



**THESIS ENTITLED**

**“AN EMPIRICAL STUDY ON "COMPETENCY MANAGEMENT AS  
A TOOL OF TALENT MANAGEMENT –A CASE STUDY OF  
SELECTED COMPANIES IN THE GUJARAT STATE"**

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**RESEARCH GUIDE**

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## **OVERALL RECOMMENDATIONS OF THE RESEARCH STUDY:**

In this part, the researcher has tried to offer recommendations based on the findings and results of an empirical research study that was conducted in the selected four key sectors of the manufacturing industries of Gujarat State.

- The responses towards competency & Competency-based HR Functions differed as per Age group; the researcher recommended the employer, Managers & policymakers develop a uniform but, at the same time, flexible structure of competency-based HR functions & competencies which satisfy the needs of major Age groups and individuals. As a major group of employees were millennial, Managers could develop a policy of competency-based Talent management practices which fulfill their desire for meaningful work, Embrace Technology, Desire for work-life balance & needs for feedback. At the same time, another major part of the age group is Generation Z, whose major desires are authenticity, Transparency, Multitasking & entrepreneurial mindset. So for this, managers recommended developing a structure that satisfies the needs of both age groups of employees.
- As the level of designation increased, employees' basic needs were automatically satisfied, but the Self-actualization needs were still not touched in many cases. The manager could develop talent management practices that increase the realisation of a person's potential & self-fulfilment of employees. Which ultimately helps the organisation to retain valuable talent.
- Education Qualification plays an important role in developing & determining the policies in the organisation. Selected Employees for this study contain the highest number of employees who possess a Post Graduation degree. As education level increases, the acceptance of Competency-based HR functions & competency also increases, which emphasises the managers to develop advanced but relatively Competency-based HR policies.
- Gender has no impact on overall Competencies, Competency-based HR functions & talent Management components. This recommended Managers that Gender would not be biased in the development or applicability of Competency-based Talent Management practices in the organisations. Managers could develop policies, Programs of competency development & talent management without making any differences for male & female employees.
- The managers could use Analytics across talent Management processes to assist data-driven decision-making and help provide insights to identify areas of strength and weakness. It can help managers in cost reduction in the selection & development of Individuals.
- Managers could take the help of Artificial Intelligence for assessing the Competencies & other practices related to Talent Management. As most employees were digital natives as they are from Generation Y & Z., It will be easy for Managers to apply Analytics based Talent Management practices.

- Managers could develop Experienced-based Competency Management & Talent Management Practices, which help organisations greatly improve the employee experience with initiatives like mapping out professional journeys, improving onboarding and soliciting employee feedback and tracking surveys and reviews. Employee engagement takes the experience a step further and looks at how Top managers can work with employees to align their goals with desired business outcomes.
- Remote working, Flexible working hours & Mental health well-being are key trends after experiencing covid-19 pandemic; Managers could develop a competency-based HR policy which includes all three trends and will make the organisation flexible & more productive.

### **OVERALL SUGGESTIONS OF THE RESEARCH STUDY:**

The researcher has employed efforts to offer suggestions concerning significant areas where improvement is expected from the Policy Makers & Managers for the applications of Competency-based talent management practices based on their responses gathered from the selected employees from selected four key sectors of the manufacturing industries of Gujarat State.

- Competency analysis should be introduced in the initial level of HR functions. If possible, the required competencies will be given in the Job description. This will attract only candidates with this competency, which ultimately makes the job of the interviewers & candidates Easy.
- The manager should do a Periodic Assessment of Competency. This will result in better Competency development as managers will get an idea of updating or revising Competencies which will help them increase productivity in Organisations, and the employees will get an idea about their own status of Competencies.
- Competency-based HR functions should contain the feature of Uniformity for all departments and be dynamic & flexible to change. Managers can use AI-based tools for applying Competency-based HR functions for more accurate & evidence-based Practices.
- Competency mapping tools should be developed by managers, which include Clarity, transparency of desired competency, Employees' performance regarding competencies & valuable feedback systems which help Employees in the overall development of their own competencies & help the organisation in achieving the desired result.
- Managers should develop a Competency-based Employer branding which helps the organisation to attract Top talent internally & externally. Competency-based employer branding resulting in transparent & accurate policy-driven organisation. Which attracts top talent to apply to the organisation and also helps in retaining good talent within the organisation.
- For Talent Skilling & reskilling regular checking system should be developed by the organisation. If required, relevant training & development programs, seminars & exercises should be conducted by the organisation for better talent Development practices in the organisation.

- The personification reward system should develop in the organisation, which can be flexible to the designation level. Employees from the lower level were happier with cash bonuses, while the top-level employees were happier if they got perks like vacations or other prestigious gifts. This type of practice will result in more satisfaction among all levels of employees, which ultimately helps the organisation to better talent retention.
- While developing Talent retention policies in the organisation, Manager should concentrate on the age groups as the requirement & expectations are different as per generation change. So for retention of good talent, managers must focus on satisfying the needs of the existing age group, which make them feel delighted. This helps the organisation in developing better talent Retention strategies in the organisation.
- Sometimes good talent is also lacking in some technical competencies, which makes them uncomfortable and depressed in organisations. For that, managers should continuously make the interactions with talented employees to find out their difficulties while performing their tasks, and if required, proper training should be given to them. This will help the employees for better development of talent & they felt that they are important to the company and this will ultimately result into achievement of the higher goal of the organisation.
- All the practices which were talked about in this research study, such as Competencies, Competency-Based HR functions & Talent Management Practices, should be dynamic in nature as some unexpected circumstances arise in an organisation, it should be able to cope with the circumstances. This will result in a healthy workplace & work culture.

## **LIMITATIONS OF THE RESEARCH STUDY:**

- The research study collects primary data by filling out the structured-non- disguised questionnaire. However, all efforts were made to check, reduce and minimise ambiguous responses as provided by the selected Employees. The responses collected might lead to distorted and incorrect data information, analysis and findings of the research study.
- As this empirical study was mainly undertaken based on the collection of primary data and information mainly from the selected four sectors of the Manufacturing industry of the Gujarat state, it would be inappropriate to generalise it as fit and representative of the entire population of the Gujarat State industries.
- The research study was mainly carried out only in the selected four key sectors, Viz. Agro& Food Processing Industry, Oil & Gas, Pharmaceuticals & Biotechnology and Chemical & Petrochemical industry of the manufacturing industry of Gujarat State. This research work does not aim to cover the total picture of all Industries.
- The findings of the research study suffer from limitations of restricted sampling size, sampling design that is convenience & judgemental sampling method as followed by the researcher in the conduct and drawing of representative sampling units under this research study.
- In the research study, primary data were collected once at a point in time during the Covid-19 Pandemic time 2021. Hence cross-sectional time scale cannot be applied.
- The research study had undertaken only the selected factors of Competency, Competency-based HR functions & Talent management Components.
- In the research study, only 19 Companies Selected employees were gave their responses towards the Competency, Competency based HR functions & Talent management Components. Thus, the result cannot be applied to a specific Company.
- In the research study, the researcher studied the only positive effect of competency & competency-based HR functions on Talent management practices. Hence the researcher had not studied the negative effect or issues of employees regarding it.
- The research study was conducted by measuring the responses of Employees in the individual context. Hence lack the responses and thus applicability from the organisational& process context.
- The research study collected responses from employees of different demographic profiles. Hence the study cannot suggest more specific strategies for Employees by specific demographic variables.
- Errors due to misinterpretation or misunderstanding of Employees, intentions might or might not have affected the results of this empirical research study systematically.
- In the research study, the model was developed to measure the effect of the variables Competency, Competency-based HR functions & Talent management Components. No moderating effect was considered while developing the model.

## **DIRECTIONS FOR FUTURE RESEARCH STUDY:**

- The findings of this research study have implications for only selected Competencies such as Managerial, Technical & behavioural and their subgroups; Future studies can be undertaken by adding Gig Competencies such as Embracing Uncertainty, Creative Intelligence, Collaboration Agility etc. (Lal, 2023), which helps the employees in coping with uncertainty & Gig economy.
- The model of the study was developed based on the responses of the selected employees; Future studies can be conducted by developing a new model where all stakeholders, such as customers, suppliers, and government responses, were considered.
- The study considered Employees other than workers of the selected Gujarat Manufacturing industries; Future study can be conducted specially for workers Competencies & talent Management practices.
- This study includes only Four sectors of Gujarat's Manufacturing industries. Other another study can be conducted for separate sectors, such as only the Oil & Gas Industry etc.
- The Indian brand Equity report of Gujarat State considered eight key sectors of Manufacturing Industries, but the representative sample is limited to only four key sectors; Future studies can be conducted for all eight Sectors as well as separate sectors. A larger sample size in future research would help in reflecting a more precise measurement of the research model.
- The researcher evaluated mediating effects of Competency-based HR functions on competencies & talent Management; Future studies can be done to test the mediating effect of talent Acquisition, Talent Development & talent Retention on Competency-based HR functions & talent management.
- The moderating effect of the Demographic variable was not assessed by the researcher in this study; In the future, Age, Gender & Education can be tested as moderators for the model. & Particular Group effects were not measured in this study. In future, group-wise analysis also can be done for this model.

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