

## Annexure-01 Structured non disguised questionnaire

### WELCOME TO QUESTIONNAIRE

Sir/Madam,

I am, **Ms. PurviAvantilChavla**, an Assistant Professor have been working at the Faculty of Commerce ,The M.S University of Baroda. I am pursuing the Doctoral Programme and as a part of my research study, I need to conduct an employee survey for my research on the topic entitled "**Competency Management as a tool of Talent Management –A case study of selected companies in the Gujarat State**". I request you to spare your valuable time and fill up this questionnaire. I assure you that it is purely an academic exercise and the information provided by you would be kept strictly confidential.

Thanking you, I remain.

(Ms. PurviAvantilChavla)

- 1) Name of the employee (optional):
- 2) Department : \_\_\_\_\_
- 3) Designation : \_\_\_\_\_
- 4) Gender : Male  Female
- 5) Age: 18-24  25to 34  35 to 54  54 & above
- 6) Qualification : Under Graduate  Graduate  Post Graduate
- 7) Total years of experience in the current organization:  
0-1 Year  1-3 years  3-5 years  5 years and above
- 8) Have you ever heard of competence / competencies at the work place: Yes  No
- 9) If yes in what context: Recruitment  Selection  Training   
Performance Appraisal  Succession Planning  Career Planning
- 10) Does your organization list out competencies for each job:  
Always  Sometimes  Not Always
- 11) Who identifies the competencies:  
HR Manager  Department Head  Supervisors  Employees
- 12) Does your organization face talent shortage:  
Always  Sometimes  Not Always
- 13) Please put a (√) tick towards the awareness of following:

Sr. No.	Selected Criteria	I know about it.	My company has adopted it.	I Don't know
1	Competency			
2	Competencies based Human Resource Management			
3	Competency management			
4	Managerial Competency			
5	Behavioural Competency			
6	Technical Competency			

14) Which type of competency you have?

Selected Criteria	Please put (√) on following.
A. Managerial Competency	
B. Behavioral Competency	
C. Technical Competency	
D. Both (A) and (B)	
E. Both (B) and (C)	
F. Both (A) and (C)	
G. All of the Above	

15) Please indicate your level of disagreement and agreement by a tick (√) mark, for various competencies followed by you in organisation:

Srno	Competency Name	Description	SA	A	CS	DA	SD
1	Communication Skill	I always listen effectively and seek clarification while communicating.					
		I can plan and present my thoughts to larger groups.					
		I can Communicate to convince others.					
2	Relationship building	I can easily create rapport and trust with others					
		I can resolve conflicts in win win manner.					
3	Empathy	I am having an ability to understand and appreciate others point of view.					
4	Influence & persuasive	I understand the expectations of Others.					
		I can negotiate and convince Others for organization benefits.					
5	Flexibility	I can work under the rapidly changing business Environment.					
6	Learning	I always look out for new knowledge, latest development in my field and I put my efforts to learn for enhance my efficiency.					
7	Organization Awareness	I can easily explain organization's vision, mission, business goal and objectives to others.					
8	Create own measures of Excellence	I always like to see what I have done during the year for the portfolio I manage.					
		I would like to make specific changes in own work methods to improve performance					
9	Concern for quality	I always monitor my work and available information.					
		I always concern for maintaining standards of accuracy and quality.					
10	Initiative	I like to do extra work in my organization which may not expected by organization but it is beneficial for organization.					
11	Information seeker	I usually make my strong efforts to get more and more information about organization, process and people.					
12	Interpersonal	I can understand others attitude, interest, needs and perspectives.					
		I can understand others behavior through listening and observation.					

16) Please indicate your level of disagreement and agreement by a tick (√) mark, for adoption of following Practices in your Organisation:

Sr.No.	Practices adopted in Your Organisation	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree
1.	Identification & Advertisement of Vacancy is done with the help of competency analysis.					
2.	Defining Key criteria for recruitment needs Competency Analysis.					
3.	Competency play an important role while Identifying Behaviour Indicators					
4.	Job descriptions is decided on the base of Competency.					
5.	The organization analyses the Behavioral competency of the employees during the Selection Procedure					
6.	Training program helps to improve your behavioral competency					
7.	Competency play an important component in performance Appraisal System					
8.	There is a good relationship between the supervisors and the subordinates and between co-workers just because of transparency in appraisal.					
9.	Promotion of Employee is based on Competency level.					
10.	Pay structure of your company is based on competency level.					
11.	Succession planning is based on Competency level.					
12.	The gap between talent in place and talent required is Identified by competency in organization.					
13.	Priority is given at the time of interview to potential Competent candidate when a vacancy arise					
14.	Possessing a good knowledge of HR recruitment Process and policies and link it with required competencies.					
15.	Appointment of consistently depends upon the competency level of employee.					
16.	Does competency level of employee have the goal congruence with organization's goals and strengths?					
17.	All liable sources of attracting and recruiting employees are used.					

18.	Both short term and long term workforce requirement are given equal importance					
19.	ContinuousCompetency improvement for developing and sustaining talented people in the organization.					
20.	Majority of the people remain for a longer time in the Organization.					
21.	Competency based HR policies and practices are being followed in the organization.					
22.	Due to competency management system Behaviour of superiors is fair and just with the juniors.					
23.	Discrimination and partiality are avoided due to competency based evaluation.					
24.	Technical training is provided to improve Technical Competency.					
25.	Latest methods of training are used for developing competency					
26.	For behavioural competency If needed one to one training is given.					
27.	Everyone possess Interest for training and Development for their own competency improvement.					
28.	Opportunities are created for developing competency					
29.	Needed support is provided from everyone for individual development.					
30.	Compensation is given fairly according to the individual performance which is based on competency level					
31.	Salaries are market related and competency level					
32.	Nominations of employees for various awards is one through competency analysis					
33.	Reward and compensate employees for excellence in competency					
34.	Verbal or written recognition is given for individual competency where appropriate					
35.	Individual performance is recognized through competency level.					
36.	There is proper performance management system with the help of competency management					
37.	High performers are recognized and affiliated with the help of competency.					
38.	Equal chances are given to each employee					

	to improve their competency.					
39.	There is always difficulty in retaining talented employees					
40.	Most appropriate tools like compensation, succession planning are used for retaining					
41.	Competency based system is used for retaining					
42.	Priority is given in retaining all types of employees who have reasonable competency					
43.	Competency analyses are made from starting right from induction so that employees don't think of leaving the job					

17) Put a Tick Mark[√] on your level of disagreement and agreement towards managing talent through competency management:

S.No	Items	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree
1	Encouraging creativity and innovation in organization for developing creativity.					
2	Developing the Competencies for Individual Development					
3	Developing the Competencies for Organizational Development					
4	Developing the Competencies for Process Development					
5	Employee friendly policies leads to better competency management					
6	The linkage between competency and talent management result into Openness to change					
7	Competency based talent attraction leads to Hiring competent staff					
8	Competency based Talent management Encourage freedom to work					
9	Challenging work Assignments as per competency develop talent in the organisation					
10	Flexibility helps organization to retain talent					
11	Competency based training retain and develop talent					

18) Please Put a tick (√) mark against the level of your disagreement or agreement against the statements to identify the competency practices of the organization.

S.No	Items	Strongly	Agree	Agree	Can't say	Disagree
01	Importance of skills and competencies is regularly reminded	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree
02	Critical skills of employees are upgraded regularly					
03	Skill up gradation and competency development is effective					
04	Upgraded skills match the market demand					
05	Management encourages career development					
06	The progress I made in my competence development gives satisfaction					
07	Continuous monitoring on the competencies is done					
08	Continuous feedback is given					

**THANK YOU FOR YOU VALUABLE TIME AND FEEDBACK**

## Annexure-02

**For the Selection of the Sample, the Researcher followed the following steps:**

**STEP:01** Identify The industry: The Researcher identified the Manufacturing Industry of the state of Gujarat as till now, no one had conducted this type of study in Gujarat's Manufacturing Industries; Along with it, the "Make in India" Campaigning took place in Gujarat with entire fledgling and young industries as well as Big Industries need some authentic practices which can make their Human resource more efficient. Manufacturing accounts for largest share (41 per cent) of employment across industries in Gujarat. This industry contributes around 16 % of the Industrial production of India. (Gujarat, 2010)



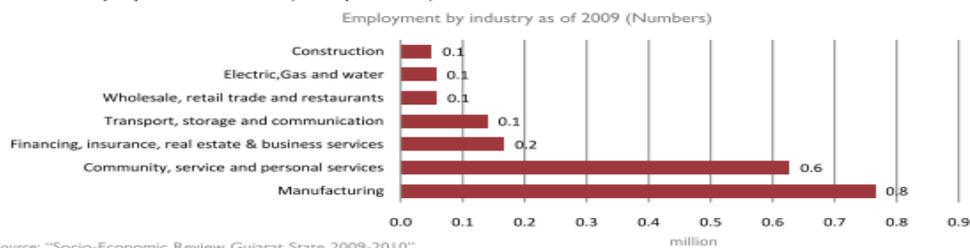
**GUJARAT**  
November 2010



www.ibef.org

### Employment distribution in Gujarat

- Manufacturing accounts for largest share (41 per cent) of employment across industries in Gujarat.
- The total employment in the public and private sectors has increased from 1.8 million in March 2008 to 1.9 million in March 2009.
- As of March 2009, the public sector establishments employed 0.8 million while the level was 1.1 million in the private sector.
- As of March 2009, the public sector employed 0.3 million women (14.7 per cent) while, the private sector employed 0.1 million (10.2 per cent).



Source: "Socio-Economic Review Gujarat State 2009-2010", Directorate of Economics & Statistics

Source: (Gujarat, 2010)

Step: 02: Identify Key Sectors of the Manufacturing Industry: The Researcher followed the Gujarat Government's report on the Annual Survey of Industries-2019-2020. Among eight Key sectors Researcher identified Four Key sectors- the Agro& Food processing industries, The Oil & Gas Industries, The Pharmaceutical & Biotechnical Industry & the Chemical & Petro Chemical Industries as per Gujarat Economic Activity Report 2021.(Www.ibef.org), 2021)

**GUJARAT**

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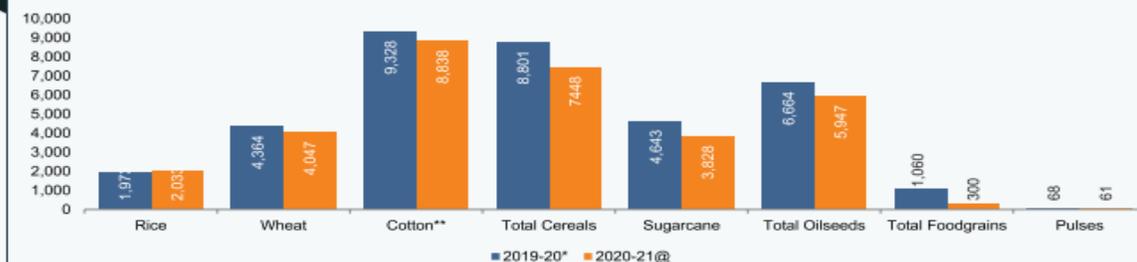
# KEY SECTORS



## Key sectors – Agriculture and Allied Sectors... (1/4)

- Gujarat accounts for the largest share in the total investments in the food processing sector of India.
- Cotton, groundnut, bajra, paddy, maize, jowar, sesamum, castor & tur (pigeon pea), along with fodder & vegetables, are the major kharif crops in the state. Normal area under kharif cultivation is 8.6 million hectares.
- Various developments are taking place within the sector. In January 2021, Chief Minister Mr. Vijay Rupani announced that farmers in all 18,000 villages in Gujarat will get power supply in the daytime for agriculture purposes by the end of 2022. Rs. 3,500 crore (US\$ 482.08 million) is allotted for 'Kisan Suryoday Yojna' (KSY).
- In January 2021, Gujarat government has announced to allot barren government land of 50,000 acres on maximum 30-year lease for horticulture farming. ~20,000 hectares will be provided under the 'Mukhyamantri Bagayat Vikas Mission', which aims to double farmers' income by utilising barren land for horticulture cultivation.

Agricultural production (thousand tonnes)



Source: Vibrant Gujarat, APMC-Agriculture Produce Market Committees, GAIC-Gujarat Agro Industries Corporation, Gujarat Economic Review, 2017-18

## Key sectors – Oil and gas...(1/2)

- Gujarat is a preferred destination for MNCs like BASF, Bayer, DuPont, GE Plastics, Solvay, Cairn Energy, Shell, British Gas, etc.
- Gujarat is known as India's chemicals and petrochemicals hub. The state has eight chemical clusters, 14 industrial estates and three SEZs, which are primarily dedicated to the chemicals and petrochemicals industry. Oil and gas reserves are located at Ankleshwar, Mehsana, Tapti High, Hazira, Bharuch, Gandhar, Dahej, Jambusar, Palej and Kalol. Isolated gas fields are located around Ahmedabad.
- In April 2019, Oil and Natural Gas corporation (ONGC), 406 wells are proposed to be drilled for the development at a cost of Rs 2,403 crore (US\$ 343.82 million).
- Petroleum product exports from Gujarat stood at US\$ 7,065.72 million in FY22 (until May 2021).
- Gujarat consists of 47% of total domestic gas connections in the country.
- Gujarat, with Maharashtra and Delhi, accounts for 96% of domestic connections of piped natural gas and 92% of commercial connections.

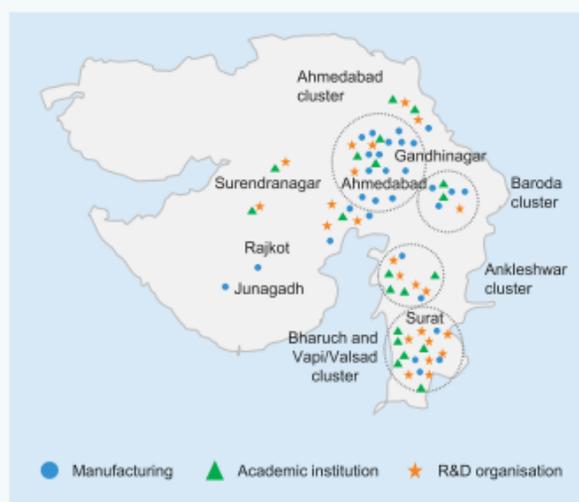
Key locations	Oil and gas companies
Jamnagar	Reliance Industries refinery: Largest grassroots refinery in the world; Essar Refinery
Dahej	Petronet LNG's re-gasification terminal
Hazira	Shell and Total's LNG terminal
Vadodara	Indian Oil Corporation's refinery
Gandhar	ONGC's gas processing complex

### Investment opportunities

- Oil & gas refining
- Gas distribution
- Investments in PCPIR are incentivised

## Key sectors – Pharmaceuticals and biotechnology...(1/2)

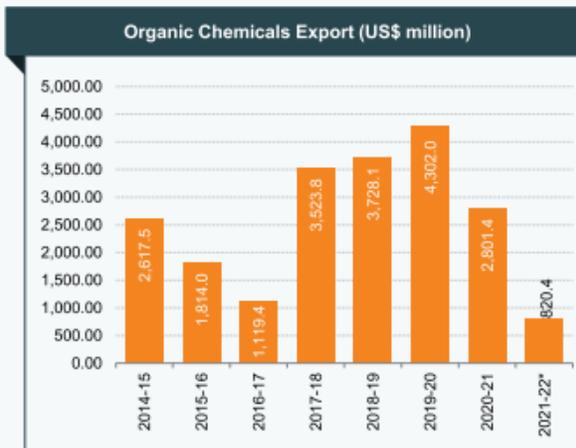
- Gujarat has over 3,300 pharmaceutical manufacturing units and contributed 30-35% to India's pharma sector's turnover and around 28% to India's pharma exports during 2018-19.
- The state accounts for 80% of intravenous sets manufactured in the country. About 75,000 people are employed in the pharmaceutical sector in Gujarat. It has the largest number of clinical research organisations in India and over 100 companies with WHO-compliant manufacturing units. The state accounts for 40% of the pharma machinery production of India.
- The landscape of the Gujarat biotechnology industry consists of more than 50 biotechnology companies and 66 support organisations. Gujarat holds the maximum number of patents among all Indian states, with 3,637 licensed units engaged in drug manufacturing.
- In State Budget 2021-22, the government announced plans to establish a Bulk Drug Industrial Park in Jambusar Taluka of Bharuch District and a Medical Device Industrial Park at Rajkot.



- Export of drug formulations from Gujarat reached US\$ 3,053.53 million in 2019-20, US\$ 2,789.92 million in FY21 and US\$ 593.68 million in FY22 (until May 2021).

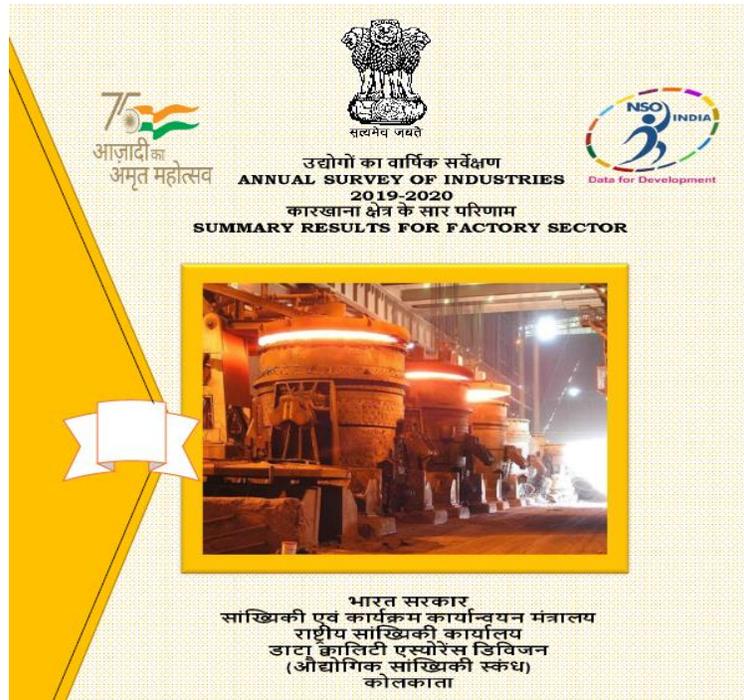
## Key sectors – Chemicals and petrochemicals

- Gujarat's chemicals and petrochemicals industry is one of the fastest growing sectors in the state's economy and is the leader in the production of chemical and allied products in India.
- Gujarat is the hub of chemical industry in India, accounts for 62% of India's petrochemical production, 35% of other chemicals production and 18% of India's chemical exports.
- Gujarat produces 6,500 chemicals & petrochemicals products and largest supplier of bio fertilizers, seeds, urea and other fertilizers. The state has 500 large and medium scale industrial units, about 16,000 of small scale industrial units and other factory units in chemical and petrochemicals industry.
- Exports of organic chemicals from Gujarat reached US\$ 2,801.35 million in FY21 and US\$ 820.36 million in FY22 (until May 2021).
- In June 2021, Indian Oil Corporation (IOC) announced to invest Rs. 24,000 crore (US\$ 3.24 billion) in petrochemical projects in Gujarat.



Source: Directorate General of Commercial Intelligence and Statistics

Step :03Identify the Population: As the Researcher had already identified key Sectors, the Annual Survey of Industries -2019-2020 has the list of Gujarat's manufacturing Industry's Manpower numbers, which are further divided into workers & Employees. The Researcher took the data, which includes only employees who are working at the supervisory or Managerial level. As per the sampling Frame researcher has selected the employees from only those companies which have existed since 2010 & have more than 100 employees.(GOVERNMENT OF INDIA et al., 2019)



Step:04: Identify Companies: The major problem was found in collecting data as many companies refused to give information for the study. At last, Researcher could get the data from 19 companies from the selected sectors of Manufacturing Industries of Gujarat State. These companies were selected from the NIC-2008.

Table 4: Estimate of (i) employment, (ii) mandays employed and (iii) emoluments paid in the factory sector by their type for each 3-digit industry group (NIC-2008) for each State/UT

<i>Gujarat</i>		<i>3-digit industry group: NIC-2008</i>									
		<i>All</i>	<i>016</i>	<i>089</i>	<i>102</i>	<i>103</i>	<i>104</i>	<i>105</i>	<i>106</i>	<i>107</i>	<i>108</i>
<b>A.</b>	<b>No. of Persons Engaged (no.)</b>	2068743	7848	7461	9940	7385	10593	24783	16686	50423	4260
1.	Workers	1589730	5641	6770	8367	5531	7320	18509	11876	38414	3383
1.1	Directly Employed	1006371	3822	791	7163	3840	3713	6356	7344	26305	1465
	Men	937879	3489	770	4132	2413	3638	6196	6768	20379	1412
	Women	68492	333	21	3031	1427	75	160	576	5926	53
1.2	Employed Through Contractors	583359	1819	5979	1205	1691	3607	12153	4532	12109	1919
2.	Employees Other Than Workers	473357	2068	676	1572	1814	3245	6248	4753	11761	873
2.1	Supervisory and Managerial	238118	1044	302	635	799	1706	2883	2616	3934	390
2.2	Other Employees	235239	1024	374	937	1015	1539	3365	2137	7827	483
3.	Unpaid family members/proprietor etc	5656	138	16	2	42	28	26	57	249	4

**Table 4: Estimate of (i) employment, (ii) mandays employed and (iii) emoluments paid in the factory sector by their type for each 3-digit industry group (NIC-2008) for each State/UT**

<i>Gujarat</i>											
<i>3-digit industry group: NIC-2008</i>											
<i>Characteristics</i>		<i>110</i>	<i>120</i>	<i>131</i>	<i>139</i>	<i>141</i>	<i>143</i>	<i>151</i>	<i>152</i>	<i>161</i>	<i>162</i>
<b>A.</b>	<b>No. of Persons Engaged (no.)</b>	3243	5180	309107	55408	33166	830	323	3922	840	10746
1.	Workers	2625	4129	259804	46808	28981	668	271	3347	557	8005
1.1	Directly Employed	1272	2555	220098	37445	19207	429	234	1650	479	6253
	Men	1267	2392	210426	33580	13348	377	206	1541	479	6084
	Women	5	163	9672	3865	5859	52	28	109	0	169
1.2	Employed Through Contractors	1353	1575	39706	9362	9774	239	37	1697	78	1752
2.	Employees Other Than Workers	577	1002	48912	8543	4111	162	50	576	146	2537
2.1	Supervisory and Managerial	280	522	26741	3813	1950	66	30	216	111	1391
2.2	Other Employees	297	480	22171	4730	2161	96	20	360	35	1146
3.	Unpaid family members/proprietor etc	42	49	390	57	74	0	2	0	138	204
<b>B.</b>	<b>Total Mandays Employed (in '000)</b>	956	1436	93485	17686	10001	250	95	1197	210	3195
<b>C.</b>	<b>Wages and Salaries Including Employers' Contribution (₹ lakhs)</b>	9895	12471	737074	133489	65992	2201	754	7876	893	25310

**Table 4: Estimate of (i) employment, (ii) mandays employed and (iii) emoluments paid in the factory sector by their type for each 3-digit industry group (NIC-2008) for each State/UT**

<i>Gujarat</i>											
<i>3-digit industry group: NIC-2008</i>											
<i>Characteristics</i>		<i>170</i>	<i>181</i>	<i>191</i>	<i>192</i>	<i>201</i>	<i>202</i>	<i>203</i>	<i>210</i>	<i>221</i>	<i>222</i>
<b>A.</b>	<b>No. of Persons Engaged (no.)</b>	51639	11945	2848	35815	149398	88578	25262	148723	22723	110457
1.	Workers	40704	7640	2531	26295	108296	66438	21356	98037	18599	85199
1.1	Directly Employed	27916	5577	1005	3044	49145	31094	15927	46631	9778	52310
	Men	26383	5510	846	2995	48639	28919	15799	41755	9115	49222
	Women	1533	67	159	49	506	2175	128	4876	663	3088
1.2	Employed Through Contractors	12789	2063	1527	23251	59150	35344	5429	51407	8820	32889
2.	Employees Other Than Workers	10788	4292	317	9505	40783	21950	3903	50617	4040	24979
2.1	Supervisory and Managerial	5339	1920	209	8504	26405	10383	2665	25584	2182	11710
2.2	Other Employees	5449	2372	108	1001	14378	11567	1238	25033	1858	13269
3.	Unpaid family members/proprietor etc	148	13	0	16	319	190	2	69	85	279
<b>B.</b>	<b>Total Mandays Employed (in '000)</b>	15552	3661	579	12802	48461	27283	7720	47326	7325	32817
<b>C.</b>	<b>Wages and Salaries Including Employers' Contribution (₹ lakhs)</b>	140135	39123	6403	350313	818878	343826	81283	711827	80579	297425

## Description along with 3/4-digit NIC-2008 codes

<b>3-digit NIC-2008</b>	<b>4-digit NIC-2008</b>	<b>Description</b>
016	0163	Post-harvest crop activities
	0164	Seed processing for propagation
089	0893	Extraction of salt
101	1010	Processing and preserving of meat
102	1020	Processing and preserving of fish, crustaceans and molluscs and products thereof
103	1030	Processing and preserving of fruit and vegetables
104	1040	Manufacture of vegetable and animal oils and fats
105	1050	Manufacture of dairy products
106		Manufacture of grain mill products, starches and starch products
	1061	Manufacture of grain mill products
	1062	Manufacture of starches and starch products
107		Manufacture of other food products
	1071	Manufacture of bakery products
	1072	Manufacture of sugar
	1073	Manufacture of cocoa, chocolate and sugar confectionery
	1074	Manufacture of macaroni, noodles, couscous and similar farinaceous products
	1075	Manufacture of prepared meals and dishes
	1079	Manufacture of other food products n.e.c.
108	1080	Manufacture of prepared animal feeds
110		Manufacture of beverages
	1101	Distilling, rectifying and blending of spirits; ethyl alcohol production from fermented materials
	1102	Manufacture of wines
	1103	Manufacture of malt liquors and malt
	1104	Manufacture of soft drinks; production of mineral waters and other bottled waters

## Description along with 3/4-digit NIC-2008 codes

<b>3-digit NIC-2008</b>	<b>4-digit NIC-2008</b>	<b>Description</b>
120	1200	Manufacture of tobacco products
131		Spinning, weaving and finishing of textiles
	1311	Preparation and spinning of textile fibres
	1312	Weaving of textiles
	1313	Finishing of textiles
139		Manufacture of other textiles
	1391	Manufacture of knitted and crocheted fabrics
	1392	Manufacture of made-up textile articles, except apparel
	1393	Manufacture of carpets and rugs
	1394	Manufacture of cordage, rope, twine and netting
	1399	Manufacture of other textiles n.e.c.
141	1410	Manufacture of wearing apparel, except fur apparel
142	1420	Manufacture of articles of fur
143	1430	Manufacture of knitted and crocheted apparel
151		Tanning and dressing of leather; manufacture of luggage, handbags, saddlery and harness; dressing and dyeing of fur
	1511	Tanning and dressing of leather; dressing and dyeing of fur
	1512	Manufacture of luggage, handbags and the like, saddlery and harness
152	1520	Manufacture of footwear
161	1610	Saw milling and planing of wood
162		Manufacture of products of wood, cork, straw and plaiting materials
	1621	Manufacture of veneer sheets; manufacture of plywood, laminboard, particle board and other panels and board
	1622	Manufacture of builders' carpentry and joinery
	1623	Manufacture of wooden containers
	1629	Manufacture of other products of wood; manufacture of articles of cork, straw and plaiting materials

## Description along with 3/4-digit NIC-2008 codes

3-digit NIC-2008	4-digit NIC-2008	Description
170		Manufacture of paper and paper products
	1701	Manufacture of pulp, paper and paperboard
	1702	Manufacture of corrugated paper and paperboard and containers of paper and paperboard
	1709	Manufacture of other articles of paper and paperboard
181		Printing and service activities related to printing
	1811	Printing
	1812	Service activities related to printing
182	1820	Reproduction of recorded media
191	1910	Manufacture of coke oven products
192	1920	Manufacture of refined petroleum products
201		Manufacture of basic chemicals, fertilizer and nitrogen compounds, plastics and synthetic rubber in primary forms
	2011	Manufacture of basic chemicals
	2012	Manufacture of fertilizers and nitrogen compounds
	2013	Manufacture of plastics and synthetic rubber in primary forms
202		Manufacture of other chemical products
	2021	Manufacture of pesticides and other agrochemical products
	2022	Manufacture of paints, varnishes and similar coatings, printing ink and mastics
	2023	Manufacture of soap and detergents, cleaning and polishing preparations, perfumes and toilet preparations
	2029	Manufacture of other chemical products n.e.c.
203	2030	Manufacture of man-made fibres
210	2100	Manufacture of pharmaceuticals, medicinal chemical and botanical products
221		Manufacture of rubber products
	2211	Manufacture of rubber tyres and tubes; retreading and rebuilding of rubber tyres
	2219	Manufacture of other rubber products

A.V-3

## References For sample Size Determination

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**Annexure-3**

**SELECTED COMPANY PROFILE**

Table Number: 3.1			
Industry Wise Distribution and Computation of Sample Size for Calculating Total Sample Size			
Sr. No.	Name of the selected four key sectors of the manufacturing industry of Gujarat State as per 3 digit Industry (NIC-2008) ,Gujarat Annexure-V- Description & codes for 3-Digit industry.(GOVERNMENT OF INDIA et al., 2019)	*Total number of Employees other than Worker in Selected manufacturing industry of Gujarat State as per 3 digit Industry (NIC-2008) ,Gujarat-table 4, page 50-54.(GOVERNMENT OF INDIA et al., 2019)	Calculated Sample Size
01	Agro & Food Processing Industry(industry come under code-105-108 &110)	24212	161
02	Oil & Gas Industry(industry come under code-192,201,352)	9505	147
03	Pharmaceuticals & biotechnology Industry(industry come under code-210)	50617	144
04	Chemical & Petrochemical industry (industry come under code-202)	21950	96
Total Estimated Sample Size		106284	548
<p>Note: * For determination of population researcher has used Summary Results for Factory Sector: ASI 2019-20, table 14B- "Percentage Distribution of Factories in Operation by Size of Employment for each State/UT- (Only for Selected Manufacturing Sector) absolute and percentage for total person engaged in Gujarat for selected manufacturing sector is 12.52%(INDIA, 2019)</p> <p>*For estimation of sample size researcher had reviewed "Estimate of Employee other than worker( Supervisory &amp; managerial &amp; other Employee) , in the factory sector by their type for each 3-digit Industry group(NIC-2008) for Gujarat State (GOVERNMENT OF INDIA et al., 2019)</p>			

**Company-wise distribution of Employee**

Industry	Name of Companies	Number of Selected Employees	Total Number as per Industry
Agro & Food Processing	Rasna	10	161

Industry(industry come under code-105-108 &110)	Vadilal Industries Ltd	29	
	Global Gourmet Private Limited	18	
	Parle	27	
	Amul Pvt.Ltd	45	
	Ramdev Food Products Pvt	32	
Oil & Gas Industry(industry come under code-192,201,352)	Reliance India Pvt. Ltd(RIL)	54	147
	Oil and Natural Gas Corporation Limited	43	
	IOCL	50	
Pharmaceuticals & biotechnology Industry(industry come under code-210)	Alembic Pharmaceuticals Ltd	30	144
	Zydus	11	
	Cadila Pharmaceuticals	14	
	IPCA LABORATERIES	32	
	Sun Pharmaceutical Industries Ltd.	44	
	Allchem lifescience pvt. Ltd	13	
Chemical & Petrochemical industry (industry come under code-202)	Gujarat State Fertilizers & Chemicals Limited	23	96
	GACL	35	
	Asian Paints	30	
	Deepak Nitrite Ltd.	08	
Total		548	548

## **Sector-1 Agro & Food Processing Industry(industry come under code-105-108 &110)**

### **1. AMUL**

Anand Milk Union Limited (AMUL) is a cooperative society in the Indian dairy sector, operating under the governance of the state government. It is headquartered in Anand, Gujarat. Established in 1946, the aforementioned entity operates as a cooperative brand under the management of Gujarat Cooperative Milk Marketing Federation Ltd. (GCMMF). Currently, GCMMF is jointly governed by a significant number of milk producers, totalling 3.6 million, in the state of Gujarat. Additionally, it is overseen by the apex body of 13 district milk unions, which are distributed across more than 13,500 villages within Gujarat. Amul played a pivotal role in driving India's White Revolution, resulting in the nation's ascension as the foremost global producer of milk and milk products. Tribhuvandas Kishibhai Patel assumed the role of the inaugural chairman of the organisation with the mentorship of Sardar Vallabhbhai Patel, and he continued to serve in this capacity until his retirement in the 1970s. In 1949, the individual in question employed Verghese Kurien and successfully persuaded him to remain and contribute to the stated objective. Tribhuvandas served as the chairman, while Kurien assumed the position of general manager, providing valuable guidance in both the technical and marketing aspects of Amul. Kurien assumed the position of chairman at Amul following the demise of Tribhuvandas Kishibhai Patel in 1994, albeit for a short duration. Kurien, the founder-chairman of the Gujarat Cooperative Milk Marketing Federation (GCMMF) for a span of over three decades from 1973 to 2006, is widely acknowledged for his instrumental role in the marketing achievements of Amul. This information can be found on the official website of Amul ([www.Amul.com](http://www.Amul.com)) as well as on Wikipedia ([www.wikipedia.com](http://www.wikipedia.com)).

### **2. PARLE**

Since the year 1929, our Company has experienced significant growth and has emerged as the foremost manufacturer of biscuits and confectionery in India. Parle is renowned for being the manufacturer of Parle-G, the biscuit with the highest sales globally, as well as several other highly sought-after brands. The Parle brand is widely recognised as a symbol of excellence, nutritional value, and exceptional flavour. The establishment of Parle Products Company took place in 1929 in India, under the ownership of the Chauhan family residing in Vile Parle, Mumbai. The individual responsible for the establishment of the organisation was Mohanlal Chauhan, originally from Pardi, a locality in close proximity to Valsad in the state of Gujarat. The individual relocated to Mumbai with the intention of securing a means of livelihood, initially engaging in the occupation of tailoring. Nevertheless, due to its lack of profitability, he transitioned his career into the food industry by engaging in the sale of snacks. Mohanlal ventured into

the bakery snack industry, a sector known for its profitability among English individuals, with the assistance of his Parsi connections. The individual operated a bakery where various baked goods such as bread, buns, rusks, scones, Nankhatai, turnovers, and other similar items were produced. For nearly eight decades, India's dominant position in the market for biscuits, confectionery, and fruit juices has been solidified, making it the country's largest manufacturer in these sectors. The revenue generated during the fiscal year 2009-2010 amounted to US\$ 0.9 million. The aforementioned brands encompass Parle-G, Krackjack, Monaco, Hide and Seek, Poppins, Melody, and Mango Bite. The Company possesses a confectionery factory located in Surendranagar and a franchisee factory, known as Bailey, situated in Ahmedabad. At present, the Company has a workforce of 50,500 employees.

### **3. The Global Gourmet**

Global Gourmet Private Limited. The establishment of Ltd. occurred in 2008, with the primary aim of offering genuine Asian cuisine to a global customer base. They possess a comprehensive understanding and adherence to the standards of quality, food safety, and statutory compliance that are expected by global Food Companies from their suppliers in the present era. The establishment of the Company was spearheaded by Satvik Agrawal, an accomplished chef with professional training from Le Cordon Bleu and a degree from Les Roches, Switzerland. The individual originates from a lineage that has been involved in the food and hospitality industry for a span of five successive generations. Currently, he serves as a promoter who actively advocates for Global Gourmet's fundamental principle of leadership through innovation. The Company specialises in contract manufacturing for prominent international brands and has rapidly established its market presence in various countries, including the USA, Canada, UK, France, Denmark, Norway, Sweden, Finland, Australia, Thailand, India, and others. Global Gourmet is widely recognised as one of the prominent manufacturers in India's value-added frozen foods industry. As a business focused on Research and Development, the Company prioritises investment in refining and developing unique product concepts. Additionally, they strive to establish standardised processes for these concepts and produce them at a level that ensures competitiveness and consistency. The combination of our operational procedures and skilled personnel guarantees that our products consistently meet the expectations of our customers and provide the utmost level of consumer satisfaction. Global Gourmet has obtained accreditation or certification from various recognised standards, including BRC (AA+), TFMS, SEDEX, USFDA, FSSAI, BAP3, and EIA. Our business benefits from a team of highly skilled, passionate, and innovative professionals, such as Food Technologists, Microbiologists, and Chefs. They engage in the observation of market trends, attentively consider consumer feedback, and conduct extensive research across diverse food channels in order to acquire knowledge regarding individuals' dietary preferences and to identify strategies for enhancing their gastronomic encounters. The individuals

or teams involved in the process are responsible for identifying, generating, and manufacturing the necessary product while adhering to the specified budget and ensuring timely and complete delivery. These entities fall within the category of Indian establishments with a workforce ranging from 100 to 200 employees.

#### **4. Vadilal Industries Ltd is a company that operates in the industrial sector.**

Vadilal Industries Ltd, established in 1907, is a prominent Indian company engaged in the production of ice cream and flavoured milk. In the year 1907, Vadilal produced its inaugural batch of ice cream utilising a manually operated apparatus known as a kothi. Subsequently, in the year 1926, Vadilal initiated the establishment of its parlours and commenced the provision of home delivery services. Over the course of time, the brand experienced a gradual increase in popularity, ultimately achieving a significant market presence nationwide by the conclusion of 1985. Vadilal manufactures a diverse range of ice cream products, encompassing cones, candies, bars, ice lollies, cups, family packs, and economy packs, offering a wide array of flavours to choose from. In addition to its availability at supermarkets, Vadilal also maintains a retail presence through its franchise-based Happinnezz ice cream parlours. It is noteworthy to mention that all products offered by Vadilal are vegetarian and do not contain eggs. This Company employs a workforce of over 1000 individuals.

**5. Rasna**, a brand of soft drink concentrate, is under the ownership of Pioma Industries, a company headquartered in Ahmedabad, India. The product was introduced during the mid-1970s, and its popularity began to increase in the 1980s, a period when the market was primarily controlled by carbonated beverages such as Thums Up, Gold Spot, and Limca. According to data from 2009, Rasna held a dominant market share of 93% in the soft drink concentrate industry in India. Additionally, the Company's financial performance in 2011 revealed a turnover of ₹3.5 billion (equivalent to US\$44 million). Moreover, Rasna has gained significant popularity among the younger demographic, as evidenced by its operation of more than 40 mocktail bars in India under the brand name 'Rasna Buzz'. These establishments cater specifically to the preferences of Indian youngsters and feature an extensive menu comprising soda-based beverages, milkshakes, sundaes, and specially crafted mocktails such as Mirchi Mango, Masala Orange, Minty Jeera Lemonade, and Kala Khatta Buzz, among others. In addition to the conventional offerings of burgers, pasta, momos, and French fries, Rasna Buzz also provides a selection of beverages that complements Indian cuisines, such as idli and batata vada. The inaugural establishment of such a pub occurred in Pune in the year 2019.

**6. Ramdev Food Products Pvt Ltd** is a private limited company that specialises in the production and distribution of food products. The brand 'Ramdev' was established by Late Shri Rambhai Patel in 1965 in Ahmedabad, specialising in the spice business. In 1989, the Ramdev brand introduced consumer packs of masala in poly pouches. The following year, in 1991, Ramdev launched 'Instant Mix' packs. In 1992, Ramdev became the first Company in India to introduce Hing Powder with Agmark certification. Achieving ISO certification in 2006, Ramdev was recognised for its exceptional product quality in 2011. Celebrating its 50th anniversary in 2015, Ramdev has provided employment to a workforce ranging from 501 to 1,000 employees in Gujarat, India.

## **Sector: 2 Pharmaceuticals & biotechnology Industry(industry come under code-210)**

**7. Alembic Group** is among India's oldest industrial houses with a presence in glass, chemicals, real estate, engineering, education and healthcare sectors. It was founded in 1907 as Alembic Chemical Works Company Ltd by Prof. T.K. Gajjar – the first renowned chemist in Western India, Prof. Kotibhaskar – a Gold Medalist in Technological Chemistry, and Mr B. D. Amin – the man with incomparable business tact and capacity for management. A journey that began with tinctures, alcohol, vitamins, and penicillin production has today diversified into an expansive conglomerate with interests spanning pharmaceuticals, healthcare, real estate, engineering, speciality chemicals and glassware. In 2010, the group demerged its pharmaceutical business to form Alembic Pharmaceuticals Limited. Alembic Pharmaceuticals Limited is involved in manufacturing and marketing India Formulations, International Generics, and Active Pharmaceutical Ingredients with vertical integration capabilities. Headquartered in Vadodara, Gujarat, we derive a third of our revenue of over \$600 million from the Indian market. They are globally recognised for their strengths in research and development, manufacturing, product commercialisation as well as compliance with international regulatory standards. Manufacturing facilities, which cater to the International Generics markets, are located at Panelav, Karkhadi and Jarod in Gujarat. Our APIs are manufactured at the Panelav and Karkhadi facilities. We established our marketing and distribution office in the U.S. in 2015 and have since then grown our business rapidly. In 2016, we formed a J.V. with – Aleor Dermaceuticals Limited – to develop Dermatology products for international markets. Our ever-enriching portfolio is owing to unparalleled R&D capabilities, concentrated across our facilities in Vadodara (Gujarat), Hyderabad (Telangana) and New Jersey (USA).

**8.Sun Pharmaceutical Industries Ltd.** (Sun Pharma) is a prominent global pharmaceutical company specialising in generic medications. It holds the fourth position in terms of size and operates with a

substantial revenue of over US\$ 5.1 billion. Sun Pharma's extensive manufacturing capabilities, consisting of over 40 facilities, enable the production of high-quality and cost-effective medicines. These pharmaceutical products are widely relied upon by healthcare professionals and patients in over 100 countries worldwide. Moreover, Sun Pharma boasts a workforce of more than 38,000 employees spread across the globe.

**9. Ipca Laboratories Limited**, a Mumbai-based Indian multinational pharmaceutical company, specialises in the production of active pharmaceutical ingredients (APIs) such as theobromine, acetyl thiophene, and p-bromotoluene. These APIs, along with their intermediates, are sold worldwide by Ipca. The Company offers a diverse range of over 150 formulations, including oral liquids, tablets, dry powders, and capsules. With a workforce exceeding 12,000 employees, Ipca has established a significant presence in the pharmaceutical industry.

**10. Cadila Pharmaceuticals** is an Indian multinational pharmaceutical company based in Ahmedabad, Gujarat, India. The Company's operations focus on manufacturing products ranging from API's- Intermediates, finished formulations, OTC-Food Supplements, Biotechnology Products and Pharmaceutical Machinery. Cadila Pharmaceuticals manufacturing facilities are approved by International bodies such as WHO-GMP, UK-MHRA, USFDA-API, TGA-Australia, and AIFA-Italy. The Company's international operation is spread across 58 countries, including the Americas, Japan, Asia, CIS and Africa. Cadila Pharmaceuticals has its formulation manufacturing facilities at Dholka, Gujarat (India); Samba, Jammu (India) and Addis Ababa (Ethiopia) and 2 API manufacturing facilities are located at Ankleshwar, Gujarat. The manufacturing facility at Dholka and the API unit at Ankleshwar in Gujarat are USFDA-certified; the overseas manufacturing facility in Ethiopia is a WHO - cGMP-compliant facility. Cadilla is headquartered in Ahmedabad. It has been in operation for over five decades. The Company has been developing and manufacturing pharmaceutical products, which it sells and distributes to over 50 countries around the world. Currently, it consists of around 8000 plus employees.

**11. Zydus Cadila**, previously known as Cadila Healthcare Limited, is an Indian multinational pharmaceutical company headquartered in Ahmedabad. Its primary focus is the production of generic drugs. In 2020, it was ranked 100th in the Fortune India 500 list. Zydus Cadila is a prominent pharmaceutical company that achieved sales of US\$ 800 million in the fiscal year 2009-2010. Its product portfolio encompasses formulations, active pharmaceutical ingredients (APIs), diagnostics, health and diet foods, skincare products, and animal healthcare products. The Company exports formulations and APIs to more than 43 countries, with a particular emphasis on cardiovascular, gastrointestinal, and pain management areas. Manufacturing facilities for tablets, injectables, capsules, liquids, and APIs are

situated in Ahmedabad, Vadodara, and Ankleshwar. Zydus Cadila boasts a workforce of over 20,000 employees.

**12. Allchem Lifescience Pvt. Ltd:** The establishment of the Company took place in 2003, initially operating a small pilot plant. It transitioned into commercial production in 2013, operating under the name Allchem Laboratories. As an independent and privately owned entity, the Company underwent a name change in April 2017, becoming Allchem Lifescience Pvt. Ltd. Located on the outskirts of Vadodara, Gujarat, India, Allchem Lifescience Pvt. Ltd. operates a pharmaceutical intermediates plant that adheres to the current Good Manufacturing Practises (cGMP). In addition to its primary operations, the Company offers custom and contract manufacturing services. Allchem Lifescience Pvt. Ltd. possesses a well-equipped development laboratory, quality control laboratory, pilot plant, and production plant. These facilities enable the handling of various quantities of products, ranging from kilogrammes to multi-kilograms to tonnes. The Company's chemical processes encompass a wide range, including multi-step synthesis. In terms of employment, Allchem Lifescience Pvt. Ltd. falls within the category of Gujarat's medium-sized enterprises, employing between 201 and 500 individuals.

### **Sector-3 Oil & Gas Industry(industry come under code-192,201,352)**

**13. Indian Oil Corporation Limited:** IOCL is an Indian central public sector undertaking under the ownership of the Ministry of Petroleum and Natural Gas, Government of India. It is headquartered in New Delhi. It is a public sector undertaking whose operations are overseen by the Ministry of Petroleum and Natural Gas. Indian Oil is ranked 142nd on the Fortune Global 500 list of the world's biggest corporations as of 2022. It is the largest government-owned oil producer[6] in the country, with a net profit of \$6.1 billion for the financial year 2020-21. As of 31 March 2021, Indian Oil's employee strength is 31,648, out of which 17,762 are executives and 13,876 non-executives, while 2,776 are women, comprising 8.77% of the total workforce. Indian Oil's business interests overlap the entire hydrocarbon value chain, including refining, pipeline transportation, marketing of petroleum products, exploration and production of crude Oil, natural gas and petrochemicals. Indian Oil has ventured into alternative energy and globalisation of downstream operations. It has subsidiaries in Sri Lanka (Lanka IOC), Mauritius (IndianOil (Mauritius) Ltd)and the Middle East (IOC et al. FZE). It has more than 30,000 employees.

**14. The Oil and Natural Gas Corporation (ONGC)** is an Indian central public sector undertaking under the ownership of the Ministry of Petroleum and Natural Gas, Government of India. It is headquartered in

Dehradun. ONGC was founded on 14 August 1956 by the Government of India. It is the largest government-owned oil and gas explorer and producer in the country and produces around 70% of India's crude Oil (equivalent to around 57% of the country's total demand) and around 84% of its natural gas. In November 2010, the Government of India conferred the Maharatna status to ONGC. In a survey by the Government of India for the fiscal year 2019–20, it was ranked as the largest profit-making Central Public Sector Undertaking (PSU) in India. It is ranked 25th among the Top 250 Global Energy Companies by Platts. ONGC is involved in exploring for and exploiting hydrocarbons in 26 sedimentary basins of India and owns and operates over 11,000 kilometres of pipelines in the country. Its international subsidiary ONGC Videsh currently has projects in 15 countries. ONGC has discovered 7 out of the 8 producing Indian Basins, adding over 7.15 billion tonnes of In-place Oil & Gas volume of hydrocarbons in Indian basins. Against a global decline of production from matured fields, ONGC has maintained production from its brownfields like Mumbai High, with the help of aggressive investments in various IOR (Improved Oil Recovery) and EOR (Enhanced Oil Recovery) schemes. ONGC has many matured fields with a current recovery factor of 25–33%. Its Reserve Replacement Ratio between 2005 and 2013 has been more than one. It consists of more than 25000 employees.

**15. Reliance Industries Ltd. is a prominent conglomerate in India:** Petroleum refining and marketing (R&M) represents the subsequent stage in Reliance's pursuit of expansion and worldwide prominence within the fundamental energy and materials value chain. The Jamnagar manufacturing division holds the distinction of being the largest refining hub globally. The construction of the entire refining complex was completed within an exceptionally short timeframe, while maintaining globally competitive capital costs. In fact, the costs incurred were significantly lower than those of comparable refineries worldwide. The division's impressive scale, design, flexibility, level of automation, and degree of integration have set a precedent for the construction of future refineries. The rapid expansion of this complex has played a pivotal role in India's transformative journey. By shifting the nation from a net importer to a net exporter of petroleum products, it has effectively safeguarded India's energy security. The division currently employs a workforce exceeding 17,000 individuals.

#### **Sector- 4 : Chemical & Petrochemical industry (industry comes under code-202)**

**16. Asian Paints Ltd,** a multinational paint company based in Mumbai, Maharashtra, India, is involved in the manufacturing, selling, and distribution of paints, coatings, home décor products, bath fittings, and related services. It holds the distinction of being India's largest paint company and the second-largest in Asia. Additionally, Asian Paints serves as the parent company of Berger International. With manufacturing operations spanning across 15 countries, including India, the Company has a significant

presence in the Indian subcontinent and the Middle East. Furthermore, it holds a position among the top ten decorative coatings companies globally. Asian Paints, in conjunction with its subsidiary companies, maintains a presence in 18 nations globally and possesses 26 paint production facilities. The Company possesses a manufacturing facility located in Ankleshwar, Gujarat. The organisation comprises a workforce of over 7000 individuals.

**17. Gujarat Alkalies and Chemicals Limited (GACL)** is an Indian chemical manufacturing company that is supported by the Government of Gujarat. The manufacturing facilities of the Company are situated in the regions of Dahej and Vadodara, which are located in the state of Gujarat. The Company engages in the production of various chemical compounds, including caustic soda, sodium cyanide, chloromethanes, sodium ferrocyanide, caustic potash, potassium carbonate, hydrochloric acid, phosphoric acid (85%), and hydrogen peroxide. The organisation falls within the employment size range of 1,001-5,000 employees, as indicated on LinkedIn.

**18. Gujarat State Fertilisers & Chemicals Limited (GSFC)** is an Indian company engaged in the production of chemicals and fertilisers. It is a government-owned entity, specifically owned by the Government of Gujarat. The establishment of GSFC occurred in 1962, with its central administrative offices situated in Vadodara along the Ahmedabad Vadodara Motorway. The Company engages in the production of a range of products, such as plastics, nylons, fibres, industrial gases, and various chemicals. These chemicals include urea, ammonia, ammonium sulphate, sulfuric acid, phosphoric acid, diammonium phosphate, caprolactam, melamine, and methanol. The discovery of oil and gas reserves in Bombay High and South Basin regions served as a catalyst for the establishment of eight new generation fertiliser plants, aimed at meeting the increasing food demands of India. In 1976, the Company established a manufacturing facility in Bharuch, operating under the name Gujarat Narmada Valley Fertilisers & Chemicals (GNFC), which is a subsidiary of GSFC. In 2012, GSFC initiated the establishment of a wholly-owned subsidiary called "GSFC AgroTech Limited" with the aim of providing improved agricultural solutions to farmers. The Company, which has a turnover exceeding Rs. 5000 Crore, employs over 4000 individuals and is consistently improving its manufacturing and distribution capabilities. As a result, it is evolving into a globally recognised enterprise with a widespread presence. The user provided a hyperlink to a webpage on the platform "LinkedIn."

**19. Deepak Nitrite Ltd.** is an Indian-based corporation engaged in the production of chemicals. The manufacturing facilities of the Company are situated in Nandesari and Dahej in the state of Gujarat, Roha and Taloja in Maharashtra, and Hyderabad in Telangana. Deepak Nitrite is a prominent manufacturer of a diverse range of chemical products, encompassing agrochemicals, colourants, rubber, pharmaceuticals, as well as speciality and fine chemicals. Deepak Mehta assumes the role of chairman within the Company, while his son Maulik Mehta holds the position of chief executive officer. Chimanlal Khimchand Mehta, the progenitor of the Company and father of Deepak Mehta, was a prominent chemical trader within the Jain family of Gujarat. The incorporation of the Company took place in March 1970. The commissioning of sodium nitrite and nitrate plants took place at Nadesari, Vadodara, Gujarat, with production commencing in 1972. The plant is responsible for the synthesis of various chemical compounds, including sodium nitrite, sodium nitrate, and other related chemicals. Additionally, it produces dyes, hexamethylene tetramine, and intermediate compounds used in the production of dyes. It established its position within the range of employees.

#### Annexure-4

##### Tabular Summary of Review of Literature on Competency Worldwide:

Sr. No	Author(s), (Year)	Title	Findings
01	Boyatzis (1982)	The Competent Manager: A Model For Effective Performance. New York: Wiley.	The study accurately revealed Competencies' definition and derived that Competency is related to superior performance.
02	George Klemp (1980)	The Assessment of Occupational Competence Final Report	The study reviewed Competency as an underlying characteristic of a person which results ineffective and/ or superior performance in a job
03	David McClelland (1973)	Testing for Competence rather than intelligence',	The Research study analysed that Competency is more important than testing for intelligence. He also opined that Competency analysis is an alternative way for performance analyses.
04	Gary Hamel & C.K.Prahlad (1989)	Strategic Intent	The importance of innovation and competencies at the organisation level was pointed out in this study. They suggested that companies have strategic intent, which means a sizable stretch for an organisation.

05	Gorge Von Krogh and Johan Roos (1995)	A Perspective on Knowledge, Competence and Strategy	The author had applied theories of sociology of knowledge to enhance the resource-based perspective of competencies in this study. The emergent "Competence-based view of the firm has important implications for strategic Management in general and personnel management in particular.
06	Jon-Arild Johannessen, Bjorn Olsen (2003)	Knowledge Management And Sustainable Competitive Advantages: The Impact Of Dynamic Contextual Training	The study revealed that Competency is a new capability in the organisation. They had also developed a model that had untapped knowledge of the organisation.
07	John B. Larrere (1996)	Worldwide Leadership Differences”, People and Competencies – the route to competitive advantage	The study revealed that competencies were situational. He found that globally there are three pioneer sets of competencies viz. competencies for perfecting the emphasis for their organisation, competencies for building commitment and competencies for driving success.
08	McNerney and Briggins (1995)	Competency Assessment	The research study revealed the difference between Competency and Task.

## Tabular Summary of Review of Literature on Competency Management Worldwide:

Sr. No	Author(s), (Year)	Title	Findings
01	Simon Beck (2003)	Skill And Competence Management As A Base Of An Integrated Personnel Development (IPD) – A Pilot Project In The Putzmeister, Inc./Germany	The study reviewed that Strategic competence management is essential for the organisation's future growth and success management system.
02	C.K Prahalad and Gary Hamel (1990)	“The corecompetence of the Corporations”	The study revealed that Core Competencies are the roots of new business development. They discussed the concept of competencies, identification of Core Competencies, and the necessity to focus on core competence in any organisation.
03	Tovey (1993)	Competency Assessment – A strategic approach-part I for Executive Development.”	The study analysed that Competency is an essential element in the organisationthat can become a bridge between strategy and organisational development. He reviewed Competency as an essential tool for organisational performance.
04	Patrica Marshall (1996)	“Why are some people more successfulthan others?”	The study developed the ICEBERG Model of Managerial competencies. He draws skill and knowledge as a visible part of ICEBERG, Whereas social role, self-image, trait, and motive are less visible but control the visible items tremendously.

05	Cokerill T Hunt and Schroder H (1995)	“ManagerialCompetencies: Fact or Fiction”	They classified the competencies as threshold competencies and units of behaviour which Employees use in the organisation. In this, they focus on the behaviour, which is not normal behaviour as we all understand, but it has deeper meaning inside. Still, they also pointed out that it is not associated with superior performance.
06	Reenu Mohan (2013)	Understanding competency Models- A Literature Review’, <i>International Journal of Innovative Research Studies</i> ,	The study considers the competency framework as an inseparable part of human resources management and Has been widely used as a tool for performance development.
07	Kevin Cook and Paul Bernthal(1998)	Job/Role Competencies survey report	The study surveyed Evaluating the <b>effect of competencies on Business Performance</b> . They evaluated that in organisations where the competency approach was integrated with three or more HR subsystems, there was a significant improvement in many of the business parameters.

## Tabular Summary of Review of Literature on Competency-based Human Resource

### Management Worldwide:

Sr. No	Author(s), (Year)	Title	Findings
01	Pawan Budhwar and Bhatnagar (2009)	The Changing Face of People Management in India	The study predicts that India has been identified as one of the biggest emerging markets in the world for the near future. The researcher evaluated that human resource management has to be approached with Competency-based culture in all its various processes.
02	Keith Bedingham (1998)	Competent to change	The study's focal discussions were on high-performance competencies and the most commonly used competencies
03	Dave Ulrich (1995)	Human Resource competencies and empirical assessment	The study revealed the Phases of HR Competency model and its evolution. It also reviewed Competency roles as a change agent, administrative expert, strategic partner and employee champion.
04	Michael R. Losey (1999)	Mastering The Competencies of HR Management. Human Resource management.	Competent human resources can sensitise the need of competencies and skills, and they become optimistic about investing in maintaining and improving their skills and knowledge in changing times
05	Jaideep Kaur and Vikas Kumar 2013	Competency Mapping: A Gap Analysis	Competencies provide the reason for designing an organisation that will train human resources in such a way that continuously add value to an organisation

## Tabular Summary of Review of Literature on Competency Management and Talent

### Management:

Sr. No	Author(s), (Year)	Title	Findings
01	RohiniAnand (2010),	Corporate India and human resourcemanagement	The book demonstrates how developing diverse talent pipelines, fostering sustainable leadership competency, and appreciating the role of employer branding is a trying but vital priority for Indian businesses as well as international companies managing an Indian workforce.
02	Association of Talent Development (2014)	<i>ATD Competency Model</i> , Association of Talent Development	The study developed a Competency Framework for developing talent in the organisation. They also provide a roadmap for Organization success across the entire talent development industry. It also throws light on Talent improvisation. The model derived two types of Competencies is Foundational or Core Competencies expertise competencies.
03	PINAPATI ANITHA KUMARI (2011),	Competence Management as a Tool of Talent Management – A Study of Practices in Indian Organisations.	The study aimed at examining competence management as a tool to manage the talent in IT organisations. Primary data relating to the employees and senior managers have been collected to reflect the Employee and organisational perspective.