0.405**
05	Flexibility	0.363**
06	Learning	0.346**
07	Create your own Measure of Excellence & Quality Concern	0.514**
08	Initiative	0.515**
	Total	**0.462****

Note:** Correlationissignificantatthe0.01level(1-tailed).

The table no.5.2 presents the findings of a correlation analysis conducted to examine the relationship between Competency-based HR Functions and eight Competency Sets of selected employees in four key sectors of the manufacturing industry in Gujarat State. The analysis reveals interesting insights into the association between these variables.

Firstly, the results indicate that there is a very weak negative correlation (-0.050) between Communication Skill and Competency-based HR Functions. This suggests that a higher level of competency in communication skills among employees is not significantly associated with improved HR functions.

Secondly, the Competency Set of Organization Awareness & Information Seeking shows a positive correlation of 0.258 with Competency-based HR Functions. This finding suggests that employees who demonstrate a better understanding of their organization and actively seek information are likely to experience improved HR functions.

The most notable findings emerge from Competency Sets related to Interpersonal Skills & Relation Building (0.338), Empathy, Influence & Persuasive Skills (0.405), and Flexibility (0.363). These competencies exhibit a strong positive correlation with Competency-based HR Functions, indicating that employees with higher levels of interpersonal skills, empathy, influence, persuasion, and adaptability are more likely to experience better HR functions within their organizations.

Furthermore, the Competency Sets of Learning (0.346), Create your own Measure of Excellence & Quality Concern (0.514), and Initiative (0.515) also display significant positive correlations with Competency-based HR Functions. This suggests that a culture of continuous learning, a commitment to excellence, and a proactive approach to taking initiative are key factors associated with improved HR functions in the manufacturing industry.

The overall findings show a substantial positive correlation (0.462) between all Competency Sets combined and Competency-based HR Functions. This implies that a holistic approach to developing and fostering these competencies among employees can significantly enhance the effectiveness of HR functions in the manufacturing sector.

5.6.2.1: Implications of the Findings:

The implications of these findings are profound for the manufacturing industry in Gujarat State. Organizations should recognize the crucial role of interpersonal skills, empathy, adaptability, learning, and initiative in improving HR functions. To optimize HR processes and outcomes, there should be a concerted effort to identify, nurture, and develop these competencies in the workforce through training, coaching, and performance management initiatives.

Moreover, fostering a culture that encourages employees to take ownership of their learning and quality concerns can lead to a more engaged and proactive workforce. This, in turn, can positively impact employee satisfaction, productivity, and overall organizational performance.

In conclusion, the study highlights the significance of various competencies in influencing Competency-based HR Functions in the manufacturing industry of Gujarat State. Employers and HR practitioners should prioritize the development of these competencies within their workforce to create a more competent, adaptable, and engaged workforce, ultimately leading to enhanced HR functions and improved organizational success.

5.6.3: Findings of Correlation Between Talent Acquisition, Talent Development, Talent Retention, Talent Management & various Competency Sets of Selected Employees from four key sectors of the manufacturing industry of Gujarat State

Table Number 5.3 exhibits the result of the testing of the hypothesis "Greater competencies implemented in the organisation will strengthen talent acquisition, talent development, and talent retention & Talent Management practices in the Organisations.

Table Number: 5.3:
Findings of Correlation Between Talent Acquisition, Talent Development, Talent Retention, Talent Management & various Competency Sets of Selected Employees from four key sectors of the manufacturing industry of Gujarat State

Sr. No	Selected Sets of Competencies	Talent Acquisition	Talent Development	Talent Retention	Talent management
01	Communication Skill	-0.057*	-0.089**	-0.007	-0.060*
02	Interpersonal Skills, Relation building Skill	0.227**	0.184**	0.275**	0.249**
03	Empathy, Influence & Persuasive	0.225**	0.210**	0.310**	0.273**
04	Flexibility	0.277**	0.226**	0.324**	0.305**
05	Learning	0.277**	0.218**	0.261**	0.286**
06	Organisation Awareness & information seeker	0.273**	0.189**	0.303**	0.278**
07	Create your own Measure of Excellence & Quality Concern	0..236**	0..251**	0..254**	0..293**
08	Initiative	0.289**	0.297**	0.287**	0.349**
Total		**0.256****	**0.227****	**0.323****	**0.305****

Note: **. Correlation is significant at the 0.01 level (1-tailed).
***. Correlation is significant at the 0.05 level (1-tailed).**

Kendall's tau correlation for eight Competency sets & Talent Acquisition, Talent Development, Talent Retention, and Talent Management, is shown in Table No. 5.3. Communication competencies among respondents revealed a negative and significant relationship with Talent Acquisition and Talent Management, with scores of -0.57 and -0.60, respectively, at the 0.05 level (1-tailed).

The correlation between the Communication competence set and Talent development practices was .089, indicating that they were negatively associated and significant at the 0.01 level (1-tailed). As a consequence of the negative correlation, Greater Awareness & Applications Communication Competency Set will not benefit Talent Acquisition, Talent Development, or Talent Management practices in the firm. While the correlation between the Communication competency set and Talent retention was negative and non-significant because the value was close to zero, i.e., - 0.007. This demonstrated that there was no or very little relationship between talent retention and Communication competency set.

The Interpersonal Skills & Relationship Building competence set is one of the organisation'sBehavioural competencies. With scores of 0.221, 0.184, 0.275, and 0.249, the correlation result demonstrates a positive and significant association between Interpersonal skills, relationship-building competency set and Talent Acquisition, Talent Development, Talent Retention, and Talent Management. It has a modest correlation but a significant link with the outcome at the 0.01 (1-tailed) level. It implied that "Greater the implementation of Interpersonal skills & relationship building Competency Set will strengthen the Talent Acquisition, Talent Development, Talent Retention, and Talent Management practices in the organisation." was recognised as a positive and significant result at the 0.01 (1-tailed) level.

The second behavioural competence set, which comprises Empathy, Influence, and Persuasion, similarly has positive and significant correlation coefficients of 0.225, 0.210, 0.310, and 0.273, with the correlation being effective at the 0.01 level (1-tailed). This aided us in validating the hypothesis based on the T-test that "Greater implementation of Empathy, Influence, and Persuasion Competency Set will strengthen Talent Acquisition, Talent Development, Talent Retention, and Talent Management." Organisationalpractises."

The Organisation Awareness and Information Seeking skill set and its link to Talent Acquisition, Talent Development, Talent Retention, and Talent Management practises in organisations demonstrate a positive, low degree, and significant association. This eventually confirmed the alternative hypothesis that "increased implementation of Organisation Awareness & Information Seeking Competency Set will strengthen Talent Acquisition, Talent Development, Talent Retention, and Talent Management."

Kendall's tau correlation was used to investigate the Flexibility Competency Set and Learning Competency Set, Createtheirown measure of Excellence & Quality concern Competency Set & Initiative Competency Set & their relationship with Talent Acquisition, Talent Development, Talent Retention, and Talent Management as part of the technical competencies."

The researcher discovered that all values are positive and significant at the 0.01 level (1 -tailed), allowing us to accept the alternative hypothesis that "Greater the implementation of technical Competency Sets that include Flexibility Competency Set, Learning Competency Set, create own Measure of Excellence & Quality Concern & Initiative will strengthen the Talent Acquisition, Talent Development, Talent Retention, and Talent Management practices in the organisation."

The T-test results revealed that the correlation between variables was significant at the 0.01 level, indicating that when tested again in the future, variables would give 99 percent of the same results in terms of relationships. There is enough evidence to establish that there is a substantial linear association between seven competence sets and the organisation's Talent Acquisition, Talent Development, Talent Retention, and Talent Management practises." & their correlation coefficient differs greatly from zero.

5.6.3.1:Implications of the Findings:

Although communication skills are essential for designing any HR-related policy, the research found a negative association between communication skills and talent management, talent acquisition, and talent development practises in organisations.

When the researcher conducted an in-depth study of the communication competency set, the problem was found in the communication skills of the employees as well as managers in the selected manufacturing industries; The researcher discovered that "it is not enough to simply communicate the top company goals; employees need to see how their own work goals connect with them and how what they do interconnects with what others are working on across the industries," "In addition to it transparent alignment, companies must also frequently and openly communicate." This openness improves accountability and makes essential cooperation easier." However, the majority of workers believe that there is little openness in communication, which leads to reduced trust with seniors. As a consequence, managers are unable to fully persuade personnel of any new challenges or prospects. According to the survey, employees believe their company's management is inadequate in providing feedback to employees; hence the majority of employees "perceive that their performance is not valued by their leaders or seniors;" communication is adversely associated with Talent Management as a consequence of this sort of practice in the industrial sectors. While in the case of Talent Retention & Communication Competency, it shows a negative as well as insignificant relationship, demonstrating that communication competency sets must first positively develop in talent Acquisition & talent development practices, which ultimately helps the organisation in retaining good talent for the organisation, while it has a negative impact on Talent Acquisition & talent development, it will mean less for talent retention as employees are retained for a long time in the organisation only when they feel all aspects are positive to them.

Managers must think more like coaches in this regard; offering frequent performance-related feedback while presenting the data and results of this research will undoubtedly enable all four important manufacturing sectors to examine the composition of current communication competence gaps that must be addressed."

The results of behavioural competencies, which included Interpersonal skills, relationship-building competency set & empathy, and Influence & Persuasion, revealed a positive & significant correlation with the organization's Talent Acquisition, Talent Development, Talent Retention, and Talent Management practises. The findings highlighted the significance of behavioural skills in building talent management policies and practices in the firm.

Behavioural skills are characteristics that enable you to connect well with people, accomplish your professional responsibilities efficiently, and work on your own social interactions. Regardless of your sector, increasing these abilities may lead to advancement within the firm.

Global People Trends 2020 study opined that empathy will transform the way businesses attract and retain people in the next decade.(Dye et al., 2020). According to research by McKinsey & Company, When it comes to the employment schedules of employees, having empathy for their needs may help create a win-win scenario that pays off in the form of increased staff retention, greater productivity, and enhanced customer service and performance.(McKensey, 2015). The organisation's development of its talent management practices is significantly aided by the use of Empathy, Influence, and Persuasion towards those practices. The findings of the correlation demonstrated that if any organisation wants to establish talent management in their organisation, they must have to concentrate on developing behavioural competencies as it has a positive and linear relationship with talent acquisition, talent development, talent retention, and talent management. As a consequence of the association, the implementation of more behavioural competencies within an organisation will lead to more efficient talent management practises inside the company.

Positive and significant results were discovered when a correlation analysis was performed between technical competencies like Flexibility Competency Set and Learning Competency Set, as well as creating one's own Measure of Excellence and Quality Concern and Initiative, and the organisation's Talent Acquisition, Talent Development, Talent retention, and Talent Management practises. The capacity of a workforce to quickly adjust to changing conditions is one of the most important reasons why it is becoming more important to understand the flexibility of employees. In addition to financial incentives and opportunities for professional advancement, one of the most significant tools for retaining top personnel is offering flexibility in the work environment.(Ewerlin, 2013)Learning competencies are essential to talent management, and increasing the number of learning opportunities available within a company can lead to increased levels of talent retention.

Talents with a high potential for success often provide consistently positive outcomes. They are also capable of gaining skills in new areas extremely rapidly and are motivated by a strong desire to be the best they can be in everything they do.(Jayaraman et al., 2018). The study of available literature pointed a significant connection that exists between Technical Competencies, Talent Acquisition, Talent Development, Talent Retention, and Talent Management practises in the company, and the findings of this research underline this connection even more. This makes it abundantly evident that in order for any organisation to successfully build practises for talent acquisition, talent development, talent retention, and talent management within their organisation, the company in question will need to place a primary emphasis on the cultivation of technical competencies within its ranks.

The implications of the findings from the Kendall's tau correlation analysis on the various competency sets and their relationships with Talent Acquisition, Talent Development, Talent Retention, and Talent Management practices in the organization are as follows:

Communication Competency Set: The negative and significant correlations between the Communication competency set and Talent Acquisition, as well as Talent Management, indicate that organizations need to be cautious when focusing solely on communication skills during recruitment and talent management processes. It suggests that overemphasizing communication skills may not necessarily lead to better outcomes in these areas. However, the non-significant correlation with Talent Retention indicates that communication skills may not strongly influence employee retention.

Interpersonal Skills & Relationship Building Competency Set: The positive and significant associations between the Interpersonal Skills & Relationship Building competency set and all four talent management practices (Talent Acquisition, Talent Development, Talent Retention, and Talent Management) highlight the importance of fostering strong interpersonal skills within the organization. Organizations should prioritize developing these competencies in their employees, as they have a notable impact on various aspects of talent management.

Empathy, Influence, and Persuasion Competency Set: Similar to the Interpersonal Skills & Relationship Building competency set, the Empathy, Influence, and Persuasion competency set also showed positive and significant correlations with Talent Acquisition, Talent Development, Talent Retention, and Talent Management. This further emphasizes the importance of nurturing emotional intelligence and persuasive abilities in employees to improve overall talent management outcomes.

Organisation Awareness and Information Seeking Competency Set: The positive, albeit low-degree, and significant association between the Organisation Awareness and Information Seeking competency set and all four talent management practices suggest that while these competencies contribute to talent management success, they might not be as influential as other behavioral competencies. Organizations should still recognize their value and encourage employees to develop them.

Technical Competency Sets (Flexibility, Learning, Create their own Measure of Excellence & Quality Concern, and Initiative): The positive and significant correlations between the technical competency sets and all four talent management practices highlight the importance of technical skills in contributing to successful talent acquisition, development, retention, and management. These findings suggest that organizations should invest in developing employees' technical competencies to enhance their overall talent management effectiveness.

General Implications: The overall findings demonstrate that specific competencies play varying roles in different aspects of talent management. While certain competencies have a more significant impact on talent acquisition and management practices, others may be more relevant for talent development and retention. Organizations should adopt a tailored approach to talent management that aligns with the particular competencies required for each stage of the talent lifecycle.

Implications for Future Research: The high significance levels obtained in the T-test results imply a strong linear association between the competence sets and talent management practices. This indicates that the results are likely to hold true in future investigations as well. However, further research could explore the causal relationships between competencies and talent management outcomes to provide deeper insights into the dynamics at play.

In conclusion, the study highlights the critical role of different competencies in the talent management process. It emphasizes the need for organizations to carefully consider the competencies they prioritize in their recruitment, development, and retention strategies. By focusing on the right competencies, organizations can optimize their talent management efforts and enhance overall performance and productivity.

5.6.4: Findings of Correlation Between Talent Acquisition, Talent Development, Talent Retention, Talent Management & various Competency Based HR Functions of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat State

Table Number 5.4 exhibits the result of the testing of the hypothesis “Greater the competency-based HR Function implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisations.”

The researcher employed Kendall's tau correlation to investigate the association between competency-based HR functions and Talent Management practises in the firm. In the case of competency-based recruitment and talent acquisition, talent development, talent retention, and talent management, the value of the correlation coefficient was found positive, and the correlation was significant at the 0.01 level (1-tailed), revealing that competency-based recruitment and talent management practises are positive and have a linear relationship for this the alternative hypothesis was accepted based on the T-test results: "Greater competency-based Recruitment implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisation."

Table Number: 5.4:

Findings of Correlation Between Talent Acquisition, Talent Development, Talent Retention, Talent Management & various Competency Based HR Functions of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat State

SR. No	Competency-based HR Functions	Talent Acquisition	Talent Development	Talent Retention	Talent Management
01	Competency-based Recruitment	0.301**	0.335**	0.367**	0.390**
02	Competency-based Selection	0.283**	0.308**	0.376**	0.373**
03	Competency-based Training & Development	0.323**	0.325**	0.387**	0.393**
04	Competency-based Performance Appraisal & succession Planning	0.387**	0.340**	0.423**	0.432**
05	Competency-based Compensation	0.411**	0.311**	0.516**	0.449**
06	Competency-based HR policy	0.445**	0.338**	0.525**	0.475**
07	Competency-based Career development	0.279**	0.356**	0.229**	0.365**
Total		**0.417****	**0.402****	**0.495****	**0.511****

Note: **. Correlation is significant at the 0.01 level (1-tailed).

The other Competency-based HR Function is selection; when the researcher examined the association between Competency-based selection & Talent management practises in the organisation using non-parametric correlation at the 0.01 level (1-tailed), the result demonstrated a positive, low degree, and significant association, which ultimately rejected the null hypothesis and approved the alternative hypothesis that "The greater the competency-based selection implemented in the organisation, the stronger the organisation's talent acquisition, talent development, and talent retention.

"As a result of Kendall's tau correlation, competency-based training &development , talent acquisition, talent development, talent retention, and talent management were found associated with each other. The hypothesis was tested using a T-test, and because it is significant as p values were less than 0.05, a linear relationship between these variables was discovered, and the alternative hypothesis, "Greater the competency-based training and development implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisations," was accepted.

The relation between competency-based performance appraisal and succession planning, as well as talent acquisition, talent development, talent retention, and talent management, was investigated using non-parametric Kendall's tau correlation at a threshold of 0.01 (1-tailed). As the p-value was less than 0.05 and all values were positive, the result indicated a positive and significant link between these variables, demonstrating a linear positive correlation between these constructs. This enabled the researcher to reject the null hypothesis and accept the alternative hypothesis that "greater competency-based Performance Appraisal & succession Planning implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisations."

The association between competency-based compensation and talent acquisition, talent development, and talent management was found positive and substantial, with values of 0.411,0.311, and 0.449, respectively. Whereas competency-based compensation and talent retention had a strong, positive, and significant association with a correlation coefficient of 0.516, the value of the correlation coefficient was more than 0.50 which sounds strong and has a positive sign, indicating that Competency-Based Compensation has a significant positive connection(Hamed, 2011).As a consequence, alternate hypothesis, “more competency-based compensation adopted in organisations would increase talent acquisition, talent development, and talent retention"was being accepted.

The relation between competency-based HR policy and talent management and its role is favourable and substantial. It had a value of 0.525 in the instance of Competency-based HR policy & talent retention, demonstrating the high degree of association between both variables(Hamed, 2011). And the T-test result aided the researcher in accepting the alternative hypothesis that "a stronger competency-based HR policy implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisations."

The correlation between competency-based career development and talent management practises in the company is favourable and substantial. This resulted in a linear connection between the variables. If a business wants to build efficient talent management practices, it must concentrate on competency-based career growth inside the firm.

The correlation result is significant at the 0.01 (1-tailed) level, confirming the alternative hypothesis that "Greater competency-based Career development implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisations."The significance of the correlation wastestedusingT-test. All the correlations were found significant at 0.01 level, which meant that 99 per cent, there wouldbe the same type and degree of relationship among the variables selected under this research study if suchatest is conducted in future.

5.6.4.1: Implications of the Hypothesis Test:

The adoption of competency-based recruitment strategies enables the creation and execution of interview approaches that prioritise the evaluation of an individual's behavioural and skill-oriented competencies.

In order to attain this objective, it is imperative for organisations to create an all-encompassing catalogue of competencies that have exhibited a greater level of effectiveness in predicting job performance success. A competency-based recruitment-focused organisation by identifying the requisite competencies at the organisation level for the present and future, doing the same at unit levels and then combining individual aspirations to the organisation's growth framework.(Naqvi, 2009). The practice of competency-based recruitment is closely linked to the processes of Talent Acquisition, Talent Development, and talent retention. Identifying the key competencies required for the achievement of organisational success can be advantageous. The development of job descriptions for new vacancies will prioritise specific competencies that are mandatory. This approach ensured that employees who were selected based on their competency-based interviews can readily assimilate into the organisation's work culture and adapt seamlessly. The adoption of a strategic recruitment methodology not only enabled the procurement of appropriate personnel for designated positions but also promoted a lasting culture of career advancement among staff, thus significantly reducing employee turnover rates.

The importance of the competency-based selection process has grown in modern times. The utilisation of this particular selection methodology has become a customary practice for ensuring viability and expansion in the context of Industry 4.0. The utilisation of competency-based selection methods through the implementation of predictive models and/or logistic regression models is a topic of interest in academic research. The predictive model pertains to forthcoming competencies, whereas the logistic model encompasses the inventory of competencies that have been utilised by previous personnel to attain the intended outcome. The provision of a clear pathway will facilitate the recruitment process for both recruiters and candidates. Competencies provide a standardised framework that can be easily translated into feedback for candidates following the recruitment process.

Through the utilisation of a comprehensive list of competencies, managers can effectively construct unambiguous and defensible evaluations. In the event that a candidate requires further development, this response sheet will serve as a valuable resource for future reference.

The findings of the study suggested that there exists a noteworthy and favourable correlation between the selection of employees based on their competencies and the management of talent, along with its associated functions. To effectively implement talent management applications within an organisation, it is imperative to prioritise competency-based selection.

The implementation of competency-based training and development can facilitate a precise evaluation of the disparity between an individual's present competencies and the demands of their current or forthcoming positions. This enables an evaluation that is grounded in actuality and provides constructive input. The implementation of organisation-specific competency mapping, coupled with regular competency assessments, has the potential to significantly enhance the precision of training and development needs analysis, optimise returns on investment in training and development, and foster the development of the organisation's human capital. The findings of the study demonstrated that there exists a positive and statistically significant correlation between competency-based training and development and talent management and its associated functions. The aforementioned assertion posits that a correlation existed between an entity's adoption of competency-based training and development methodologies and its proficiency in talent management within the organisation.

Integrating competencies into existing or new performance management protocols through the use of 360-degree or other multi-rater methods can yield significant benefits. Several organisations in India have incorporated competency-based performance evaluation and succession planning into their framework. The aforementioned approach has garnered significance due to its transparent and authentic nature in regard to evaluating performance. The practice of evaluating employee performance based on competencies is closely linked to the reward and training systems within an organisation. In the event that an employee exhibits deficiencies in their competencies, they would be referred to a training programme. Conversely, if an employee demonstrates exceptional performance indicative of competence, they would be directed towards rewards or incentives. The findings of the study indicated a strong correlation between talent retention and overall talent management. This suggested that while employee performance measurement may begin with the selection process, the true function of assessment lies in the retention of valuable talent within the organisation. The implementation of succession planning is crucial in ensuring the preservation of personnel within an organisation. The results of the correlation analysis suggested that there is a significant relationship between performance appraisal and succession planning with talent retention and overall talent management practices.

However, the association between these two factors and Talent Acquisition and Talent Development practises within the organisation is comparatively weaker.

Competency-based compensation is a remuneration approach that acknowledges and compensates employees based on their job performance and contributions to the organisation.

Under a competency-based framework, the remuneration of employees is contingent upon their level of performance &competency of individuals. If an employee's productivity exceeds the anticipated level, they receive a commensurate level of compensation. This practice benefits proficient personnel as it fosters a sense of recognition for their diligent efforts and astute choices. Competency-based pay offers the advantage of enabling organisations to allocate more resources towards their most skilled personnel. Competency-based compensation is a method of remunerating employees that is free from bias, thereby fostering a more reliable and dependable relationship between employers and employees. The findings of the correlation analysis indicated a significant association between competency-based compensation and talent retention.

When individuals with exceptional competencies perceive that they are receiving equitable compensation and recognition, they are more likely to remain employed with the company for an extended period. This, in turn, contributes to favourable retention strategies within the organisation.

The adoption of competency-based human resources policies has garnered significant interest in the context of Industry 4.0 and is expected to be increasingly integral to organisational viability and expansion within this domain of Industry 5.0. The implementation of a competency-based human resources policy provides a lucid depiction of all categories of personnel, including newly hired and existing employees. Additionally, it serves as a guiding principle for employers and managers. This is a domain with significant ramifications. It has been observed that a majority oforganisations that have implemented competency-based systems have limited their utilisation to recruitment, training and development, and performance management systems. Certain tools can facilitate the recognition and availability of competencies throughout the entire organisation, identification of deficiencies in capability and excess capability that can be leveraged in any sector of the organisation, and establishment of succession-planning procedures that prioritise and provide the competencies required by the organisation for its present and future positions. The implementation of a competency-based human resources policy can serve as a comprehensive framework for the integration of competencies across all facets of an organisation. The findings demonstrated a direct and favourable correlation between HR policies based on competencies and practise related to talent management. This implied that precise HR policies can result in the successful implementation of talent management strategies that are both effective and efficient within the organisation.

Competency-based Career Development is a deliberate framework that establishes a connection between the career aspirations of an individual and the workforce demands of an organisation.

From an employee standpoint, career opportunities have been sought that cater to their strengths, facilitate growth, offer stimulating experiences, and align with their personal interests, values, and preferred work methodologies. Conversely, the organisation aims to foster employee development that aligns with the organisational requirements.

Consequently, implementing career development tools and processes to emphasise the various options and career trajectories accessible to employees is mutually beneficial for both the organisation and its employees. The findings of the study suggested that the implementation of competency-based career development programmes can aid organisations in cultivating talent through a competency-based career path.

This approach can prove beneficial for both employees and employers, as it caters to individual needs while also meeting the future requirements of the organisation. The implementation of competency-based career development strategies can contribute to talent retention within an organisation.

When employees perceive that their career development requirements are being met by the organisation, they are more likely to exhibit loyalty towards the organisation and remain employed for an extended duration. The research findings indicated that the adoption of a competency-based approach to recruitment and career development is crucial for the establishment of talent management strategies within an organisation.

The findings have several implications for organizations seeking to strengthen their talent management practices:

Integration of Competencies: Integrating competencies into various HR functions such as recruitment, selection, training, performance appraisal, and compensation can lead to more effective talent management strategies.

Emphasizing Competency-Based Selection: Prioritizing competency-based selection can lead to better recruitment outcomes, ensuring a strong and capable workforce.

Targeted Training and Development: Utilizing competency-based training and development ensures a precise evaluation of employees' skill gaps and aligns training programs with organizational needs, optimizing returns on investment.

Transparent Performance Appraisal: Implementing competency-based performance appraisal and succession planning enables transparent and authentic evaluations, which can improve employee performance and talent retention.

Equitable Compensation: Adopting competency-based compensation ensures fair and unbiased remuneration based on performance, motivating employees to stay and excel within the organization.

Comprehensive HR Policies: Developing competency-based HR policies can serve as a framework for integrating competencies across all HR functions, leading to more effective talent management practices.

Fostering Career Development: Implementing competency-based career development programs can help retain talent by addressing individual career aspirations and aligning them with organizational needs.

In conclusion, this research highlights the significance of competency-based approaches in various HR functions to strengthen talent acquisition, development, and retention, contributing to effective talent management practices within organizations.

5.6.5: Findings of Correlation Between Talent Acquisition & Talent Management of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat State

Table Number 5.5 exhibits the result of the testing of the hypothesis "Greater the talent acquisition practices implemented in the organisation will strengthen the talent Management in the organisation."

The link between Talent Acquisition and Talent Management practices in the firm was studied using Kendall's tau. The data showed that there was a positive and significant connection between all talent acquisition practices and talent management. In addition, there is a strong positive and linear relationship between talent acquisition and talent management over time, meaning that if talent attraction practices increase in the organisation, talent management practices will inevitably increase as well. T-test was used to examine the statistical significance of the relationship. If a similar test were to be performed in the future, there would be the same type and degree of relationship among the variables chosen under this research study, 99 times out of 100, as indicated by the significant correlations found at the 0.01 level. As per the outcome of the T-test, the null hypothesis was rejected, and the alternative hypothesis was authorised that

TableNumber:5.5:
Findings of Correlation Between Talent Acquisitions & Talent Management ofSelectedEmployees from four key sectors of the manufacturing industry of Gujarat

Sr. No	Selected Statements for Talent Acquisitions practices in the organisation	Talent Management
01	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.	0.524**
02	The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.	0.505**
03	The linkage between competency and talent management results in Openness to change	0.445**
04	Competency-based talent attraction leads to Hiring competent staff.	0.238**
Total		0.597**
Note:**. Correlationissignificantatthe0.01level(1-tailed).		

"Greater talent acquisition practices will be implemented in the organisation will strengthen the talent Management in the organisation."

5.6.5.1: Implications of the Findings:

Finding, recruiting, and hiring qualified individuals is known as "talent acquisition," and it's essential for organisations to achieve their objectives and complete their projects successfully. Acclimating new hires to the company culture in a way that maximises their productivity and contributions is another responsibility of the talent acquisition team. According to a recent study (Niedzwiecka, 2016) , in order to attract and retain top talent, companies must prioritise initiatives like professional training and branding themselves as an employer of choice. As an initial stage in talent management, talent acquisition is discussed in the literature. The research also evaluated talent acquisition as the initial stage for adopting talent management in the company.

The connection shows that developing a strategy and strategies for talent acquisition in the organisation is the first step towards applying talent management in any business. This develops a talent pool for the company.

5.6.6: Findings of Correlation Between Talent Development & Talent Management ofSelectedEmployees from four key sectors of the manufacturing industry of Gujarat

Table Number 5.6 exhibits the result of the testing of the hypothesis “Greater the talent development practices implemented in the organisation will strengthen the talent Management in the organisation.”

A non-parametric correlation was utilised to determine the correlation between Talent Development and talent management, with a significance level of 0.01 (one-tailed). The findings indicate a significant association between Talent Development practises and Talent management, with a correlation coefficient of 0.726, indicating a robust and favourable correlation between the two variables. The observed correlation indicates that an increase in talent development practises within an organisation is likely to lead to improved talent management practises in the long run.

The statistical significance of the relationship was examined using a t-test. In the event that a comparable examination is conducted in the future, it is highly probable that the variables selected in this research study will exhibit a similar type and degree of relationship.

This is supported by the significant correlations observed at the 0.01 level, which led to the rejection of the null hypothesis and the acceptance of the alternative hypothesis that posits "the implementation of enhanced talent development practises in the organisation will bolster talent management."

Table Number: 5.6: Findings of Correlation Between Talent Development & Talent Management of Selected Employees from four key sectors of the manufacturing industry of Gujarat		
Sr. No	Selected Statements for Talent Development practices in the organisation	Talent Management
01	Continuous Competency improvement practices are followed for developing and sustaining talented people in the organization.	0.426**
02	Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.264**
03	Employers regularly remind the importance of skills and competencies.	0.432**
04	The critical skills of employees are upgraded regularly by employers.	0.495**
05	Skill up-gradation and competency development is effective.	0.537**
06	Upgraded skills match the market demand.	0.544**
Total		0.726**
Note: **. Correlation is significant at the 0.01 level (1-tailed).		

5.6.6.1: Implications of the findings:

The implementation and practice of talent development can lead to increased employee awareness of their roles and the acquisition of necessary skills and tools, resulting in a reduction of errors. Effective training programmes can lead to improved employee engagement, resulting in enhanced overall job performance.

The concept of Talent Development centres on enhancing the skills and expertise of employees through the creation of comprehensive, personalised plans for learning and development. This approach aims to foster inclusivity in the workplace. This implies that every individual working for a specific organisation has a clear and unhindered trajectory to enhance their skill set and fulfil their career aspirations. The process of managing talent encompasses a fundamental aspect of talent development. The fundamental elements that contribute to an employee's engagement within an organisation are training and development, performance appraisal, and pay structure. In the event that any concerns arise regarding these practices, it may result in significant repercussions for both organisations and individuals. An entity that fosters talent is one that prioritises the cultivation of organisational culture while also reaping its benefits, as talented personnel are likely to find opportunities for self-actualisation within such an environment. The success factors are the processes that must be present to motivate individuals to exert their maximum effort and potentially exceed expectations.

The study's findings underscored the fundamental role of talent development in talent management within an organisation. To achieve optimal management of talented employees within an industry, it is imperative that talent development practices are not overlooked.

5.6.7: Findings of Correlation Between Talent retention & Talent Management of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat

Table Number 5.7 exhibits the result of the testing of the hypothesis "Greater the talent retention practices implemented in the organisation will strengthen the talent Management in the organisation."

The researcher applied Kendall's Tau test to establish the correlation between talent retention and talent management. Due to the non-normal distribution of the data, the application of these techniques was deemed necessary. The findings of the assessment indicated a robust, affirmative, and noteworthy correlation between talent retention and talent management strategies, as evidenced by a coefficient exceeding 0.50. The analysis indicated a positive correlation between talent retention initiatives and improved talent management outcomes within the organisation.

TableNumber:5.7:

Findings of Correlation Between Talent retention & Talent Management ofSelectedEmployees from four key sectors of the manufacturing industry of Gujarat

Sr. No	**Selected Statements for Talent retention practices in the organisation**	**Talent Management**
01	Individual or Group performance is recognized & rewarded with the help of competency analysis.	0.459**
02	Priority is always given to retaining all types of employees who have reasonable competency.	0.521**
03	Competency-based Talent management Encourages freedom to work.	0.194**
04	The majority of the people remain for a longer time in the organization.	0.218**
05	Competency-based training & Flexibility helps the organization retain Talent in the organization.	0.443**
Total		**0.580****

Note:** . Correlationissignificantatthe0.01level(1-tailed).

The statistical significance of the relationship was assessed using a t-test. In the event that a comparable examination is conducted in the future, it is highly

probable that the variables selected in this research study will exhibit a similar type and degree of relationship, with a confidence level of 99 percent, as evidenced by the significant correlations observed at the 0.01 level. The null hypothesis was rejected, and the alternative hypothesis was accepted, indicating that the implementation of enhanced talent retention activities will bolster talent management within the organisation.

5.6.7.1: Implications of the findings:

The findings of this research study have several implications for organizations that seek to improve their talent management strategies and talent retention initiatives. Let's discuss some of the key implications based on the information provided:

Importance of Talent Management: The study establishes a robust and positive correlation between talent retention and talent management strategies. This implies that organizations need to recognize the critical role of talent management in retaining skilled and valuable employees. By implementing effective talent management practices, companies can enhance their ability to retain top talent, which can lead to increased productivity and competitiveness.

Addressing Non-Normal Distribution: The decision to use Kendall's Tau test due to the non-normal distribution of the data highlights the significance of selecting appropriate statistical methods when analyzing relationships between variables. Researchers and organizations should be mindful of the data's distribution characteristics and choose appropriate tests to ensure accurate and reliable results.

Confidence in Future Examinations: The research study suggests a high probability that similar relationships between talent retention and talent management will be observed in future examinations, with a confidence level of 99 percent. This indicates that the findings are likely to be consistent and applicable across different contexts, providing confidence to organizations considering investing in talent retention initiatives.

Evidence for Decision Making: The positive correlation observed between talent retention initiatives and improved talent management outcomes provides evidence for organizations to make informed decisions regarding resource allocation and strategic planning. Investing in talent retention activities can yield positive impacts on talent management, making it a worthwhile endeavor for companies looking to strengthen their workforce.

Rejection of Null Hypothesis: The rejection of the null hypothesis and acceptance of the alternative hypothesis indicates that there is a meaningful relationship between talent retention and talent management. This reinforces the idea that talent retention efforts have the potential to contribute positively to talent management practices, leading to positive organizational outcomes.

Business Competitiveness: A noteworthy correlation between talent retention and talent management suggests that organizations with effective talent retention strategies may gain a competitive advantage in the market. Sustaining a talented and skilled workforce can lead to higher employee satisfaction, reduced turnover costs, and improved organizational performance, ultimately positioning the company more favorably in the industry.

In conclusion, the research findings underscore the importance of talent management and its relationship with talent retention in organizations. By understanding this positive correlation and considering the statistical evidence, companies can take strategic actions to enhance talent retention initiatives and, in turn, bolster their overall talent management efforts, leading to improved organizational performance and success.

5.7:FINDINGS OF CHI-SQUARE TEST:

In order to investigate the association between certain demographic variables of selected employees and the key variables identified in this research study, the Chi-square test was utilized to evaluate the data collected regarding perceptions of competency, HR functions based on competency, and talent management practices. The present study employed a test to examine the hypothesized relationship between demographic variables, characterized by nominal or categorical values, and practices that are measured on a scale data type. Given the absence of distributional assumptions, this particular test is most appropriate for detecting any potential association between the demographic variable and the primary dependent variables under investigation. The utilization of Cramér's V test was employed by a researcher to assess the magnitude of the effect size in the context of the chi-square test of independence. The present study employed a statistical test to assess the degree of influence between variables that exhibit a significant association. The study conducted a Chi-Square Test to analyze the relationship between various demographic variables, such as age group, designation, gender, experience, and educational qualifications, and the awareness and implementation of Competency, Competency-based HR Functions (Competency Management), Talent Acquisition, Talent Development, Talent retention, and Talent Management practices among selected employees from four major sectors of the manufacturing industry in Gujarat.

The study has also used the chi-square test to examine the hypothesis that there exists no statistically significant association between demographic variables, such as age group, designation, gender, experience, and educational qualifications, and the awareness and implementation of competency, competency-based HR functions (competency management), talent acquisition, talent development, talent retention, and talent management practices among selected employees from four key sectors of the manufacturing industry in Gujarat.

5.7.1: Findings of the Chi-Square Test between demographic variables, such as age group, designation, gender, experience, and educational qualifications, and the awareness and implementation of competency, competency-based HR functions (competency management), talent acquisition, talent development, talent retention, and talent management practices among selected employees from four key sectors of the manufacturing industry in Gujarat.

Table 5.8 to 5.23 display the outcomes of the association between the variables. Tables 5.8 and 5.10 present the outcomes of the Chi-square analysis conducted on the age and selected major variables in the study. Table 5.8 presents the statements that exhibit no significant association with the age of individuals & other major dependent variables.

Table 5.9 presents the statements that demonstrate the significant association between the age of the chosen employees & selected major variables of the study. Meanwhile, Table 5.10 illustrates the magnitude of the association measurement.

TableNumber:5.8:
StatementsShowingNonSignificant AssociationoftheAgeofSelected Employees withCompetency, Competency-based HR & Talent Management practices in the Organisation

SR. No.	Selected Factors	Selected Statement for competency & Talent management practices in the organisation	'P-Value of $\chi 2$
01	Managerial Competency	Communication Skill	0.483
		Organisation Awareness & information seeker	0.060
02	Behavioural Competency	Interpersonal Skills, Relation building Skill	0.705
		Empathy, Influence & Persuasive	0.362
03	Technical Competency	I can work under the rapidly changing business Environment.	0.090
		Flexibility	0.036
		Create your own Measure of Excellence & Quality Concern	0.097
04	Competency based Selection	The organization analyses the behavioral competencies & technical competencies of the employee during the selection Procedure.	0.146
05	Competency based Training & Development	Latest training methods are used to develop technical, behavioral and managerial competencies.	0.066

06	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.235
07	Competency based Compensation	Compensation structure of your company is based on competency level.	0.202
08	Competency based HR policy	Competency-based HR policies and practices are followed in the organization.	0.621
09	Talent Acquisition	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.	0.029
		The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.	0.075
		The linkage between competency and talent management results in Openness to change.	0.108
		Competency-based talent attraction leads to Hiring competent staff.	0.062
10	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.414
		Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.405
		Employers regularly remind the importance of skills and competencies.	0.361
		Critical skills of employees are upgraded regularly by employers.	0.917
		Skill up-gradation and competency development is effective.	0.628
		Upgraded skills match the market demand.	0.391
11	Talent Retention	Individual or Group performance is recognized & rewarded with the help of competency analysis.	0.11
		Priority is always given in retaining all types of employees who have reasonable competency.	0.277
		Competency-based Talent management Encourage freedom to work.	0.61
		The majority of the people remain for a longer time in the organization.	0.303
		Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.452
12	Competency based Applications	The progress I made in my competence development gives satisfaction.	0.169
		Continuous monitoring & feedback on the competencies are given to employees	0.022

Table Number: 5.9: Statements Showing Significant Association of the Age of Selected Employees with Competency, Competency based HR & Talent Management practices in the organisation			
SR. No.	Selected Factors	Selected Statement for competency & Talent management practices in the organisation	'P' Value of $\chi 2$
01	Technical Competency	Learning	0.000 **
02	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.001**
03	Competency based Career development	Management encourages career development.	0.000**

Table Number: 5.10: Statements Showing effect size measurement of association of the Age of Selected Employees with Competency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	**Cramer's V**
01	Technical Competency	Learning	0.190
02	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.145
03	Competency based Career development	Management encourages career development.	0.196

The result of findings from the Chi-Square analysis showcased that Learning, Competency-based recruitment & competency-based career development has a significant relationship with the Age group of selected employees as the result value of Chi-Square is more than 0.05(Singhal & Rana, 2015). The learning Competency & Competency-based Career development has a strong significant relationship as its Cramer v value is more than 0.15, and its Competency-based Recruitment has a moderate relationship as its value lies between 0.10 to 0.15. (Akoglu, 2018) while the other than these three have a non-significant relationship with the Age group of selected employees.

TableNumber:5.11: StatementsShowingNonSignificant AssociationoftheGenderofSelected Employees withCompetency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	'P' Value of $\chi 2$
01	Managerial Competency	Communication Skill	0.448
		Organisation Awareness & information seeker	0.390
02	Behavioural Competency	Interpersonal Skills, Relation building Skill	0.875
		Empathy, Influence & Persuasive	0.988
03	Teachnical Competency	Flexibility	0.288
		Learning	0.570
		Create your own Measure of Excellence & Quality Concern	0.064
		Initiative	0.531
04	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.241
05	Competency based Selection	The organization analyses the behavioral competencies & technical competencies of the employee during the selection Procedure.	0.439
06	Competency based Training & Development	Latest training methods are used to develop technical, behavioral and managerial competencies.	0.738
07	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.262
08	Competency based Compensation	Compensation structure of your company is based on competency level.	0.490
09	Competency based HR policy	Competency-based HR policies and practices are followed in the organization.	0.814
10	Competency based Career development	Management encourages career development.	0.760
11	Talent Acquisition	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.	0.590
		The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.	0.391

		The linkage between competency and talent management results in Openness to change.	0.376
		Competency-based talent attraction leads to Hiring competent staff.	0.364
12	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.148
		Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.474
		Employers regularly remind the importance of skills and competencies.	0.673
		Critical skills of employees are upgraded regularly by employers.	0.986
		Skill up-gradation and competency development is effective.	0.817
		Upgraded skills match the market demand.	0.169
13	Talent Retention	Individual or Group performance is recognized & rewarded with the help of competency analysis.	0.773
		Priority is always given in retaining all types of employees who have reasonable competency.	0.239
		Competency-based Talent management Encourage freedom to work.	0.779
		The majority of the people remain for a longer time in the organization.	0.166
		Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.860
14	Competency based Applications	The progress I made in my competence development gives satisfaction Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.698
		Continuous monitoring & feedback on the competencies are given to employees	0.461

Table 5.11 displays the results of the Chi-square examination that was performed on the Gender and chosen major variables in the research. Table 5.11 displays the statements that do not demonstrate a statistically significant association with the Gender of participants and other primary dependent variables.

The result of findings from the Chi-Square analysis clearly indicates that all major dependent variables of the study and the Gender of Selected Employees are insignificant as the P value of all variable results is more than 0.05. (Singhal & Rana, 2015)

TableNumber:5.12: StatementsShowing Non-Significant AssociationoftheLevel of Designation ofSelected Employees withCompetency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	'P' Value of $\chi 2$
01	Managerial Competency	Communication Skill	0.442
		Organisation Awareness & information seeker	0.052
02	Behavioural Competency	Interpersonal Skills, Relation building Skill	0.073
		Empathy, Influence & Persuasive	0.035
03	Technical Competency	Flexibility	0.021
		Learning	0.060
		Create your own Measure of Excellence & Quality Concern	0.084
		Initiative	0.010
04	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.118
05	Competency based Selection	The organization analyses the behavioral competencies & technical competencies of the employee during the selection Procedure.	0.014.
06	Competency based Training & Development	Latest training methods are used to develop technical, behavioral and managerial competencies.	0.014
07	Competency based Compensation	Compensation structure of your company is based on competency level.	0.303
08	Competency based HR policy	Competency-based HR policies and practices are followed in the organization.	0.187
09	Competency based Career development	Management encourages career development.	0.358
10	Talent Acquisition	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.	0.111
		The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.	0.439
		The linkage between competency and talent management results in Openness to change.	0.469
		Competency-based talent attraction leads to Hiring competent staff.	0.510
11	Talent development	Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.090

		Employers regularly remind the importance of skills and competencies.	0.216
		Critical skills of employees are upgraded regularly by employers.	0.710
		Skill up-gradation and competency development is effective.	0.349
		Upgraded skills match the market demand.	0.292
12	Talent Retention	Individual or Group performance is recognized & rewarded with the help of competency analysis.	0.109
		Priority is always given in retaining all types of employees who have reasonable competency.	0.215
		The majority of the people remain for a longer time in the organization.	0.939
		Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.018
13	Competency based Applications	The progress I made in my competence development gives satisfaction Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.278
		Continuous monitoring & feedback on the competencies are given to employees	0.579

Table Number: 5.13:
Statements Showing Significant Association of the Level of Designation of Selected Employees with Competency, Competency based HR & Talent Management practices in the organisation

SR. No.	Selected Factors	Selected Statement for competency & Talent management practices in the organisation	'P' Value of $\chi 2$
01	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.002**
02	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.003 **

Table Number: 5.14: Statements Showing effect size measurement of association of the Level of Designation of Selected Employees with Competency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	**Cramer's V**
01	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.275
02	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.269

Tables 5.12 and 5.14 present the outcomes of the Chi-square analysis conducted on the Level of Designation and selected major variables in the study. Table 5.12 presents the statements that exhibit no significant association with the Level of designation of individuals & other major dependent variables. Table 5.13 presents the statements that demonstrate the significant association between the level of designation of the chosen employees & selected major variables of the study. Meanwhile, Table 5.14 illustrates the magnitude of the association measurement.

The result of an AssociationoftheLevel of DesignationofSelectedEmployeeswithCompetency, Competency-based HR & Talent Management practices in the organisation shown insignificant with major variables except two that is Competency-based Performance Appraisal & succession Planning, Talent Development. Both variables have a significant & very strong association with the level of designation as its cramer V value is more than 0.25.

TableNumber:5.15: StatementsShowingNonSignificant AssociationoftheQualificationofSelected Employees withCompetency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	'P' Value of $\chi 2$
01	Behavioural Competency	Interpersonal Skills, Relation building Skill.	0.342
02	Talent Acquisition	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.	0.254
		The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.	0.008
		The linkage between competency and talent management results in Openness to change.	0.006
03	Talent Development	Employers regularly remind the importance of skills and competencies.	0.487

04	Talent Retention	Individual or Group performance is recognized & rewarded with the help of competency analysis.	0.326
		Priority is always given in retaining all types of employees who have reasonable competency.	0.056
		Competency-based Talent management Encourage freedom to work.	0.395
		The majority of the people remain for a longer time in the organization.	0.017
		Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.012

TableNumber:5.16:
StatementsShowingSignificantAssociationoftheQualificationofSelected Employees withCompetency, Competency based HR & Talent Management practices in the organisation

SR. No.	Selected Factors	Selected Statement for competency & Talent management practices in the organisation	'P' Value of $\chi 2$
01	Managerial Competency	Communication Skill	0.000**
		Organisation Awareness & information seeker	0.001**
02	Behavioural Competency	Empathy, Influence & Persuasive	0.000**
03	Technical Competency	Flexibility	0.001**
		Learning	0.000**
		Create your own Measure of Excellence & Quality Concern	0.000**
		Initiative	0.000**
04	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis	0.000**
05	Competency based Selection	The organization analyses the behavioral competencies & technical competencies of the employee during the selection Procedure.	0.000**
06	Competency based Training & Development	Latest training methods are used to develop technical, behavioral and managerial competencies.	0.000**
07	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.000**
08	Competency based Compensation	Compensation structure of your company is based on competency level.	0.000**
09	Competency based HR policy	Competency-based HR policies and practices are followed in the organization.	0.001**

10	Competency based Career development	Management encourages career development.	0.002**
11	Talent Acquisition	Competency-based talent attraction leads to Hiring competent staff.	0.000**
12	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.002**
		Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.001**
		Critical skills of employees are upgraded regularly by employers.	0.000**
		Skill up-gradation and competency development is effective.	0.000**
		Upgraded skills match the market demand.	0.000**
13	Competency based Applications	The progress I made in my competence development gives satisfaction Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.000**
		Continuous monitoring & feedback on the competencies are given to employees	0.000**

TableNumber:5.17:
Statements Showing effect size measurement of association of the Qualification of Selected Employees with Competency, Competency based HR & Talent Management practices in the organisation

SR. No.	Selected Factors	Selected Statement for competency & Talent management practices in the organisation	Cramer's V
01	Managerial Competency	Communication Skill	0.257
		Organisation Awareness & information seeker	0.152
02	Behavioural Competency	Empathy, Influence & Persuasive	0. 174
03	Technical Competency	Flexibility	0.156
		Learning	0.172
		Create your own Measure of Excellence & Quality Concern	0.214
		Initiative	0.261

04	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.207
05	Competency based Selection	The organization analyses the behavioral competencies & technical competencies of the employee during the selection Procedure.	.0189
06	Competency based Training & Development	Latest training methods are used to develop technical, behavioral and managerial competencies.	0.295
07	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.173
08	Competency based Compensation	Compensation structure of your company is based on competency level.	0.160
09	Competency based HR policy	Competency-based HR policies and practices are followed in the organization.	0.153
10	Competency based Career development	Management encourages career development.	0.151
11	Talent Acquisition	Competency-based talent attraction leads to Hiring competent staff.	0.210
12	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.151
		Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.155
		Critical skills of employees are upgraded regularly by employers.	0.173
		Skill up-gradation and competency development is effective.	0.193
		Upgraded skills match the market demand.	0.159
13	Competency based Applications	The progress I made in my competence development gives satisfaction Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.210
		Continuous monitoring & feedback on the competencies are given to employees	0.170

Tables 5.15 and 5.17 display the results of the Chi-square analysis that was performed on the Qualification and chosen major variables within the study. Table 5.15 displays the statements that do not demonstrate a statistically significant association with the Qualification of individuals and other primary dependent variables.

Table 5.16 displays the statements that exhibit a significant association between the educational attainment of the selected personnel and the chosen key variables of the research. Table 5.17 depicts the size of the association metric.

The result of the chi-square association between the level of education Qualification & major dependent variables is significant in the majority of cases except for Interpersonal Skills, Relation building Skills. & talent relation completely and partially insignificant to talent development & talent Acquisition as its values do not fulfil the acceptance condition of the Chi-Square analysis. In the case of a significant relationship, Communication Skill, Initiative & Competency-based Training & Development has a very strong relationship as its effect size is more than 0.25 as per the Cramer V test. While Organisation Awareness & information seeker, Empathy, Influence & Persuasive, Flexibility, Learning, Creating your own Measure of Excellence & Quality Concern, Competency-based Recruitment; Selection; Performance Appraisal & succession Planning; compensation; HR policy; & career development, Talent Acquisition, Talent Development & Competency-based Applications has a strong effect size with the qualification of employees as it contains result values between 0.15 to 0.25.

TableNumber:5.18:
StatementsShowingNonSignificantAssociationoftheExperienceofSelected Employees withCompetency, Competency based HR & Talent Management practices in the organisation

SR. No.	Selected Factors	Selected Statement for competency & Talent management practices in the organisation	'P' Value of $\chi 2$
01	Managerial Competency	Communication Skill	0.112
		Organisation Awareness & information seeker	0.170
02	Behavioural Competency	Interpersonal Skills, Relation building Skill	0.235
		Empathy, Influence & Persuasive	0.601
03	Technical Competency	Flexibility	0.090
		Learning	0.006
		Initiative	0.009
04	Competency based Selection	The organization analyses the behavioral competencies & technical competencies of the employee during the selection Procedure.	0.168
05	Competency based Training & Development	Latest training methods are used to develop technical, behavioral and managerial competencies.	0.006

06	Competency based Performance Appraisal & succession Planning	Competency plays an essential component in performance Appraisal System, Promotion & Succession planning in your organization.	0.239
07	Competency based Compensation	Compensation structure of your company is based on competency level.	0.679
08	Competency based HR policy	Competency-based HR policies and practices are followed in the organization.	0.409
09	Talent Acquisition	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.	0.040
		The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.	0.065
		The linkage between competency and talent management results in Openness to change.	0.022
		Competency-based talent attraction leads to Hiring competent staff.	0.007
10	Talent Development	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.	0.106
		Employers regularly remind the importance of skills and competencies.	0.835
		Critical skills of employees are upgraded regularly by employers.	0.102
		Skill up-gradation and competency development is effective.	0.278
		Upgraded skills match the market demand.	0.405
11	Talent Retention	Individual or Group performance is recognized & rewarded with the help of competency analysis.	0.175
		Priority is always given in retaining all types of employees who have reasonable competency.	0.027
		Competency-based Talent management Encourage freedom to work.	0.354
		The majority of the people remain for a longer time in the organization.	0.026
12	Competency based Applications	The progress I made in my competence development gives satisfaction Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.041

TableNumber:5.19: StatementsShowingSignificantAssociationoftheExperienceofSelected Employees withCompetency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	'P' Value of $\chi 2$
01	Technical Competency	Create your own Measure of Excellence & Quality Concern	0.000**
02	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.001**
03	Competency based Career development	Management encourages career development.	0.000**
04	Talent Development	Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.001**
05	Talent Retention	Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.000**
06	Competency based Applications	Continuous monitoring & feedback on the competencies are given to employees	0.000**

TableNumber:5.20: Statements Showing effect size measurement of association of the Experience of Selected Employees with Competency, Competency based HR & Talent Management practices in the organisation			
SR. No.	**Selected Factors**	**Selected Statement for competency & Talent management practices in the organisation**	**Cramer's V**
01	Technical Competency	Create your own Measure of Excellence & Quality Concern	0.179
02	Competency based Recruitment	The organization identifies vacancy & job description with the help of competency analysis.	0.159
03	Competency based Career development	Management encourages career development.	0.187
04	Talent Development	Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	0.186
05	Talent Retention	Competency-based training & Flexibility helps the organization to retain Talent in the organization.	0.153
06	Competency based Applications	Continuous monitoring & feedback on the competencies are given to employees	0.166

The results of the Chi-square analysis performed on the Experience and chosen major variables in the study are presented in Tables 5.18 and 5.20. Table 5.18 displays the statements that do not demonstrate a statistically significant association with the Experience variable and other primary dependent variables. Table 5.19 displays the statements that exhibit the noteworthy association between the Experience of the designated personnel and the chosen major variables of the investigation. Table 5.20 presents the degree of the association measurement.

In the case of the AssociationoftheExperienceofSelectedEmployeeswithCompetency, Competency-based HR & Talent Management practices in the organisation, the majority of major variables are insignificant with the experience.

The competencies viz creating your own Measure of Excellence & Quality Concern, are significant to the experience of selected employees as per chi-square analysis. Competency-based Recruitment & Competency-based Career development are also completely significant to the experience of selected employees, while Talent Development, Talent Retention and Competency-based Applications are partially significant to experience. All the variables which are partially or conditionally significant have strong effect sizes as per Cramer V's analysis.

TableNumber:5.21:
Table showing Non SignificantAssociationwiththe Awareness of competency & Background variables ofSelected Employees

SR. No.	Demographic Variables	'P' Value of $\chi 2$
01	Level of designation	0.059

TableNumber:5.22:
Table showing Significant AssociationwiththeAwareness of competency & Background variables ofSelected Employees

SR. No.	Demographic Variables	'P' Value of $\chi 2$
01	Age	.000(.340)
02	Qualification	.003(.136)
03	Experience	.000(.997)
04	Gender	.000(.268)

TableNumber:5.23:
Table Showing effect size measurement with theassociation oftheAwareness of competency & Background variables ofSelected Employees

SR. No.	Demographic Variables	Cramer's V
01	Age	0.340
02	Qualification	0.136
03	Experience	0.997
04	Gender	0.268

Tables 5.21 to 5.23 display the results of the Chi-square examination performed on the association between the Awareness of Competency and Background variables of the chosen employees. Table 5.21 displays the statements that do not demonstrate any statistical significance with regards to the Association of the Awareness of Competency & Background variables of Selected Employees. Table 5.22 displays the statements that exhibit the significant association between the Awareness of Competency and Background variables of the chosen employees. Table 5.23 demonstrates the extent of the association measurement.

The findings of the research indicated a significant association between age, qualifications, experience, and gender with the level of awareness of competencies in the organisation, as it has a result value which is less than 0.05. Age, Gender & Experience has a very strong effect size of association as it contains a value which exceeds 0.25, while qualification has a moderate relationship as it contains the Cramer v value between 0.10 to 0.15. however, the level of designation has an insignificant relationship with the awareness of competencies.

5.7.1.1 Implications of the Findings:

The researcher used the chi-square test to investigate the proposition that there is no significant statistical association between demographic factors, including age group, designation, gender, experience, and educational qualifications, and the consciousness and execution of competence, competency-based human resource functions (competence management), talent acquisition, talent development, talent retention, and talent management practices among a chosen group of employees from four major sectors of the manufacturing industry in Gujarat.The chi-square test is employed to determine the association between categorical variables in the context of the age group of the chosen employees. The association between learning competency and the age group of employees is statistically significant, indicating that a shift in age is likely to lead to a corresponding shift in learning disposition. Numerous research studies in the fields of Organizational Behavior and Human Resource Management have demonstrated that individuals may encounter challenges in accepting change or acquiring new knowledge beyond a certain age. In the case of other competencies, the chi-square test yielded insignificant results, indicating that an individual's attitude towards these competencies may remain unchanged across different age groups.

Based on the results of the study examining the relationship between age and competency-based human resources practices, it was determined that there is a significant association between age and both competency-based recruitment and competency-based career development. The findings indicate that, with the exception of Recruitment & Career Development, age is not a significant factor in influencing the shift in attitude towards other functions of HRM.

Contemporary recruitment trends indicate that a mere fraction of employees opt to switch jobs after reaching the age of 50, as they prioritise stability and security in their professional lives and are disinclined to adapt to novel work cultures. Furthermore, during this stage of life, a significant proportion of Maslow's hierarchy of needs has been fulfilled, leading individuals to seek leisure and repose in their mature years. This finding corroborates the study's conclusion that individuals in their early years exhibit a greater inclination towards job transitions as a means of exploring fresh prospects within the labour market. The evidence suggests a significant association between age and competency-based recruitment. There is a notable association between the age group of individuals and competency-based career development. Compared to middle-aged individuals, young people tend to exhibit greater aspirations towards their career paths and their subsequent development. During middle age, individuals tend to prioritise earning over learning. At this stage, individuals aim to accumulate the highest possible levels of financial resources, benefits, and rewards. In contrast, the younger generation aspires to acquire knowledge in order to secure a more advantageous position in their future endeavours. The final variable examined in this study pertains to talent management and its associated practices within the organisation. The findings indicated that age is not a significant factor in this regard, as talent and the competency to achieve results are more closely linked to this variable. As such, age is unlikely to have a substantial impact on talent management practices in the majority of cases.

The study's findings strongly suggested that gender is not a significant factor in relation to competencies, competency-based human resources functions, and talent management practices. No individual item exhibits statistical significance with respect to employee gender.The findings of the study align with contemporary trends in Gender Equality, indicating that gender will not serve as a hindrance to advancement within organisations. Human Resource Management (HRM) can be regarded as a mechanism for enhancing gender parity by emphasising equal opportunities as a fundamental aspect of personnel policy that concentrates on nurturing human capital, appreciating diversity, and facilitating the integration of equity with the attainment of organisational objectives.(Dickens, 1998) The findings of the research were found consistent with the existing literature and demonstrate that gender does not have a significant impact on Competency, Competency-based HR Functions & Talent Management practices within the organisation. This is evidenced by the non-significant chi-square result obtained from the study.

The association between the Level of Designation & Major dependent variables of the study showcased that level of designation is indifferent to implementation of competencies as the chi-square result is insignificant for them. This illustrated that competencies can be acquired and developed at any organisational level and that they are not contingent upon one's job title or position. Individuals can acquire and enhance these competencies at any level of their professional hierarchy.

The study's findings indicated that competency is not necessarily linked to one's position but rather to the individual themselves.

The association between Competency-based Performance Appraisal and succession planning and the level of designation is noteworthy. In the manufacturing industry, the performance appraisal system and succession planning vary across different levels of designation.

Regarding performance appraisal at lower levels, it is customary for the immediate supervisor or manager to evaluate and provide feedback on employee performance. Such reviews have a significant weight in the appraisal of lower-level personnel. Conversely, for middle and top-level staff, multi-rater or 360-degree performance appraisal techniques may be employed. A modification in the level of designation can result in a corresponding adjustment in the competency-based performance appraisal within an organisation. This phenomenon is frequently observed in the context of succession planning, particularly in the transition from middle-level to top-level positions. This underscores the notable association between the level of designation and succession planning.

The research findings indicated a significant association between the level of designation and the implementation of talent development strategies within the organisation. Talent development pertains to the endeavours aimed at enhancing the current competencies of employees while recognising novel skills and prospects that can aid in accomplishing organisational objectives. The implementation of this measure guarantees the sustained competitiveness of an organisation in the dynamic global market. Differences in skills and competencies exist across various levels of designation. For instance, lower-level employees require a greater degree of technical proficiency. Top-level employees necessitate significant managerial competencies, whereas middle-level managers require more behavioural skills, and so on.

The statistical analysis revealed an important association between Qualification and Competency, as well as Competency-based HR and Talent Management practices within the organisation. These variables exhibited a stronger association compared to other demographic variables. A statistically significant association was observed between the independent variable and all the dependent variables, except for talent retention. This ultimately buttresses the notion that there is no real association between talent retention and educational qualifications in literature. The acquisition of educational qualifications is a prerequisite for the development of both managerial and technical competencies. This implied that individuals require educational support to enhance their proficiency in these areas. The findings of the study indicated that individuals who have completed a master's degree exhibit greater proficiency in the development and comprehension of competencies when compared to those who have completed an undergraduate degree. In the realm of behavioural competencies, the acquisition of Interpersonal Skills and Relationship Building Skills is not contingent upon an individual's educational qualifications. Rather, these competencies are derived from one's personal values, beliefs, and social interactions.

There existed an association between HR functions that are competency-based and educational qualifications. The process of selection and recruitment involves an initial assessment of an individual's qualifications, followed by placement within the company according to their level of education. The significance of education in the context of Human Resource Development is beyond doubt.

The findings of the study indicated a significant association between an individual's level of education and their proficiency in executing competency-based human resource functions. Specifically, individuals with higher educational qualifications exhibit greater ease and adaptability in adopting new HR functions compared to those with lower degrees.

Individuals possessing advanced qualifications are better equipped to comprehend the intricacies of the system's program, policies, and practices and are thus more adept at leveraging opportunities for their personal and organisational advancement. Education serves as a fundamental cornerstone for the holistic growth and advancement of individuals in their personal, occupational, and communal spheres. The study findings indicated a significant association between the level of education and the development of talent. The function of education extends beyond the mere dissemination of knowledge or data. Several talent development practices are founded on the education of individuals. Education is widely regarded as a crucial factor in driving Individual Development, Process Development & social change, a notion that has been substantiated through numerous studies and empirical evidence.

The association between competency-based applications and educational qualifications is of great significance, given the crucial role that education plays in fostering development and growth. Competency-based applications are not uncommon. The research study has categorised participants into three distinct groups based on their level of education: Undergraduates, Graduates, and Post Graduates. Within these clusters, the researcher observed that individuals who have completed postgraduate and graduate studies exhibit higher levels of enthusiasm and are more receptive to competency-based applications when compared to their undergraduate counterparts.

A significant association was found between experience and the ability to develop one's own metrics and standards of quality. The chi-square analysis indicated that individuals with greater levels of experience exhibit less concern towards quality, as well as their own measurement and control. Due to their prolonged exposure to their work and the adage that practice leads to perfection, they have become habituated to their tasks. As the amount of repetitive work increases, the likelihood of errors decreases. Simultaneously, individuals with limited experience often exhibit apprehension regarding their outcomes and accomplishments due to a potential fear of committing errors.

A significant association was also found between experience and both Competency-based recruitment and career development. The organisation employs competency analysis to identify job vacancies and corresponding job descriptions.

The management team actively promotes and supports the professional growth and advancement of employees. The aforementioned statements hold significance in light of one's experience, indicating that individuals with greater tenure within an organisation are better equipped to comprehend the recruitment policy & career development policy in comparison to those with less experience.

The Chi-Square analysis revealed a statistically significant association between talent retention strategies and employee experience. This finding can be attributed to the fact that an employee's experience is typically measured in terms of the duration of their tenure within a specific organisation, and retention efforts are aimed at retaining employees over an extended period of time. There existed an interrelation between both entities.

The practice of providing ongoing monitoring and feedback to employees regarding their competencies is closely linked to the application of competency-based approaches. Research has demonstrated a significant association between experience and the frequency of monitoring and feedback, suggesting that individuals with greater experience are more likely to receive such support compared to those with less experience. The concept of Competency Awareness delineates the prescribed protocols that necessitate adherence by all personnel to attain the status of being proficient and cognizant of the stipulated prerequisites; this process guarantees optimal performance from all personnel within their designated fields of proficiency. The Chi-Square test was utilised to analyse the association between the awareness of competency and background variables of a group of selected employees. The findings of the research indicate a robust and statistically significant association between age, qualifications, experience, and gender with the level of awareness of competencies, as evidenced by Cramer's V values exceeding 0.25 in the majority case. However, there is no significant association between the level of designation and awareness of competencies. The findings suggest that variations in Age, Qualification, and experience have an impact on the level of awareness. There exists a notable association between competency awareness and its manifestation in males and females. The null hypothesis is ultimately refuted by the finding that there exists a significant relationship between awareness of competencies and demographic variables such as age, gender, qualification, and experience.

5.8: FINDINGS OF THE KRUSKAL-WALLIS TEST:

Findings of the kruskal-Wallis Test of Selected Employees From Four Key sectors of the manufacturing industry of Gujarat for perception towards the Managerial Competencies, technical Competencies, Behaviouraial Competencies, Competency based HR functions, Talent Management, talent Acquisition, Talenet Development & talent Retention.

The Kruskal-Wallis H test, also known as the "one-way ANOVA on ranks," is a non-parametric test that employs rank-based analysis. It is utilized to establish whether there are significant differences between two or more groups of an independent variable on a continuous or ordinal dependent variable. The aforementioned statistical method is regarded as a non-parametric substitute for the one-way ANOVA and an expansion of the Mann-Whitney U test, which enables the evaluation of multiple independent groups.

The study utilized the Kruskal-Wallis non-parametric test to analyze potential variations in the level of designation and employees' perceptions of Total Competencies (managerial competencies, technical competencies, behavioural competencies), competency-based HR functions, talent management, talent acquisition, talent development, and talent retention.

Posthoc analysis is a statistical procedure that is conducted after a study has been completed and the data has been collected. A post-hoc test is a statistical procedure that involves conducting multiple comparisons to determine the specific groups that exhibit significant differences from one another. The researcher conducted a Post Hoc Test to discern dissimilarities among three groups based on their levels of designation. The researcher utilized the post hoc test, specifically the pair-wise comparison, to examine the distinctions among various groups of designations and their respective perceptions of the primary dependent variables in the study.

Table 5.24 displays the outcomes of the examination in a subsequent manner.

TableNumber5.24 ResultsofIndependentSamplesKruskal-WallisTest				
	Null Hypothesis	Test	Sig.	Decision
01	The distribution of Comp_total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.003	Reject the null hypothesis.
02	The distribution of COMP_HR_Total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
03	The distribution of TA_Total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.020	Reject the null hypothesis.
04	The distribution of TR_Total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.002	Reject the null hypothesis.
05	The distribution of TD_Total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.067	Retain the null hypothesis.
06	The distribution of COMP_Appl_total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.000	Reject the null hypothesis.
07	The distribution of TM_Total is the same across categories of level of designation.	Independent-Samples Kruskal-Wallis Test	.013	Reject the null hypothesis.
Note: .** Difference is significant at .05 level				

The study employed the Kruskal-Wallis Test to examine the null hypothesis that posits the absence of a significant difference in the level of designation and their opinion towards Total Competencies (Managerial Competencies, Technical Competencies, and Behavioural Competencies), Competency-based HR functions, Talent Management, Talent Acquisition, Talent Development, and Talent Retention among a sample of selected employees from four major sectors of the manufacturing industry in the state of Gujarat. The Kruskal-Wallis H test yielded the rejection of all null hypotheses, with the exception of the relationship between talent development practices and level of designation.

Table 5.24 revealed that a disparity existed in the designation level and other chosen variables among the employees selected for this research study across four major sectors of Gujarat's manufacturing industry. Statistical analysis was conducted to determine the significance of the observed differences at a level of 0.05. The study examines the varying perspectives of employees across different levels of designation in four major sectors of Gujarat's manufacturing industry with respect to competencies, competency-based HR functions, and talent management practices within their respective organizations.

The study employed a Post Hoc Test to discern variations in the level of designation and their perspectives on Total Competencies, including Managerial Competencies, Technical Competencies, and Behavioral Competencies. Additionally, the research examines Competency-based HR functions, Talent Management, Talent Acquisition, Talent Development, and Talent Retention among a sample of selected employees from four prominent sectors of the manufacturing industry in the state of Gujarat.

5.8.1: Post Hoc Test to Identify Differences in Level of designation & their views for Total Competencies(Managerial Competencies, technical Competencies, Behavioral Competencies), Competency based HR functions, Talent Management, talent Acquisition, Talent Development & talent Retention of selected employees of four key sectors of the manufacturing industry of Gujarat state

Table 5.25 presents the outcomes of the Post Hoc Test that was utilized to discern variations in the mean rank score of employees' designation levels based on their Total Competencies (managerial, technical, and behavioural) across four prominent sectors in the manufacturing industry of Gujarat.

Table Number: 5.25:
Designation-wise Differences in the responses towards Total Competencies (managerial, Technical &behavioural Competencies) of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean Rank Score	The difference in Mean Value	Std. Error	Std. Test Statistic	Sig.	Adj. Sig
Middle level -Lower level	252.34-243.79	8.541	20.649	0.414	.679	1.000
Top Level -Lower level	295.46-243.79	51.665	19.481	2.652	.008	.024**
Top Level -Middle level	295.46-252.34-	43.123	14.987	2.877	.004	.012**

Note:.**Differenceis significantat.05level(2-Sidedtests)
The significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

According to Table 5.25, there exists a variation in the perception of overall competencies among the chosen employees based on their respective levels of designation. The researcher utilized the post hoc test, specifically the pair-wise comparison, to evaluate the distinctions among various groups of designations and their respective perceptions of the Total Competencies in the study.

The outcomes of the pair-wise comparison have revealed significant variations in the viewpoints of top-level and lower-level employees, as well as top-level and middle-level employees, regarding competencies. The highest level of employees exhibits a proficient comprehension and effective execution of competencies, as evidenced by Top Management's superior mean rank score in comparison to the other two levels.

The outcome of the post hoc analysis yields the formation of two distinct groups. The top management possesses a favourable position to comprehend and execute diverse competencies, whereas the other group comprises middle and lower-level employees who must exert additional efforts to grasp and implement competencies within the organization. The most significant disparity in mean rank was observed between Top Level and Lower Level management, highlighting the stark contrast between the two. Top Level management was found to be more involved in all competencies, while Lower Level management tends to focus primarily on technical competencies.

Table Number: 5.26:
Designation-wise Differences in the responses for Competency Based HR Functions of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Middle level -Lower level	230.10-274.50	-44.401	20.606	-2.155	.031	.094
Top Level -Middle level	301.60-230.10	71.505	15.015	4.762	.000	.000**
Top Level – Lower level	301.60-274.50	27.104	19.431	1.395	.163	.489

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

Table 5.26 presents the findings of the differences in Competency-based HR functions across various companies based on their respective designations. The Kruskal-Wallis H test has yielded a rejection of the null hypothesis, which posits that the distribution of Competency-Based HR Functions remains constant across various categories of level of designation.

Consequently, the researcher conducted a post hoc analysis to identify the distinctions within the designated group. Consequently, it can be inferred that there exist divergent perspectives between top-level and middle-level employees with respect to the implementation of Competency-based Human Resource functions. Due to their substantial disparity in the mean rank score and attainment of a statistically significant p-value following Bonferroni correction for multiple tests, they stand out prominently. The outcome yielded a dichotomy between employees with Top Level designations and those occupying middle and lower-level positions. The results indicate that the top-level employees possess a higher mean rank score, suggesting that they are better positioned to apply and implement Competency-based HR functions.

Notably, a significant difference exists between the top and middle levels, indicating that there are divergent views regarding the application and implementation of Competency-based HR functions in this group. The study provided an evidence that top management was more involved in the development and implementation of policies and practices related to human resources, particularly in the area of competency-based functions, compared to lower and middle management levels.

Table Number: 5.27:
Designation-wise Differences in the responses for Talent Acquisition of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Middle level -Lower level	246.88-286.66	-39.822	20.543	-1.938	.053	.158
Top Level -Middle level	286.66-246.88	40.041	14.970	2.675	.007	.022**
Top Level – Lower level	286.88-286.66	.219	19.372	.011	.991	1.000

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

The findings of Table 5.27 indicated the disparities in viewpoints regarding Talent Acquisition based on level of designation. The post hoc analysis revealed that there exists a significant difference in viewpoints between the Top Management and middle-level management. This difference was found the most prominent and significant at the 0.05 level, as determined by the Bonferroni correction for multiple tests.

The uppermost tier of management exhibited the highest mean rank score, while the lower tiers of management demonstrate comparable mean rank scores, with a marginal difference of 0.219. The outcome showed a dichotomy of two distinct cohorts, namely the upper and lower group of management and the intermediate tier of management. Regarding talent acquisition, the practices are primarily determined by top management, who establish policies and programs for acquiring talent, while lower-level management is primarily focused on acquiring higher positions within the organization. The impact of these practices is more pronounced on both parties as compared to the intermediate level of management, which tends to prioritize organizational talent development practices.

Table Number: 5.28:
Designation-wise Differences in the responses for Talent retention of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Middle level -Lower level	242.32-270.62	-28.295	20.506	-1.380	.168	.503
Top Level -Middle level	294.80-242.32	52.483	14.943	3.512	.000	.001**
Top Level – Lower level	294.80-270.62	24.188	19.337	1.251	.211	.633

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

Table 5.28 presents the variation in responses towards talent retention practices within the organization based on job designation. The findings indicate a substantial disparity between top-level and middle-level management, as evidenced by a mean rank difference value of approximately 52, which is statistically significant at the 0.05 level. The outcome yields two distinct categories, one of which exhibits a preference for the most effective talent retention strategies, while the other is characterized by an optimal level of such practices. The senior leadership team is responsible for identifying and approving talent retention strategies within the organization. The individual's inclination towards retention strategies has a significant impact on the functioning of the organization.

The ability to retain talent is contingent upon the level of designation, as alterations in designation levels require corresponding adjustments in retention tactics. The retention of human resources is a pivotal element in the attainment of success for a business or organization. The workforce is commonly acknowledged as the most valuable resource of an organization, and the value of this resource tends to increase over a period of time. Employee retention is a pivotal approach to safeguarding valuable human resources and cultivating a positive employer-employee relationship. The tactics utilized to maintain employee retention are contingent upon the hierarchical position of the employees. The relative importance of the Diwali bonus in cash is contingent upon the hierarchical position of the recipient, as lower-level managers tend to attach greater significance to it, whereas higher-level managers tend to view a holiday vacation as a more esteemed form of remuneration in comparison to a cash bonus. The study's post hoc result indicated that top management involvement must be prioritized over the other two levels in determining all retention-related policies.

Table Number: 5.29:
Designation-wise Differences in the responses for Talent Management practices of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Middle level -Lower level	277.05-246.21	-30.840	20.632	-1.495	.135	.405
Top Level -Middle level	290.21-246.21	44.066	15.034	2.931	.003	.010**
Top Level – Lower level	290.21-277.05	13.225	19.456	.680	.497	1.000

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

The findings of the Post Hoc analysis for discrepancies in viewpoints regarding Talent Management practices among various designations in companies are presented in Table 5.29. The outcome of the Independent-Samples Kruskal-Wallis Test highlights the rejection of the null hypothesis that posits the equivalence of the distribution of Talent Management practices across various categories of designation levels. Consequently, a Post Hoc analysis is conducted to ascertain additional distinctions among the various groups based on their positions.

The study's pair-wise comparison revealed that the greatest disparity in perspectives is observed between Top Management and Middle Management, as evidenced by the highest difference in mean rank score and statistical significance at the 0.05 level. The findings suggest the existence of two distinct groups, one exhibiting a greater degree of interest in the establishment and execution of talent management strategies, while the other group displays a comparatively lower level of concern in this regard. The initial group comprised both upper and lower management, with the former being primarily focused on the development and establishment of Talent Management Practices, while the latter places greater emphasis on their execution.

TableNumber5.30
ResultsofIndependentSamplesKruskal-WallisTest

	Null Hypothesis	Test	Sig.	Decision
01	The distribution of TA_Total is the same across categories of Key Industry .	Independent-Samples Kruskal-Wallis Test	.032	Reject the null hypothesis.
02	The distribution of TR_Total is the same across categories of Key Industry .	Independent-Samples Kruskal-Wallis Test	.013	Reject the null hypothesis.
03	The distribution of TD_Total is the same across categories of Key Industry .	Independent-Samples Kruskal-Wallis Test	.164	Retain the null hypothesis.
04	The distribution of TM_Total is the same across categories of Key Industry .	Independent-Samples Kruskal-Wallis Test	.039	Reject the null hypothesis.
Note: .** Difference is significant at .05 level				

Table 5.30 displays the outcome of the hypothesis examination carried out using the Independent-Samples Kruskal-Wallis Test.

An endeavour was undertaken to investigate the variances in viewpoints pertaining to Talent Management functions, namely Talent Acquisition, Talent Development, and Talent Retention, among the chosen companies operating in the manufacturing sector of the Gujarat State. The researcher has focused on four primary sectors within the manufacturing industry of Gujarat State, namely the Agro& Food Processing Industry, Oil & Gas, Pharmaceuticals & Biotechnology, and Chemical & Petrochemical industry.

The Independent-Samples Kruskal-Wallis test was utilized to examine the hypothesis that there is no statistically significant difference between the opinions of selected employees from four key sectors of the manufacturing industry in Gujarat state regarding Talent Management, Talent Acquisition, Talent Development, and Talent Retention practices. The Kruskal-Wallis H test yielded the rejection of all null hypotheses, with the exception of the null hypothesis pertaining to talent development practices and key sectors of the manufacturing industry. The findings indicated that there was a discernible difference in at least one of the practices pertaining to the major dependent variables across all the key industries.

Table Number: 5.31:
Industry-wise Differences in the responses for Talent Acquisition of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Chemical & Petrochemical industry - Pharmaceuticals & biotechnology Industry	260.35-241.27	19.080	20.789	.918	.359	1.000
Agro& Food Processing Industry - Chemical & Petrochemical industry-	282.93-241.27	41.654	20.402	2.042	.041	.247
Oil & Gas Industry - Chemical & Petrochemical industry	296.82-241.27	55.548	20.734	2.679	.007	.044**
Pharmaceuticals & biotechnology Industry -Agro& Food Processing Industry	282.93-260.35	22.573	18.001	1.254	.210	1.000
Oil & Gas Industry - Pharmaceuticals & biotechnology Industry	296.82-260.82	36.468	18.375	1.985	.047	.283
Agro& Food Processing Industry - Oil & Gas Industry	282. 93-296.82	-13.895	17.937	-.775	.439	1.000

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

Table 5.31 displays the outcomes of a Post hoc Analysis, which involves a pair-wise comparison of the opinions of employees in four major industries regarding talent acquisition practices.

The findings indicate that the oil and gas industry has a superior standing in terms of talent acquisition policies and practices implementation, as evidenced by its highest mean rank score in comparison to the other three industries. The outcome generated a dichotomy of two distinct groups. One group exhibited strong Talent Acquisition practices in the oil & gas Industry and Agroo and Food Processing Industry, while the other group demonstrated a need for improvement in their implementation of Talent Acquisition strategies, particularly in the pharmaceutical & biotechnology industry and the Chemical & petrochemical Industry.

The findings demonstrated a significant variance in the utilization and execution of talent acquisition strategies, particularly between the oil and gas sector and the petrochemical industry. One group exhibited the highest mean rank score, while the other group displayed the lowest. The observed disparity was found statistically significant at the 0.05 level, indicating that the perspectives of these two industries are situated at opposite ends of the spectrum.

Table Number: 5.32:
Industry-wise Differences in the responses for Talent Retention of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Chemical & Petrochemical industry - Pharmaceuticals & biotechnology Industry	250.66-257.45	6.789	20.752	.327	.744	1.000
Agro& Food Processing Industry -Chemical & Petrochemical industry-	269.64-250.66	18.984	20.366	.932	.351	1.000
Oil & Gas Industry - Chemical & Petrochemical industry	308.14-250.66	57.476	20.696	2.777	.005	.033**
Agro& Food Processing Industry-Pharmaceuticals & biotechnology Industry	269.64-257.45	12.195	17.969	.679	.497	1.000
Oil & Gas Industry - Pharmaceuticals & biotechnology Industry	308.14-257.45	50.688	18.342	2.763	.006	.034**
Agro& Food Processing Industry -Oil & Gas Industry	269.64-308.14	-38.492	17.904	-2.150	.032	.189

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

Table 5.32 presents a comparison of talent retention practices across various industries. According to the post hoc analysis, the Oil & Gas industry has achieved a high level of application and implementation of Talent Retention practices, as evidenced by its highest mean rank score.

In contrast, the other three industries are not as well-positioned to implement Talent Retention practices within their organizations. The findings of the research indicate a noteworthy contrast between the oil and gas sector and the pharmaceutical and biotechnology sector, as well as between the oil and gas sector and the chemical and petrochemical sector. This contrast highlighted the significant divergence in the perspectives of employees across these industries.

The study's outcome generated two distinct groups, one comprising the Oil and Gas sector and the other group encompassing the remaining three industries. The initial cluster exhibits favourable circumstances for talent retention practices, whereas the remaining triad necessitates enhancement and concentrated endeavours to attain a superior standing in this regard.

Table Number: 5.33:
Industry-wise Differences in the responses for Talent Management practices of Employees from four key Sectors of the manufacturing industry of Gujarat

Selected Level of Designation	Mean RankScore	The difference inMeanValue	Std.Error	Std. TestStatistic	Sig.	Adj.Sig
Pharmaceuticals & biotechnology Industry-Chemical & Petrochemical industry	259.06-243.33	15.729	20.879	.753	.451	1.000
Agro& Food Processing Industry -Chemical & Petrochemical industry-	283.29-243.33	39.964	20.491	1.950	.051	.307
Oil & Gas Industry - Chemical & Petrochemical industry	296.38-243.33	53.048	20.823	2.548	.011	.065
Agro& Food Processing Industry-Pharmaceuticals & biotechnology Industry	283.29-259.06	24.235	18.079	1.341	.180	1.000
Oil & Gas Industry - Pharmaceuticals & biotechnology Industry	296.38-259.06	37.319	18.455	2.022	.043	.259
Agro& Food Processing Industry -Oil & Gas Industry	283.29-296.38	-13.084	18.014	-.726	.468	1.000

Note:.**Differenceis significantat.05level(2-Sidedtests)
Significancevaluehasbeen adjusted bytheBonferronicorrectionformultipletests

Table 5.33 displays the findings of a Post hoc Analysis, which involved conducting a pair-wise comparison of the opinions of employees in four major industries regarding Talent Management practices.

The findings indicated that companies in the oil and gas industry that have implemented talent management policies and practices are better positioned, as evidenced by their higher mean rank score. The agro and food processing industry exhibits similar patterns to those observed in the oil and gas industry.

The outcome generated a pair of cohorts. The findings suggested that the oil and gas industry, as well as the agro and food processing industry, are well-positioned in terms of their talent management practices. Conversely, the pharmaceutical and biotechnology industry, as well as the chemical and petrochemical industry, require improvement in their efforts to apply and implement talent management practices. The findings demonstrated that the most significant variance in the utilization and execution of talent acquisition strategies is observed between the oil and gas sector and the petrochemical industry. One group exhibited the highest mean rank score, while the other group demonstrated the lowest.

5.8.1.1: Implications of the Findings:

The findings from the Kruskal-Wallis test in this study have several implications for the manufacturing industry in the state of Gujarat, particularly in relation to competencies, competency-based HR functions, talent management practices, and talent acquisition. Let's explore the implications of each of these findings:

Competencies and Designation Levels: The significant differences in perceptions of competencies among employees at different levels of designation suggest that there is a need for targeted training and development programs. Top-level employees seem to have a better understanding and implementation of competencies compared to middle and lower-level employees. This implies that organizations should invest in competency development programs to bridge the gap between different employee tiers. Fostering a culture of continuous learning and skill development can enhance overall organizational performance.

Competency-based HR Functions: The variation in perspectives on competency-based HR functions between top-level and middle-level employees indicates the need for better alignment and communication between different management tiers. Top-level employees seem to have a more comprehensive grasp of competency-based HR practices, which might lead to more effective HR policies and practices. Bridging this gap can lead to improved talent management and better utilization of HR functions across the organization.

Talent Acquisition: The disparities in viewpoints regarding talent acquisition based on designation levels highlight the importance of top management's involvement in talent acquisition strategies.

Since top-level employees are primarily responsible for setting talent acquisition policies and programs, it is crucial that they stay up-to-date with industry trends and best practices to attract and retain top talent. Middle and lower-level employees, on the other hand, play a significant role in implementing talent acquisition initiatives and should be adequately equipped to identify and hire suitable candidates.

Talent Development and Retention: Though not mentioned explicitly in the results, talent development and retention are closely linked to competencies and HR functions. Organizations should consider the findings related to competencies and HR functions to design effective talent development and retention strategies. Providing growth opportunities, mentorship programs, and clear career paths can help in retaining skilled employees and fostering a talent-driven organizational culture.

Designation-Specific Talent Retention Strategies: The substantial disparity between top-level and middle-level management in talent retention practices underscores the need for organizations to develop designation-specific strategies. Tailoring retention tactics according to the hierarchical position of employees can enhance their effectiveness and align with the unique needs and preferences of each group.

Senior Leadership's Role in Talent Retention: The study's findings highlight the importance of the senior leadership team in identifying and approving talent retention strategies. Organizations should prioritize the involvement of top management in shaping retention policies to ensure their successful implementation and alignment with overall business goals.

Industry-Based Talent Management Approaches: The research reveals significant differences in talent acquisition and retention practices across industries. As such, organizations should adopt industry-based talent management approaches, taking into account the specific dynamics and requirements of their respective sectors to stay competitive in attracting and retaining skilled professionals.

Emphasizing Talent Acquisition in Certain Industries: The oil and gas industry's superior standing in talent acquisition policies and practices suggests that other industries, such as pharmaceutical and biotechnology and chemical and petrochemical, could benefit from placing a greater focus on their talent acquisition efforts. Improving talent acquisition strategies can positively impact an organization's ability to attract and retain high-quality employees.

Strengthening Talent Retention in Challenged Industries: While the oil and gas industry and agro and food processing industry exhibit strong talent retention practices, the pharmaceutical and biotechnology industry and chemical and petrochemical industry require improvement in this area. These industries should prioritize efforts to enhance their talent retention practices to safeguard valuable human resources and improve overall organizational performance.

Strategic Organizational Planning: The study's insights can inform strategic organizational planning, particularly in terms of talent management. By understanding the existing disparities in talent retention and acquisition practices, organizations can develop targeted action plans to address challenges and build on strengths, fostering a more robust talent management ecosystem.

Long-Term Talent Investment: Recognizing the value of human resources as the most valuable organizational asset, the study underscores the importance of long-term talent investment. Organizations must prioritize employee retention and development initiatives to build lasting relationships with employees, leading to increased job satisfaction, productivity, and overall organizational success.

Data-Driven Decision-Making: The use of statistical analyses, such as the Kruskal-Wallis Test and post hoc analysis, emphasizes the significance of data-driven decision-making in talent management. Organizations should rely on rigorous data analysis to inform talent-related policies and practices, optimizing their human resource management strategies.

Organizational Performance and Succession Planning: The disparities in competencies and talent management practices across different designation levels may have implications for organizational performance and succession planning. Identifying high-potential employees at various levels and investing in their development can create a pipeline of future leaders, ensuring the organization's sustainability and growth.

In conclusion, the Kruskal-Wallis test findings highlight the importance of addressing disparities in competencies, HR functions, talent management, and talent acquisition across different designation levels in the manufacturing industry. By understanding these differences and taking appropriate actions, organizations can enhance their overall performance, create a more harmonious work environment, and foster a culture of continuous learning and development. Overall, the findings underscore the importance of talent retention and management practices, the role of senior leadership in shaping these strategies, and the need to tailor approaches based on job designations and industry dynamics. Organizations can leverage these insights to create more effective and targeted talent management strategies, ultimately enhancing their competitiveness and sustainability in the ever-evolving business landscape.

5.9: Findings of Structure Equation Modeling using Smart PLS

Structural Equation Modeling (SEM) is a statistical technique that involves estimating interdependent relationships among multiple constructs. These constructs are typically represented by a set of measurable variables and are integrated into a comprehensive model.

The present approach integrates Factor analysis and multiple regression analysis to investigate the structural association between observed variables and underlying constructs. In contrast to regression analysis, Structural Equation Modeling (SEM) has the ability to accommodate multiple dependent variables within a single model.

The objective of the study was to construct a Structure Equation Model by integrating seven distinct constructs, namely competency, competency-based HR functions, competency-based applications, talent acquisition, talent development, talent retention, and talent management.

The present document presents the results of the measurement model and the development of a structured equation model.

The Structural Equation Modeling (SEM) was constructed utilizing the PLS-4 software, which is recognized for its intelligent capabilities. The evaluation of the outcomes obtained through Partial Least Squares Structural Equation Modeling (PLS-SEM) is conducted in a two-fold manner.

The initial stage involves an analysis of the "measurement model." If the measurement model evaluation has yielded satisfactory results, the researcher proceeds to the subsequent stage, which involves the evaluation of the structural equation model. (Ketchen, 2013)The initial stage of assessment involves the evaluation of the Measurement model. This is conducted on an outer model of the conceptual model to assess the relationship between the construct and its antecedents, also known as items. On the other hand, the subsequent stage will evaluate the relationship between the Constructs. The subsequent phase involves ascertaining the significance and connotation of the associations among the constructs and validating conjectures.

In structural equation modeling (SEM), it is imperative to scrutinize the factor loading, composite reliability, convergent validity, construct reliability, and discriminate Validity. Factor loading is a metric that quantifies the magnitude of the association between the statements (inquiries posed to respondents) and the underlying factor being measured. When the loadings exceed 0.70, it indicates that the concept exhibits a variation of over 50 percent. (J. F. Hair, Risher, et al., 2018)

After verifying the Reflective Indicator loadings, the "Internal Consistency Reliability" will be evaluated through the application of Jöreskog's "Composite Reliability." Within the context of exploratory research, it is generally accepted that composite reliability scores ranging from 0.60 to 0.70 are deemed acceptable, whereas values that fall between 0.70 and 0.95 are considered to be indicative of satisfactory to good reliability. Values exceeding 0.95 are deemed problematic as they suggest redundancy in the statements, leading to inflated correlations among the error terms of the indicators. This can result in undesirable response patterns, such as straight-lining and inflated correlations among the error terms of the indicators.(Diamantopoulos et al., 2012)

The subsequent step involves scrutinizing SEM is evaluating its " Construct reliability." The assessment of "Construct reliability" is conducted through the utilization of "Cronbach Alpha," which is a statistical measure that evaluates the "reliability or internal consistency of a set of scale or test statements." The reliability of a given measurement pertains to its consistency in measuring a concept(Taber, 2018). The Cronbach alpha value serves as a measure of internal consistency reliability for a scale. If the value exceeds 0.9, the scale is considered to be of excellent quality. In the range of 0.9 to 0.8, the scale is deemed good, while a value of 0.8 to 0.7 is considered acceptable. A Cronbach alpha value of 0.7 to 0.6 is regarded as questionable, while a value of 0.6 to 0.5 is considered poor. If the value is less than 0.5, the scale is deemed unacceptable.(George & Mallery, 2003)

Upon establishing the "Construct Reliability," an examination of the "Convergent Validity" of the constructs was conducted. Convergent validity is a measure of the degree to which a particular construct is consistent across its various indicators, as demonstrated by the amount of variance in statements that can be accounted for. In 2013, Ketchen utilized the Average Variance Extracted (AVE) to assess the convergent validity of statements associated with each concept. The AVE metric is computed as "the average of the squared factor loadings for all the manifest variables that are linked to a latent construct"(Ketchen, 2013). Adequate AVE is considered to be 0.50 or greater, which implies that the construct accounts for over 50percentof the variability in its statements on average. (J. F. Hair, Risher, et al., 2018)

The fourth stage involves the assessment of discriminant validity, which pertains to the extent to which a given construct is empirically distinct from other constructs within the structural model. The authors Fornell and Bookstein (1982) introduced the conventional metric and suggested evaluating the Average Variance Extracted (AVE) of each construct against the squared inter-construct correlation, which serves as an indicator of the extent of shared variance, for that particular construct and all other reflectively measured constructs in the structural model. The shared variance among all constructs in the model should not exceed their respective AVEs(Fornell & Bookstein, 1982). Recent research suggests that the Fornell-Larcker criteria exhibit suboptimal performance, particularly in cases where there is a slight alteration in the indicator loadings on a construct (e.g., when all indicator loadings fall within the range of 0.65 to 0.85). The study conducted by Hair and colleagues proposed the utilization of the heterotrait-monotrait ratio (HTMT) of the correlations as an substitute(J. Hair et al., 2017). The heterotrait-monotrait ratio (HTMT) is operationally defined as the arithmetic average of the inter-item correlations between constructs, normalized by the geometric mean of the average correlations among the items belonging to the same construct. Elevated HTMT readings give rise to concerns regarding discriminant validity(Henseler et al., 2015a).

A threshold of 0.90 has been established for structural models that feature components that are highly comparable in terms of their conceptual nature. When the HTMT score exceeds 0.90, it suggests the absence of discriminant validity.

It is recommended to use a lower and more prudent threshold value, such as 0.85, when dealing with constructions that are conceptually dissimilar. when dealing with constructions that are conceptually dissimilar. Incorporating bootstrapping techniques can be employed alongside the aforementioned guidelines to ascertain whether the HTMT metric significantly deviates from 1.00 (J. F. Hair, Ringle, et al., 2018)

5.9.1: Result of Measurement Model of the research study

Result of Reflective indicator loadings

Table Number:5.34
Findings of Reflective indicator loadings - Outer Loading Matrix of selected employees from four key sectors of the manufacturing industry in Gujarat.

Sr. No.	Selected Statements	Outer Loading Matrix					
		Competencies	Competency based HR	TA	TD	TR	Competency based Applications
01	Communication Skill	**0.024**					
02	Organisation Awareness & information seeker	0.858					
03	Interpersonal Skills, Relation building Skill	0.715					
04	Empathy, Influence & Persuasive	0.789					
05	Flexibility	0.840					
06	Learning	0.860					
07	Create your own Measure of Excellence & Quality Concern	0.742					
08	Initiative	0.755					
09	Competency based Recruitment		0.829				
10	Competency based Selection		0.822				
11	Competency based Training & Development		0.846				
12	Competency based Performance Appraisal & succession Planning		0.784				
13	Competency based Compensation		0.764				
14	Competency based HR policy		0.801				
15	Competency based Career development		0.570				
16	Competency analyses are made from starting right from induction so that employees don't think of leaving the job.			0.823			
17	The gap between Talent in place and Talent required is identified by competency in the organization; along with this priority is given at the time of interview to potential competent candidates when a vacancy arises.			0.868			

18	The linkage between competency and talent management results in Openness to change.			0.813			
19	Competency-based talent attraction leads to Hiring competent staff.			**0.333**			
20	Continuous Competency improvement practices followed for developing and sustaining talented people in the organization.				0.634		
21	Encouraging creativity, innovation & Employee friendly policies leads to better talent development.				**0.292**		
22	Employers regularly remind the importance of skills and competencies.				0.664		
23	Critical skills of employees are upgraded regularly by employers.				0.744		
24	Skill up-gradation and competency development is effective.				0.756		
25	Upgraded skills match the market demand.				0.801		
26	Individual or Group performance is recognized & rewarded with the help of competency analysis.					0.866	
27	Priority is always given in retaining all types of employees who have reasonable competency.					0.872	
28	Competency-based Talent management Encourage freedom to work.					0.813	
29	The majority of the people remain for a longer time in the organization.					**0.273**	
30	Competency-based training & Flexibility helps the organization to retain Talent in the organization.					**0.318**	
31	The progress I made in my competence development gives satisfaction Competency-based training & Flexibility helps the organization to retain Talent in the organization.						0.895
32	Continuous monitoring & feedback on the competencies are given to employees						0.907

Factor loading is a numerical indicator that gauges the degree of association between the statements (queries administered to respondents) and the underlying factor under scrutiny. When conducting Outer Loading Relevance Testing, it is recommended to remove reflective indicators with item loadings below 0.40 as they do not effectively explain the latent construct. If item loadings fall between 0.40 and 0.70, it is important to also consider the Average Variance Extracted (AVE) value. If the AVE value exceeds 0.50, it may be appropriate to retain items with loadings below 0.70. When the reflective indicators exhibit a value exceeding 0.70, it indicates that the associated concept manifests a variability exceeding 50 percent. J. F. Hair, Risher, and their colleagues in 2018,

The findings of the research revealed that most of the items exhibit outer loading values exceeding 0.70. However, a small number of items demonstrate values falling below 0.40. Specifically, the items Communication Skill, Talent Attraction practices-04, Talent Development practices-2, Talent Retention 04, and Talent Retention 05 were excluded from the analysis. Items with values ranging from 0.40 to 0.70 will be preserved due to their AVE values exceeding 0.50. Table 5.35 displays the AVE values outcome.

5.9.2.:Result of Construct reliability & validity

Table Number:5.35
Findings of Construct reliability &validity of selected employees from four key sectors of the manufacturing industry in Gujarat

SelectedConstructs	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Competencies	0.905	0.914	0.924	0.634
Competency based Applications	0.768	0.770	0.896	0.811
Competency based HR Functions	0.889	0.893	0.914	0.607
Talent Acquisition	0.898	0.913	0.930	0.768
Talent Development	0.877	0.942	0.896	0.594
Talent Retention	0.892	0.893	0.933	0.823

Table 5.35 presents the results of the examination of the composite reliability of the constructs, which ranged from 0.768 to 0.905. These findings indicate that the constructs exhibit strong internal consistency reliability. Furthermore, the scale exhibits no values exceeding 0.95, indicating the absence of redundancy concerns. The Competency exhibits a value of 0.905, indicating exceptional quality. In contrast to other constructs that exhibit a range of values between 0.8 to 0.9, Competency-based HR functions demonstrate a coefficient of 0.768, which is deemed acceptable according to the reference book "SPSS for Windows Step by Step: A simple guide and reference". (George & Mallery, 2003)

The present study assessed the "Convergent Validity" of the constructs by means of the Average Variance Extracted.

The construct's internal consistency is assessed by quantifying the proportion of variance in statements that can be explained, indicating the extent to which its indicators are coherent. An AVE value of 0.50 or higher is deemed sufficient. The findings of the research demonstrated that the AVE values exceed 0.50, indicating that the construct is responsible for more than 50percentof the variability in its statements on average.(Ketchen, 2013)

5.9.3: Result of Discriminant Validity

The Fornell and Larcker criterion is a highly conservative approach that is commonly recommended for assessing discriminant validity. The approach involves evaluating the AVE Value of each construct in relation to the Squared Inter-Construct Correlation, which serves as an indicator of the extent to which the construct shares variance with other constructs in the SEM(Fornell & Bookstein, 1982)

TableNumber:5.36: FindingsofFornell–LarckerTestofDiscriminantValidity

SelectedConstructs	Competency based Applications	Competencies	Competency based HR Functions	Talent Acquisition	Talent Development	Talent Retention
Competencies	**0.901**					
Competency based Applications	0.454	**0.796**				
Competency based HR Functions	0.628	0.628	**0.779**			
Talent Acquisition	0.412	0.435	0.61	**0.877**		
Talent Development	0.546	0.393	0.641	0.477	**0.771**	
Talent Retention	0.349	0.463	0.723	0.742	0.513	**0.907**

Table 5.36 displays the discriminant validity of the constructs. Based on the data presented in the table, it can be deduced that the square root of the average variance extracted (AVE) of the construct exhibited a higher value compared to its correlation with the other constructs. Thus, each construct within the research study exhibited distinct characteristics from one another.

The establishment of discriminant validity for a construct can also be achieved by means of cross-loadings. structural equation modeling analysis, certain statements within the construct exhibited greater significance compared to other constructs. (Ketchen, 2013) Discriminant validity is exhibited by a construct when its associated indicators consistently demonstrate high loadings.

TableNumber:5.37: FindingsofDiscriminantValidityoftheSelectedConstructsthroughCrossLoading						
Selected Statements	**COMP_Application**	**Competencies**	**Competency_Based_HR**	**TA**	**TD**	**TR**
BC1	0.165	**0.717**	0.355	0.322	0.242	0.365
BC2	0.255	**0.789**	0.426	0.307	0.289	0.402
COMP_Application1	**0.895**	0.413	0.548	0.346	0.437	0.266
COMP_Application2	**0.907**	0.405	0.582	0.396	0.544	0.36
COMP_HR4	0.412	0.456	**0.786**	0.512	0.572	0.603
COMP_HR5	0.303	0.395	**0.767**	0.539	0.481	0.729
COMP_HR6	0.387	0.435	**0.803**	0.576	0.508	0.742
COMP_HR7	0.692	0.467	**0.566**	0.385	0.445	0.302
COM_HR1	0.569	0.592	**0.828**	0.426	0.502	0.499
COM_HR2	0.56	0.558	**0.821**	0.423	0.475	0.486
COM_HR3	0.543	0.521	**0.845**	0.434	0.498	0.519
MC2	0.303	**0.86**	0.428	0.37	0.266	0.377
TALENT_Acquisition_1	0.32	0.401	0.604	**0.835**	0.443	0.792
TALENT_DEVELOPEMENT_3	0.245	0.143	0.191	0.181	**0.668**	0.159
TALENT_DEVELOPEMENT_4	0.34	0.166	0.275	0.213	**0.754**	0.203
TALENT_DEVELOPEMENT_5	0.423	0.19	0.3	0.286	**0.763**	0.255
TALENT_DEVELOPEMENT_6	0.449	0.215	0.365	0.294	**0.808**	0.277
TALENT_DEVELOPMENT_1	0.393	0.436	0.747	0.479	**0.64**	0.606
TALENT_RETENTION_1	0.254	0.421	0.654	0.598	0.441	**0.895**
TA_Acquisition_2	0.363	0.371	0.482	**0.873**	0.4	0.551
TA_Acquisition_3	0.34	0.344	0.438	**0.816**	0.349	0.517
TAlent_Retention_2	0.319	0.416	0.642	0.752	0.452	**0.894**
TC1	0.313	**0.84**	0.479	0.347	0.301	0.4
TC2	0.332	**0.861**	0.437	0.349	0.275	0.326
TC3	0.499	**0.741**	0.6	0.324	0.337	0.329
TC4	0.499	**0.753**	0.629	0.38	0.405	0.376
Note: Comp_Application= Competency based Application, TA= Talent Acquisition, TD= Talent Development, TR= Talent retention, MC= Managerial Competencies, TC= Technical Competencies, BC= Behaviorial Competency, Comp_HR= Competency based HR Functions						

According to recent studies, the Fornell-Larcker criteria demonstrate inadequate performance, particularly when there is a minor modification in the indicator loadings on a construct.(Henseler et al., 2015b). The research was carried out utilizing heterotrait-monotrait ratio (HTMT) analysis in order to achieve greater precision in the findings.

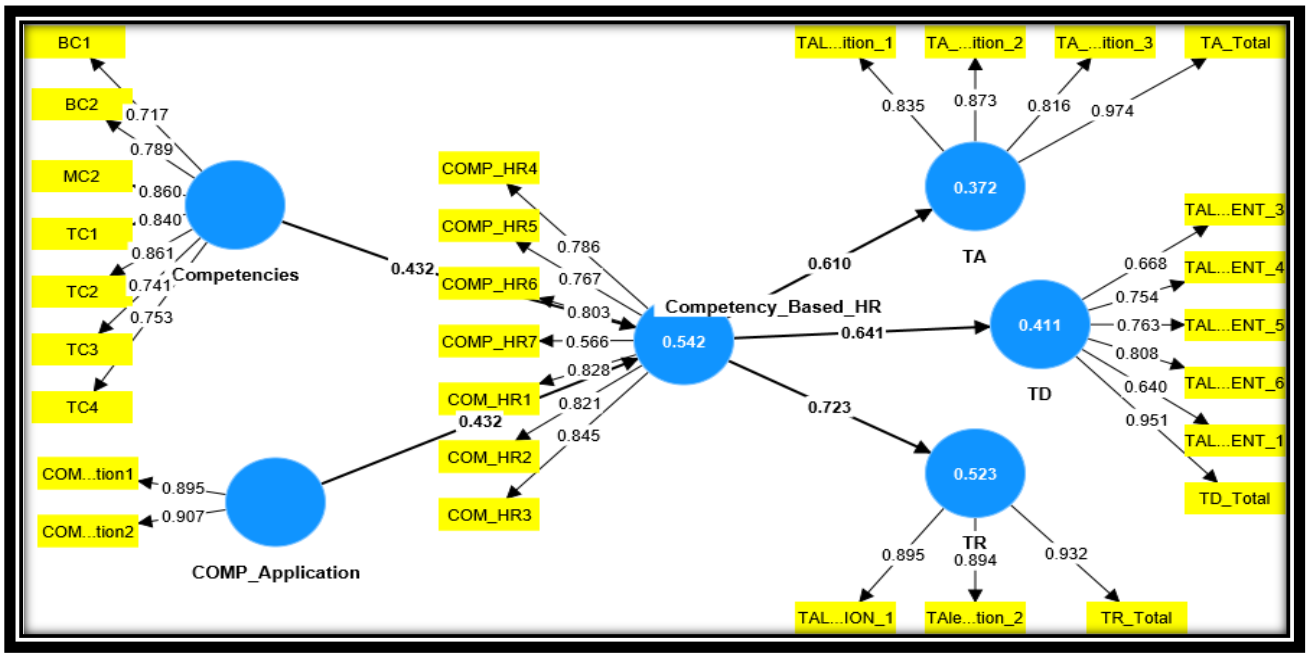
TableNumber:5.38: FindingsofDiscriminantValidityoftheSelectedConstructsthroughCrossLoading	
SelectedConstructs	**Heterotrait-monotrait ratio (HTMT)**
Competencies <->COMP_Application	**0.508**
Competency_Based_HR<->COMP_Application	**0.774**
Competency_Based_HR<-> Competencies	**0.674**
TA <->COMP_Application	**0.496**
TA <-> Competencies	**0.474**
TA <->Competency_Based_HR	**0.671**
TD <->COMP_Application	**0.613**
TD <-> Competencies	**0.344**
TD <->Competency_Based_HR	**0.585**
TD <-> TA	**0.449**
TR <->COMP_Application	**0.419**
TR <-> Competencies	**0.513**
TR <->Competency_Based_HR	**0.804**
TR <-> TA	**0.815**
TR <-> TD	**0.462**
Note: Comp_Application= Competency based Application, TA= Talent Acquisition, TD= Talent Development, TR= Talent retention, MC= Managerial Competencies, TC= Technical Competencies, BC= Behaviorial Competency, Comp_HR= Competency based HR Functions	

Given the conceptual dissimilarity of the constructs under consideration in the study, the researcher selected a threshold limit of 0.85. The study's results indicate that the values of the selected constructs are less than 0.85. This result confirms that the selected constructs have distinguishing properties and lends credibility to the assumption that the construct has discriminant validity. (Henseler et al., 2015b)

The Measurement model's results confirmed the construct's reliability and validity. A prediction model was created. The researcher's lower-level measurement model for the study is shown in Figure 5.1, along with the accompanying data.

Figure Number: 5.1

Results of Measurement Model Assessment–Lower Level Model



The result of Measurement model proved the Reliability & validity of the construct, a model was constructed for prediction. Figure Number 5.1 showcases the Result of measurement model- Lower Level Model developed by the researcher for the study.

5.9.4 Assessing structural models

Evaluating common method bias of the research study:

Prior to evaluating the structural associations, it is imperative to conduct an examination of collinearity to ensure that it does not introduce any bias into the regression outcomes. The full collinearity test was introduced by Kock as a comprehensive approach to evaluating collinearity concurrently. The researcher generated a random variable for each variable and subsequently conducted an analysis of this variable in conjunction with other variables using Smart PLS.-4. Variance inflation factors (VIFs) are computed for each latent variable present in a given model. It has been suggested that the presence of a Variance Inflation Factor (VIF) exceeding 3.3 may serve as an indicator of collinearity, as well as a potential indication of common method bias in a given model.

As a result, it can be concluded that if the inner variance inflation factors (VIFs) derived from a thorough collinearity investigation are equal to or less than 3.3, the model is free of Common method bias.(Kock, 2015)

Table 5.39 displays the Variance Inflation Factors (VIFs) acquired for each of the latent variables in conjunction with the random variables. The Full Collinearity test outcome indicates that the study findings are devoid of Common Method Bias. This indicates that the participants had comprehended the inquiries accurately and provided responses that were not influenced by similar figures.

5.9.4.1 Result for Evaluating common method biases

TableNumber:5.39: FindingsofFull collinearity Statistics (VIF) With Random Variable	
SelectedConstructs	**VIF**
COMP_Application -> RANDOM	1.556
Competency -> RANDOM	1.018
Competency_based_HR -> RANDOM	1.219
TA -> RANDOM	1.314
TD -> RANDOM	1.227
TR -> RANDOM	1.434
Note: Comp_Application= Competency based Application, TA= Talent Acquisition, TD= Talent Development, TR= Talent retention, MC= Managerial Competencies, TC= Technical Competencies, BC= Behaviorial Competency, Comp_HR= Competency based HR Functions	

In the absence of collinearity, the subsequent course of action involves scrutinizing the R2 value of the endogenous construct(s). According to (Koppius, 2011), the R2 metric quantifies the amount of variance accounted for by the endogenous constructs, thereby serving as an indicator of the model's explanatory capacity. The coefficient of determination, denoted as R2, is commonly known as the measure of in-sample predictive ability. The coefficient of determination, denoted as R2, is a statistical measure that varies between 0 and 1, with larger values indicating a higher degree of explanatory power. According to (Henseler,2004), guidelines, R2 values of 0.75, 0.50, and 0.25 can be classified as substantial, moderate, and weak, respectively. Nevertheless, it is deemed acceptable. Moreover, the R2 value is contingent on the quantity of predictor variables utilized in the model, whereby an increase in the number of predictor variables results in a corresponding increase in the R2 value. Hence, it is imperative to construe R2 in conjunction with the study's context, taking into account the R2 metrics from analogous models and studies of comparable intricacy.

Excessively high R2 values may suggest that the model is overfitting the data. The complexity of the model results in overfitting of the sample's random noise, rather than accurately representing the entire population. It is probable that the identical model would not be applicable if implemented on a different sample extracted from the population.

The coefficient of determination (R2) is a metric that is exclusively associated with the dependent variables. The findings of the lower-level research study are limited to the four dependent variables, as the results only present data for these specific variables.

The Adjusted R2 is a revised metric for evaluating the coefficient of constructs. The issue of an increased R2 value resulting from an increase in either the independent variable or sample size has been addressed through the use of adjusted R2. The marginal disparity between R2 and adjusted R2 suggests that the research study does not incorporate any extraneous variables. The findings indicate that approximately 37percentof the independent variable accounts for explained theTalent Acquisition, while approximately 41percentexplained the Talent Development. Competency-based human resources and talent retention exhibit a favorable predictive capacity, with over 50percentof the independent variable being accounted for by these two constructs (Ketchen, 2013).

TableNumber:5.40:
FindingsofR-square & R-square adjusted

SelectedConstructs	R-square	R-square adjusted
Competency_Based_HR	0.542	0.54
TA	0.372	0.371
TD	0.411	0.41
TR	0.523	0.523

Note: Comp_HR= Competency based HR Functions TA= Talent Acquisition, TD= Talent Development, TR= Talent retention

The f2 effect size metric exhibits some degree of redundancy with respect to the magnitude of the path coefficients. The consistency of the predictor constructs' rank order in explaining a dependent construct within the structural model can be observed through the comparison of the path coefficients and the f2 effect sizes. This methodology facilitates the examination of the significance of constructs in elucidating specific endogenous latent constructs. In a structural model, the extent to which a predictor construct contributes to the R2 value of a target construct is analyzed. The R2 value is initially estimated using a specific predecessor construct. In the absence of the predecessor construct, the outcome exhibits a diminished R2 value.

The f2 effect size can be obtained by calculating the difference in R2 values between the model with the predecessor construct and the model without it. The f2 effect sizes of 0.02, 0.15, and 0.35 are conventionally classified as small, medium, and large, respectively. The findings suggested that the variables exhibit a robust effect size, as evidenced by a value exceeding 0.35(Cohen, 1988).

TableNumber:5.41: FindingsofF- Square	
SelectedConstructs	f-square
COMP_Application ->Competency_Based_HR	0.327
Competencies ->Competency_Based_HR	0.329
Competency_Based_HR -> TA	0.578
Competency_Based_HR -> TD	0.708
Competency_Based_HR -> TR	1.211
Note: Comp_HR= Competency based HR Functions TA= Talent Acquisition, TD= Talent Development, TR= Talent retention	

An additional approach to evaluate the predictive precision of the PLS path model is through the computation of the Q2 metric. The Q2 metric exhibits superior predictive precision in comparison to R2, which serves as a measure of the model's explanatory ability within the sample. The model's out-of-sample predictive power is not addressed in the statement. In response to this issue, (Shmueli et al., 2016)put forth a series of methodologies for making predictions outside of the sample. This involves constructing the model based on an analysis sample and assessing its ability to make predictions on a separate set of data, known as a holdout sample. The PLSpredict methodology produces predictions based on holdout samples in Partial Least Squares Structural Equation Modeling (PLS-SEM). As a general rule, in order to demonstrate the predictive accuracy of a structural model for a given endogenous construct, it is expected that the Q2 predict values associated with that construct will exceed zero. Typically, Q^2 values 0, 0.25, and 0.5 indicate low, moderate, and high levels of predictive significance for the PLS-path model. According to Hair and Sarstedt's publication in 2019

The findings of the research demonstrated that all values surpass zero, indicating that the model possesses a strong predictive capability. As a result, the model may be effectively employed to estimate Competency-based Talent management in various industries in future samples. (J. F. Hair & Sarstedt, 2019)

TableNumber:5.42: FindingsofQ²predict	
SelectedConstructs	Q²predict
COMP_HR4	0.249
COMP_HR5	0.139
COMP_HR6	0.216
COMP_HR7	0.391
COM_HR1	0.455
COM_HR2	0.422
COM_HR3	0.384
TALENT_Acquisition_1	0.173
TA_Acquisition_2	0.18
TA_Acquisition_3	0.156
TA_Total	0.226
TALENT_DEVELOPEMENT_3	0.042
TALENT_DEVELOPEMENT_4	0.082
TALENT_DEVELOPEMENT_5	0.127
TALENT_DEVELOPEMENT_6	0.15
TALENT_DEVELOPMENT_1	0.199
TD_Total	0.263
TALENT_RETENTION_1	0.146
TAlent_Retention_2	0.179
TR_Total	0.215
Note: Comp_HR= Competency based HR Functions TA= Talent Acquisition, TD= Talent Development, TR= Talent retention	

After establishing the model's ability to provide explanations and predictions, the subsequent step involves evaluating the statistical significance and relevance of the path coefficients. The explication of the path coefficients is analogous to that of the weights of the formative indicators. In order to evaluate the significance and values of path coefficients, it is necessary for researchers to conduct bootstrapping, which typically yields coefficients within the range of -1 to +1 (Nitzl, 2014).Assessing the standardized path coefficients holds significance in determining the presence of the postulated association within the data.

All of the studies under review presented the absolute values and significance levels, indicated by t-values or p-values, for the path relationships of all constructs, with the exception of the association between Competency & Talent Management. The aforementioned statement highlights the potential for mediation analysis, given the observed significant association between Competency and Competency-based HR Functions with Talent Acquisition, Talent Development, and Talent Retention, all of which constitute integral components of Talent management practices.

TableNumber5.43showstheresultsofRegressionappliedamongtheconstructs.

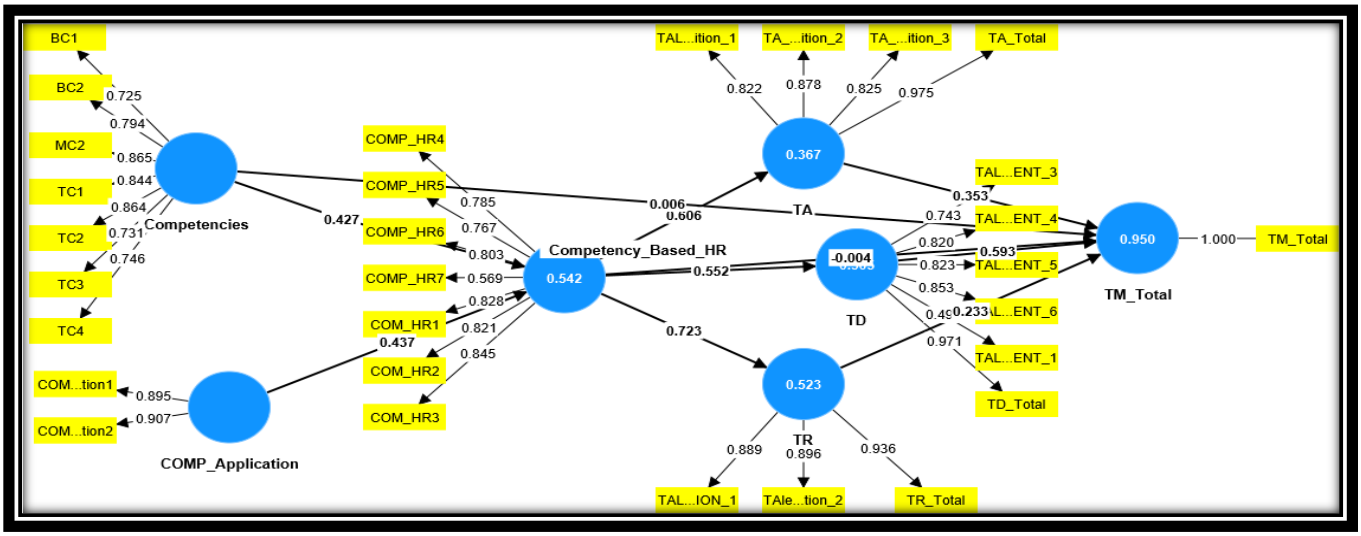
Table Number: 5.43:
Findings of Regression and Hypotheses Testing

Hypotheses	Testing of Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
H1	Competencies ->Competency_Based_HR	0.428	0.429	0.044	9.655	0.000**	Support
H2	COMP_Application ->Competency_Based_HR	0.438	0.437	0.043	10.145	0.000**	Support
H3	Competencies ->TM_Total	0.004	0.004	0.013	0.33	0.371	Reject
H4	Competency_Based_HR -> TA	0.606	0.606	0.033	18.4	0.000**	Support
H5	Competency_Based_HR -> TD	0.552	0.553	0.033	16.898	0.000**	Support
H6	Competency_Based_HR -> TR	0.722	0.723	0.024	29.828	0.000**	Support
H7	TA ->TM_Total	0.353	0.352	0.014	24.903	0.000**	Support
H8	TD ->TM_Total	0.592	0.593	0.016	37.467	0.000**	Support
H9	TR ->TM_Total	0.231	0.231	0.015	15.586	0.000**	Support

Note: Comp_HR= Competency based HR Functions TA= Talent Acquisition, TD= Talent Development, TR= Talent retention

Figure Number: 5.2

Results of Structural Model Assessment



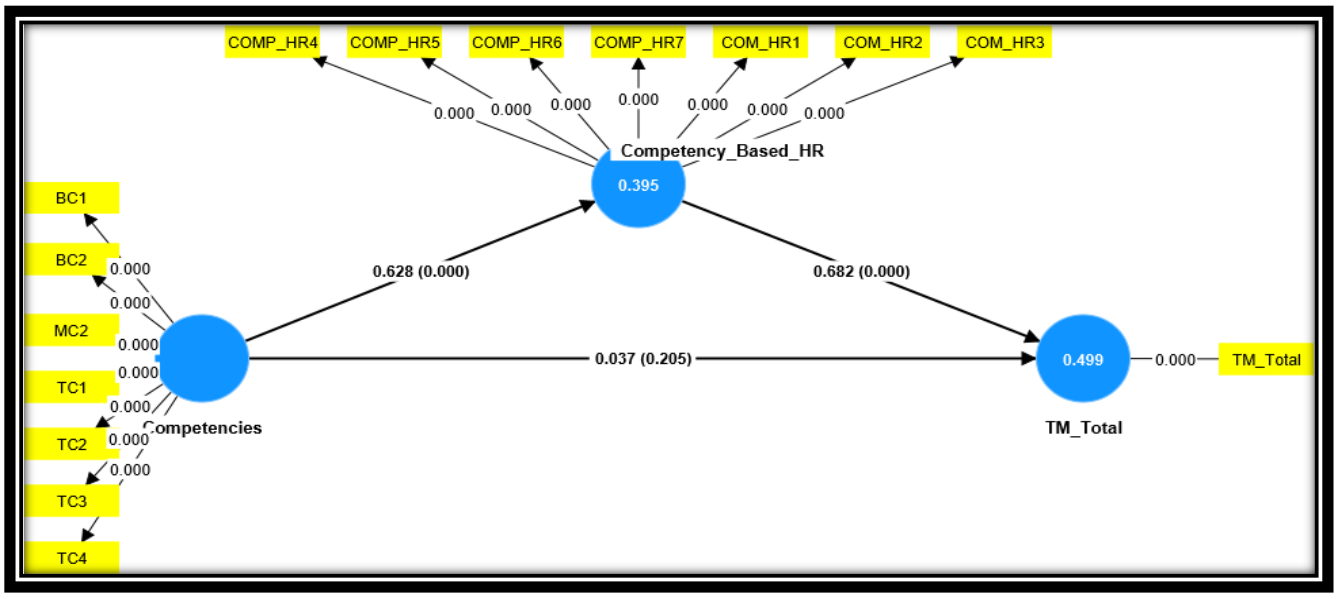
5.9.5: Result of Mediation Analysis

Table Number: 5.44: Mediation Analysis- Total Direct Effect result of Competency, Competency based HR functions & Talent Management					
Total direct Effects	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Competencies ->Competency_Based_HR	0.628	0.63	0.033	19.078	0.000**
Competencies ->TM_Total	0.037	0.037	0.045	0.824	0.205
Competency_Based_HR ->TM_Total	0.682	0.683	0.039	17.289	0.000**

Table Number: 5.45: Specific Indirect Effects					
Specific Indirect Effects	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
Competencies ->Competency_Based_HR ->TM_Total	0.429	0.43	0.031	14.042	0.000**

Figure Number: 5.3

Results of Mediation Analysis



The term "Mediation" was coined by Baron and Kenny in 1986. The authors posited that the most compelling evidence in support of mediation is observed when there exists an indirect effect without a direct effect, a phenomenon referred to as "full mediation." (Baron, 1986). The phenomenon of having both indirect and direct effects is commonly referred to as "partial mediation." Despite the fact that full mediation is considered the ideal standard, it has been noted that a significant number of articles conclude with the concept when all tests are conducted and reported appropriately(Zhao et al., 2010). The findings of the study suggested that while the direct effect of Competencies on Talent Management is not significant, there is evidence of full mediation through competency-based HR functions. This highlights the importance of prioritizing competency-based HR functions for organizations seeking to implement Talent Management practices.

5.9.6 Result of Importance Performance Analysis

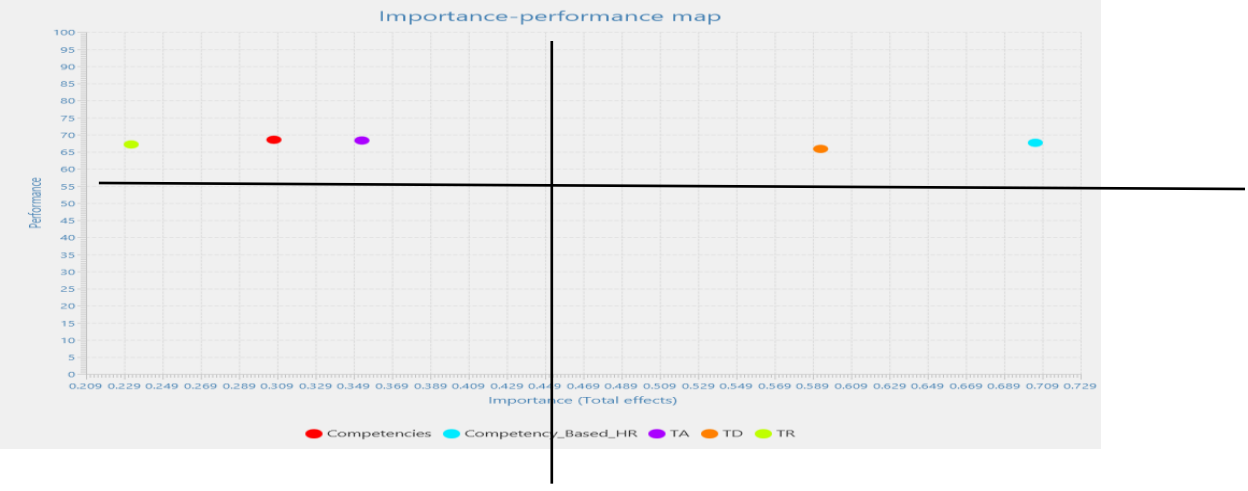
Table Number: 5.46:
Findings of Importance Performance MAP Analysis (IPMA)

Selected constructs	Importance	Performance
COMP_Application	0.308	69.744
Competencies	0.307	68.534
Competency_Based_HR	0.705	67.647
TA	0.353	68.322
TD	0.593	65.861
TR	0.233	67.16
Average	0.4165	67.878

Note: Comp_HR= Competency based HR Functions TA= Talent Acquisition, TD= Talent Development, TR= Talent retention

Figure Number: 5.4

Results of Importance Performance Map



Analogously, scholars have the ability to interpret the overall impact of a construct as the aggregate of its direct and indirect impacts. The aggregate of a model's products can be utilised as an input for conducting an importance-performance map analysis (IPMA). This approach enhances the conventional reporting of path coefficient estimates in partial least squares structural equation modeling (PLS-SEM) by introducing an additional dimension to the analysis that takes into account the mean values of the latent variable scores. To be more precise, the IPMA evaluates the comprehensive impacts of the structural model on a designated target construct by comparing it to the mean latent variable scores of the predecessors of this construct. (J. F. Hair & Sarstedt, 2019)According to the findings of the IPMA, the implementation of Talent Management practices is heavily reliant on Competency-based HR functions. However, the performance in this area is only average and requires improvement through the implementation of various policies and programs. Additionally, the research highlights that Talent development is a crucial aspect of Talent Management practices, yet its performance is currently below average. This ultimately highlights a deficiency in the implementation of appropriate talent development practices within the organisation. According to the survey results, the significance of certain constructs in the development of talent management within an organisation is comparatively lower.

5.9.7: The implication of Structure Equation Modeling:

The implications of the Structural Equation Modeling (SEM) results in this study are significant and provide valuable insights for the field of talent management and human resource management. Let's delve into the key implications:

Significant Relationships between Constructs: The study found strong and significant relationships between competency, competency-based HR functions, and talent management strategies. This highlights the importance of competency-based HR practices in facilitating effective talent management within an organization.

Mediation Study: The SEM results suggest that competency-based HR functions fully mediate the relationship between competency and talent management. This means that the influence of competency on talent management is channeled through competency-based HR functions. Understanding this mediation pathway is crucial for designing precise and efficient talent management procedures and policies.

Importance of Communication Skills: The findings indicate that communication skills are critical competencies for the growth of human resources in an organization. However, they might not have as much impact in the specific context of competency-based HR and talent management. This underscores the need to identify competencies relevant to specific talent management practices.

Convergent Validity and Discriminant Validity: The study demonstrates convergent validity, indicating that each construct effectively explains the variance of its elements and shows coherence among indicators.

It also exhibits discriminant validity, indicating that the chosen constructs are conceptually distinct from each other. These results validate the constructs used in the study.

Predictive Power of the Model: The high R2 values and effect sizes (f2) indicate that the conceptual model has strong predictive capabilities. This means that the model is effective in explaining and predicting talent management outcomes. Businesses and researchers can rely on this model to achieve success in talent management.

Importance-Performance Map: The Importance-Performance Map analysis reveals that competency-based HR functions play a crucial role in the adoption of talent management techniques. However, the actual performance in this area is average and needs improvement through policy initiatives. Similarly, talent development is identified as an essential component of talent management, but its current performance is subpar, indicating a need for improvement.

No Common Method Bias: The study's examination confirms that there is no common method bias, suggesting that respondents carefully read and responded to the questions. This enhances the reliability of the findings.

Model Theoretical Base: The study's theoretical base, established through SEM, provides a solid foundation for future research in the field of talent management and organizational behavior.

Overall, the implications of the Structural Equation Modeling in this study underscore the importance of competency-based HR functions in effective talent management. They offer practical guidance for organizations to develop precise talent management strategies and policies to enhance overall performance. Moreover, the strong predictive power of the model indicates its potential applicability in diverse industries and settings. However, it also highlights areas that need improvement, such as communication skills and talent development, to optimize talent management outcomes.

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