



**EXECUTIVE SUMMARY OF PH.D THESIS TITLED
“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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JULY-2023

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CERTIFICATE

THIS is to certify that this Ph.D. Thesis entitled “**AN EMPIRICAL STUDY ON "COMPETENCY MANAGEMENT AS A TOOL OF TALENT MANAGEMENT –A CASE STUDY OF SELECTED COMPANIES IN THE GUJARAT STATE"** submitted by **MS. PURVI**

AVANTILAL CHAVLA to The Maharaja Sayajirao University of Baroda, Vadodara for the award of degree of Doctor of Philosophy in Commerce & Business Management under Faculty of Commerce is to the best of my knowledge, is a record of bonafide research work carried out by him under my supervision and guidance.

The results embodied in this Ph.D. Thesis have not been submitted elsewhere for the award of any Degree or Diploma. It is further acknowledged that the Doctoral research has been carried out in compliance of the relevant O.Ph.D of The Maharaja Sayajirao University of Baroda, Vadodara.

Based on the declaration as submitted by the candidate the undersigned countersigns that the research work presented in this Ph.D. Thesis has incorporated the results of the independent and original investigation carried out by the candidate herself. The information and secondary data that has been gathered and compiled from various secondary sources has been duly acknowledged in this Ph.D. Thesis as the case maybe.

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Date: 20, July 2023
Place: Vadodara

DECLARATION BY THE CANDIDATE

I here by declare that the Ph.D. Thesis entitled “AN EMPIRICAL STUDY ON COMPETENCY MANAGEMENT AS A TOOL OF TALENT MANAGEMENT –A CASE STUDY OF SELECTED COMPANIES IN THE GUJARAT STATE" to be submitted to The Maharaja Sayajirao University of Baroda, Vadodara, is an original research work and it is the results of the independent and original investigation carried out by me under the guidance & supervision of DR. PRITI VIVEK NIGAM, Research Guide , Assistant Professor, Shri M.K. Amin Arts & Science College And College of Commerce, Padra, Department of Commerce & Business Management, Faculty of Commerce, The Maharaja Sayajirao University of Baroda,Vadodara.

I also declare that this original research work submitted in form of the Ph.D. Thesis has not formed the basis for the award of any other Degree, Diploma, Associateship or Fellowship of similar other titles. I further declare that this Doctoral research work has been carried out fulfilling the relevant O.Ph.D of The Maharaja Sayajirao University of Baroda.

I hereby declare that the information and secondary data that has been gathered and compiled from various secondary sources has been duly acknowledged in this Ph.D. Thesis and it does not contain any part or any work which has been submitted for the award of any other degree either in this University or in any other University/Deemed University. The plagiarism check and originality of work for each of the chapters of this Ph.D. Thesis have been undertaken using Software iThenticate as suggested by Smt. Hansa Mehta Library, The Maharaja Sayajirao University of Baroda, Vadodara.

Date: 20,July,2023
Place: Vadodara

MS. PURVI AVANTILAL CHAVLA
(Research Scholar)

**AN EXPLORATORY STUDY “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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1.0: INTRODUCTION:

The survey conducted by Right Management- Manpower Group in 2014 sheds light on a prevalent concern among employers worldwide: the lack of skilled talent for key positions. This concern is consistent across regions, but it is particularly urgent in the Asia Pacific region, where rapid economic expansion presents challenges in sourcing the necessary talent to support business strategies. India experienced a deficit of approximately 30% in skilled talent for crucial roles.

The shortage of skilled talent poses significant challenges for organizations globally. Not only does it hinder recruitment efforts, but it also affects leadership pipelines and the availability of required competencies. One critical area of concern is the grooming and cultivation of talent for leadership roles. The ability to translate strategic plans into tangible outcomes requires individuals with specific skills, and organizations struggle to find such talent. The responsibility for talent management is no longer solely placed on the Human Resources department. Scholars and practitioners increasingly advocate for senior management members to take part in ensuring the presence of suitable talent when needed. The influence of talent extends to all significant decisions made at the executive level, commonly known as the C-Suite. Accessing, mobilizing, and cultivating appropriate talent is crucial for achieving organizational objectives, regardless of geographical location.

Organizations that fail to maintain talent initiatives may face severe consequences, such as a shortage of skills required for business progress. The lack of competent individuals to assume leadership positions results in a talent deficit that can significantly impact business operations.

Overall, the survey highlights the importance of talent management in addressing the skills gap and emphasizes the need for a collaborative effort from senior management to ensure the availability of suitable talent for organizational success.

The emphasis on talent acquisition and development in organizations has increased significantly, with a focus on cultivating Human Age leadership qualities. Leaders of the future need to acquire and refine new competencies to navigate modern complexities, both in business and managing individuals and groups. They will act as information curators and team coaches, possessing strategic and tactical thinking, as well as conceptual and action-oriented approaches. These leaders will be adept at anticipating and responding to various situations while exploring new possibilities. Competency management is a strategic approach that involves identifying and assessing the knowledge, skills, abilities, experiences, motivations, and personality traits required for an organization's workforce to achieve current and future strategic objectives. By fostering innovation, engagement, and retention, well-designed competency models provide precise criteria for improving performance management, talent assessment, recruitment, development, redeployment, succession management, and promotion systems within the organization.

2.0: A BRIEF ABOUT THE RESEARCH STUDY:

The researcher aimed to investigate a range of managerial, technical, and behavioural competencies exhibited by employees at different hierarchical levels (top, middle, and lower) within diverse manufacturing sectors in Gujarat. A study was conducted to examine the influence of Competencies based HR Functions on Talent Management functions, specifically Talent Acquisition, Talent Development, and Talent Retention, within selected four key sectors in the manufacturing industry in Gujarat. The researcher's primary focus has been on four sectors within the manufacturing industry of Gujarat State: the Agro& Food Processing Industry, Oil & Gas, Pharmaceuticals & Biotechnology, and the Chemical & Petrochemical Industry (Gujarat, 2010). The primary objective of the researcher is to develop a theoretical framework that investigates the connection between competencies, HR functions based on competencies, and talent management. The researcher will also strive to examine the potential mediating role of Competency-based HR functions concerning Talent Management practices & competencies within the organisation.

3.0: OBJECTIVES OF THE RESEARCH STUDY:

The key objective of this research study is to examine the Competency-Based HR Functions leading towards Talent Management amongst selected employees of 04 key sectors of the manufacturing industry Viz. Agro& Food Processing Industry, Oil & Gas, Pharmaceuticals & Biotechnology, and Chemical & Petrochemical industry of the Gujarat State.

The other objectives of research study were as follows.

To know the individual employees' awareness of the Competency-Based HR Function and its applications in the selected companies of the manufacturing industry of the Gujarat State.

To identify different competencies which help the organization to establish Talent Management in the organisation.

To identify the different Human Resource Functions where the Competency-Based tools are used amongst the selected employees from the selected companies of the manufacturing industry of the Gujarat State.

To study the relationship between Competencies and Talent Management amongst the selected employees amongst the selected employees from the selected companies of the manufacturing industry of the Gujarat State.

To study the relationship between Competency-Based HR Functions and Functions of the Talent Management amongst the selected employees from the selected companies of the manufacturing industry of the Gujarat State.

To analyse the Importance & Performance of Competencies, Competency-Based HR Functions & Talent Acquisition, Talent Development & Talent amongst the selected employees amongst the selected employees from the selected companies of the manufacturing industry of the Gujarat State.

4.0: CONCEPTUAL MODEL DEVELOPED AND USED IN THE RESEARCH STUDY:

To attain the objectives of this research study, a review of the available literature undertaken by the researcher. Subsequently, a theoretical structural model was developed, as shown in Figure Number __. The model incorporated concepts from the subject domain of Competencies; Competency-Based HR Practices & Talent Management. The research study's conceptual model tries to establish a link between Competencies & Competency-Based HR functions, which ultimately results in Talent Management in the organisation. The individuals would equip themselves with Technical, Professional, Managerial & Behavioural competencies towards the possibility of their talent being acquired performed in such a way that their talent is developed, they are retained, thus ensuring their continued employability in the Organization. (Srivastava & Bhatnagar, 2008).

[Proposed Model is adapted & modified from ANITHA K. S. 'Competence Management as a Tool of Talent Management- A Study of Practices in Indian Organizations', May 2011 (Pinapati & V...]

COMPETENCY BASED

COMPETENCY

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5.0: RESEARCH METHODOLOGY OF THE RESEARCH STUDY:

The researcher endeavored to concisely summarise the research methodology's methodological, procedural, and conceptual components. The research process encompassed several vital components, which were systematically addressed. These components include the initial clarification of fundamental terminology, the elucidation of the study's rationale and scope, the explication of the research design, the articulation of objectives and research inquiries, the formulation of hypotheses, the construction and application of a conceptual model, the identification of secondary data sources, the design of the sampling procedure, the analysis and interpretation of primary data, the presentation of research findings, the discussion of the implications and outcomes, and the provision of recommendations and suggestions. The researcher also acknowledged the inherent constraints of the study and offered recommendations for future researchers to undertake analogous investigations.

The researcher has tried to present the findings using various statistical tools and techniques to draw conclusions and clarify important theoretical and managerial implications in this research study. The utilisation and implementation of correlation analysis have yielded valuable insights into the relationship between individual employees' Competency & Talent Management practises. The correlation analysis investigated the associations between Competency-based HR functions and Talent Management. The researcher employed the Chi-Square Test to evaluate the association between the selected employees' background variables and their responses about their awareness and implementation of competency-based HR functions and talent management practices.

The research study's findings are based on the one-way ANOVA test, specifically the Kruskal-Wallis H test, and subsequent post hoc analysis. The statistical techniques were utilised to identify differences in the responses of employees in the State of Gujarat, classified according to sector and Level of designation. Confirmatory Factor Analysis (CFA) is a widely used statistical method employed to assess the validity and reliability of latent constructs by examining the indicators (items) that comprise them. The study utilised a first-order confirmatory factor analysis (CFA) technique, specifically employing measurement model analysis using partial least squares structural equation modelling (PLS-SEM). The researchers employed a Structural model measurement of the Structural Equation Model (SEM) with Partial Least Squares-SEM (PLS-SEM) to analyse the relationships between the variables in the study. The researcher also aimed to offer extensive implications derived from the results and findings of this research study.

The following table gives brief summary of various facets of research methodology followed in the conduct of this research study

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Bibliography	
Number of Books Referred	32
Number of Journals Referred	162
Number of Research Papers Reviewed	256
Number of Research Report/ Thesis /Dissertation Referred	10
Articles and White Papers Referred	12
Number of Conference Proceedings Referred	80
Number of Websites Accessed	32
Name of Search Engines Used	Scopus, ProQuest, JSTOR, Google Scholar, SpringerLink and J-Gate
Name of Statistical Tools Applied	Frequency Distribution, Percentages, Mean, Proportion, Correlation, Chi-square Test, T-test, Kruskal-Wallis Test, Post Hoc Test, Partial Least Square Structural Equation Modeling (PLS-SEM)
Sources of Secondary Data Used	Reference Book, Journals, Newspaper articles, Ph.D. Thesis, Master Dissertation, Working paper, Conference proceeding, Websites
Group of Hypotheses Tested	07
Research Design Used	Exploratory and Descriptive research design
Research Instrument Used	Structured Non-Disguised questionnaire
Sampling Decisions	
Representative Sample	Selected employees who are working in companies which have more than 100 employees in their company and belong to the four key sectors of the manufacturing industry of Gujarat State Viz. Agro & Food Processing Industry, Oil & Gas, Pharmaceuticals & biotechnology and Chemical & Petrochemical industry.
Sampling Design	Non-Probability Sampling Design
Sampling Method	Convenient and Judgmental sampling method
Sampling Frame	Summary result for the factory sector- ASI-2019-2020)(INDIA, 2019), and Estimate of Employees other than a worker(Supervisory & managerial & 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)

Sample Size	548 Employees from selected four key sectors of the manufacturing industry of Gujarat state(161- Agro & Food Processing Industry,147- Oil & Gas Industry, 145- Pharmaceuticals & biotechnology industry, 95- Chemical & Petrochemical industry)
Sampling Media	Structured Non-Disguised Questionnaire filled up through Electronic format and supported with the help of personal interviews with the selected Senior Employees.
Details of Model	SHL Universal Frame work of Competencies, Ice Berg Model of Competency , ATD model for talent Management
Number of Tables in Ph.D. Thesis	101
Number of Graphs in Ph.D. Thesis	62
Number of Figures in Ph.D. Thesis	09

6.0: DRAFTING OF RESEARCH INSTRUMENT OF THE RESEARCH STUDY:

The structured non disguised questionnaire was drafted considering the objectives of the research study with the help of gaps that were identified through conduct of the review of literature on the chosen field of research study. The structured non disguised questionnaire consists of neutrally worded questions. The selected employees were asked to rate their opinion based on their awareness and experience of on Competencies, Competency Management, and Talent Management with the that were pre-determined using a Likert scale. The selected Demographic Background Variables of the selected employees who were drawn for the purpose of collection of the primary data in this research study included viz., Age, Gender, Educational Qualifications, Designation & Experience. The secondary source of information used by the researcher in drafting of the structured non disguised questionnaire as given in EX. Table Number 2 [Please Refer the Annexure-I].

Table Number:ES- 2:		
List of References of Selected Criteria Used in Drafting of Structured Questionnaire		
Name of Author and Research Article & Time Period of Research Study Conducted	No. of Criteria used in the Questionnaire.	Total No. of Criteria Items
General information regarding age group, gender, Designation, Education Qualification, and Department [Q-1 T0 Q-7]		
General information regarding Awareness of Competencies (Q-8 to Q-11)		
(Dubois & Rothwell, 2000)	03	
(Zlatkin-Troitschanskaia et al., 2015)		
(Sita, 2013)		
Statements that reflect Awareness about General Competencies [Q-13& Q:14]]		
(Lado & Wilson, 1994)	06	

(Sita et al., 2021)	
(Watson et al., 2002)	
(Bradshaw, 1998)	
Criteria for mapping Level of &organizational Competencies [Q-15;12]	
(Arafeh, 2015)	12
(Sita et al., 2021)	
(Dubois & Rothwell, 2000)	
(Shavelson, 2010)	
(Simon, 2010)	
Statements that reflect the adoption of competency-basedHR Practices [Q- 16;1,2,3,4,5,6,7,8,9,10,11)	
(Naidu, 2009)	11
(Dubois & Rothwell, n.d.)	
(Sita, 2013)	
(Hollenbeck et al., 2006)	
(Hollenbeck et al., 2006)	
(Palaniappan, 2003)	
(Kuruba, 2019)	
Statements that reflect the adoption of Talent Acquisition Practices [Q- 16;12,13,14,15,17]	
(Srivastava & Bhatnagar, 2008)	05
(Hewitt Associates & Human Capital Institute, 2008)	
(Orlova et al., 2015)	
(Chauhan, 2015)	
Statements that reflect the adoption of Talent Development Practices [Q- 16;16,19,21,23,24,25,26,27, 28,29,30,31,32,)	
(Chauhan, 2015)	13
(Sita, 2013)	
(Wanjira Muriithi, 2017)	
(Mervat E. A. El Dahshan, 2018)	
Statements that reflect the adoption of Talent Retention Practices [Q- 16;18,20,22, 39,40,41,42,43,33,34,35,37,38)	
(Oladapo, 2014)	13
(Chauhan, 2015)	
(Sita, 2013)	
Statements that reflect the activities of managing talent through competency Management [Q- 17; 1 to 11]	
(Chauhan, 2015)	11
(Sita, 2013)	
Statements that reflect the identification of Competency Practices[Q:18;1 to 8]	
(Chauhan, 2015)	08

7.0: DATA ANALYSIS & INTERPRETATIONS OF THE RESEARCH STUDY:

Table Number: ES- 3 Profile of Selected Employees (Number & Percentages)					
	Agro &Food Processing Industry	Oil &Gas Industry	Pharmaceuticals &biotechnology Industry	Chemical &Petrochemic al industry	Total
AgeGroups(InYears)					
18to24	4(17.39)	7(30.43)	7(30.43)	5(21.74)	23(4.21)
25to34	53(29.78)	41(23.03)	54(30.34)	30(16.85)	178(32.60)
35to54	68(28.22)	68(28.22)	59(24.48)	44(18.26)	241(44.14)
55& above	36(33.96)	31(29.25)	24(22.64)	15(14.15)	106(19.41)
Gender					
Male	96(30.87)	83(26.69)	81(26.05)	51(16.40)	311(56.96)
Female	65(27.66)	64(27.23)	63(26.81)	43(18.30)	235(43.04)
levelofManagement					
Top-level	88(31.54)	91(32.62)	70(25.09)	30(10.75)	279(51.10)
Middlelevel	46(25.41)	39(21.55)	54(29.83)	42(23.20)	181(33.15)
BottomLevel	27(31.40)	17(19.77)	20(23.26)	22(25.58)	86(15.75)
GroupofVariousDepartment					
Finance,Purchase& sales	18(41.86)	4(9.30)	9(20.93)	12(27.91)	43(7.88)
HRM,Admin, Marketing	56(23.93)	61(26.07)	67(28.63)	50(21.37)	234(42.86)
Production,Plant, Manufacturing	87(32.34)	82(30.48)	68(25.28)	32(11.90)	269(49.27)
EducationQualification					
PostGraduation&above	129(32.66)	117(29.62)	96(24.30)	53(13.53)	395(72.34)
Graduation	30(20.14)	28(31.65)	44(26.62)	37(25.46)	139(25.46)
UnderGraduate	2(16.67)	2(16.67)	4(33.33)	4(33.33)	12(2.20)
Experience					
5Yearsandabove	57(27.54)	55(26.57)	48(23.19)	47(22.71)	207(37.91)
3-5 years	55(28.80)	47(24.61)	57(29.84)	32(16.75)	191(34.98)
0-3 Years	49(33.11)	45(30.41)	39(26.35)	15(10.14)	148(27.11)
TotalNumberof Employees	161	147	144	94	546(100.00)

The table provides a comprehensive profile of selected employees across four industries: Agro & Food Processing, Oil & Gas, Pharmaceuticals & Biotechnology, and Chemical & Petrochemical. The key findings are as follows: **Age Groups:** The majority of selected employees (32.60%) fall within the 25 to 34 age bracket, with the age group of 35 to 54 well-represented (44.14%). Employees aged 55 and above constitute the smallest portion (19.41%). **Gender Distribution:** Male employees dominate the workforce in all industries, making up 56.96% of the total selected employees.

The Agro & Food Processing Industry has the highest percentage of male employees (30.87%), while the Chemical & Petrochemical Industry has the lowest (16.40%). Female employees account for 43.04% of the workforce, with the highest representation in the Agro & Food Processing Industry (27.66%). **Level of Designation:** The majority of employees (51.10%) hold top-level management positions, with the Oil & Gas Industry having the highest percentage of top-level management employees (32.62%). Bottom-level management employees have the smallest share in the Chemical & Petrochemical Industry (15.75%). **Departments:** The Production, Plant, and Manufacturing departments have the most significant representation (49.27%) among selected employees. The HRM, Admin, and Marketing departments are also well-represented (42.86%). **Education Qualifications:** A substantial portion of the workforce (72.34%) holds Post Graduation and above qualifications, with the Agro & Food Processing Industry having the highest percentage of such employees (32.66%), and the Chemical & Petrochemical Industry having the lowest (13.53%). **Work Experience:** Employees with 5 years and above of experience are the most common category (37.91%). The Agro & Food Processing Industry has the highest percentage of such employees (27.54%), while the Chemical & Petrochemical Industry has the lowest (22.71%). Employees with 3-5 years of experience constitute 34.98% of the workforce, and those with 0-3 years of experience account for 27.11%.

In conclusion, the data provides valuable insights into the demographic and professional characteristics of selected employees in different industries. It shows a diverse workforce with varying age groups, gender distribution, management levels, departments, educational qualifications, and work experience. Such information is essential for organizations and policymakers to understand the workforce composition and make informed decisions for recruitment, training, and overall organizational development.

8.0: KEY FINDINGS, CONCLUSIONS & It's IMPLICATIONS OF THE RESEARCH STUDY:

8.1: Objectives of the study & it's result

SR. No	Objectives	Result, Conclusions & Implications
01	<p>Primary Objective of the research study:</p> <p>The key objective of this research study is to examine the Competency-Based HR Functions leading towards Talent Management amongst selected employees of four key sectors of the manufacturing industry of Gujarat State Viz. Agro & Food Processing, Oil & Gas, Pharmaceuticals & Biotechnology, and Chemical & Petrochemical industries.</p>	<p>Establishing a Strong Association: The study's findings unequivocally established a robust association between competency-based HR functions and talent management practices. This means that organizations that prioritize and implement competency-based HR functions are more likely to have effective and successful talent management practices in place.</p> <p>Measurement Model Validation: The measurement model, which evaluated the reliability and validity of the constructs, met the necessary criteria for demonstrating strong associations. The assessment of factor loadings, composite reliability, convergent validity, and discriminant validity ensured that the constructs were accurately measured and aligned with their intended theoretical concepts.</p> <p>Predictive Capability: The SEM model demonstrated strong predictive capability through various metrics, including R2 (in-sample explanatory power), F2 (effect size), and Q2 predict (in-sample and out-sample explanatory power). These results indicate that the model can effectively predict Competency-Based Talent Management outcomes in various industries.</p> <p>Importance of Competency-Based HR Functions: The study emphasized the critical role of competency-based HR functions in establishing an effective Competency-Based Talent Management system within organizations. These HR functions act as a mediator between competency and talent management practices, underscoring their significance in the talent management process.</p> <p>No Direct Relationship between Competency and Talent Management: Interestingly, the study found no significant direct relationship between competency and talent management practices. This reinforces the importance of having a competency-based HR function that acts as a crucial intermediary in the talent management process.</p>

		<p>Strategic Insights: The findings provide valuable strategic insights for organizations seeking to implement effective talent management practices. By focusing on competency-based HR functions and aligning them with talent management strategies, organizations can enhance their overall talent acquisition, development, and retention processes.</p>
02	<p>Objective 01: To examine the individual employees' awareness of the Competency and its applications in the selected companies of the Gujarat State manufacturing industry.</p>	<p>Results: The findings indicate that a significant majority (around 79%) of the respondents are aware of Competency and its applications. These respondents have a clear understanding of the concept and its relevance in individual and organizational growth. However, approximately 21% of the respondents reported being unaware of what Competency means. The results suggest that there is a substantial level of awareness regarding Competency among the surveyed employees. This awareness is crucial as Competency plays a pivotal role in Talent Management practices. Employees who possess relevant competencies are likely to contribute more effectively to their organizations.</p> <p>Clarification on Unaware Respondents: Interestingly, among the respondents who marked themselves as "unaware," the subsequent analysis revealed that they were able to answer questions related to specific competencies like "Communication Skills," "Learning," and "Interpersonal Skills." This suggests that these respondents, despite identifying as "unaware," actually possess an understanding of competencies but may not be familiar with the specific term "Competency."</p> <p>The high level of awareness & applications of Competency among employees has several implications:</p> <p>Enhanced Talent Management: Employees who are aware of Competency are more likely to recognize their strengths and areas for development. This awareness can facilitate better talent management practices, including effective talent acquisition, development, and retention.</p> <p>Training and Development: For the 21% of respondents who marked themselves as "unaware," organizations can consider providing training and development programs to increase their understanding of Competency. This can lead to a more competent and skilled workforce.</p> <p>Communication and Terminology: Organizations may need to ensure effective communication and clarity</p>

		<p>of terminologies to bridge the gap between employees' understanding and the actual concept of Competency. This can prevent any potential confusion or misinterpretation.</p> <p>Performance Management: Awareness of Competency can positively influence performance management practices. Employees who understand their competencies can set more meaningful goals and align their efforts with organizational objectives.</p>
	<p>Objective 02: Identify different competencies that help the organisation establish Talent Management.</p>	<p>Results: To achieve this objective, the researcher conducted qualitative analysis after an extensive review of literature on competency and competency-based management. The analysis revealed three major groups of competencies that contribute to the development of competency-based HR functions and ultimately lead to effective Talent Management in organizations:</p> <p>Managerial Competence: This refers to the ability of leaders and managers to direct actions and efforts towards achieving organizational objectives and effectively communicate the expected outcomes. Managerial competencies play a crucial role in guiding and aligning talent management practices with the organization's strategic goals.</p> <p>Behavioural Competencies: These are the collective knowledge, attitudes, and actions an individual possesses in a business setting across all job levels. A behavioral competency framework describes competencies in behavioral terms and helps recognize and assess these competencies when demonstrated by individuals. Behavioral competencies are essential in talent management as they define the desired behaviors for success within an organization.</p> <p>Technical Competencies: Specific competencies are required to perform a given job within a job family. Technical or professional competencies are job-specific skills and knowledge that enable effective performance in a particular role. These competencies can be generic to a job family or specific to roles, levels, or jobs within the family.</p>

		<p>Sources: The researcher relied on multiple sources, including research papers, articles, books, and the works of prestigious authors in the field of competency and talent management. Two significant works that contributed to the identification of competencies were the SHL's "Great Eight" Competencies developed by Professor Dave Bartram and the book on competency toolkit by David D. Dubois and William Rothwell.</p> <p>The second objective of the research study has been successfully accomplished by identifying and categorizing various competencies that contribute to talent management practices.</p> <p>The exhaustive list of competencies, derived from a thorough literature review and expert contributions, serves as a valuable resource for organizations seeking to establish competency-based HR functions and enhance talent management strategies.</p> <p>Implications: The identification of these competencies has several implications for organizations:</p> <p>Competency-Based Talent Management: Organizations can align their talent management practices with the identified competencies, leading to a more structured and competency-based approach to talent acquisition, development, and retention.</p> <p>Competency Framework Development: The identified competencies can serve as a foundation for developing a competency framework tailored to the organization's specific needs and industry requirements.</p>
	<p>Objective 03 To identify the different Human Resource Functions where the competency-based tools are used in the selected companies of the Gujarat State manufacturing industry.</p>	<p>Results: To achieve this objective, the researcher conducted a systematic literature review using Scopus and Web of Science databases with relevant keywords, such as "Competency" and "Human Resource Management." The initial search resulted in 2,943 documents from Scopus, which were narrowed down to over 200 papers published after the year 2010. After studying the abstracts of these papers, the researcher identified eight key HR functions where competency-based tools are highly recommended for further analysis. These functions are as follows:</p> <p>Competency-based Recruitment: Using competency-based approaches to attract and select candidates based on their specific skills, knowledge, and abilities relevant to the job requirements.</p> <p>Competency-based Selection: Identifying and selecting candidates for specific roles based on their</p>

	<p>demonstrated competencies and alignment with organizational needs.</p> <p>Competency-based Training & Development: Designing training and development programs based on identified competencies to enhance employees' skills and capabilities.</p> <p>Competency-based Performance Appraisal & Succession Planning: Evaluating employee performance and potential for career advancement based on their competencies and aligning them with succession planning.</p> <p>Competency-based Compensation: Linking compensation and rewards to the demonstrated competencies and contributions of employees.</p> <p>Competency-based HR Policy: Developing human resource policies and practices that incorporate and promote competencies throughout the organization.</p> <p>Competency-based Career Development: Planning and guiding employees' career paths based on their competencies and growth potential.</p> <p>The identified HR functions represent critical areas where competency-based tools and approaches can significantly impact talent management practices in organizations. By incorporating competencies into these HR functions, organizations can ensure a more strategic and targeted approach to managing their workforce and driving business success.</p> <p>Implications: The results of Objective 03 have significant implications for organizations aiming to implement talent management practices effectively. By integrating competency-based tools into these HR functions, organizations can align their talent strategies with business objectives, improve workforce planning and development, and create a more robust talent pipeline for future leadership positions. Moreover, adopting competency-based approaches in HR functions can foster a culture of continuous learning and improvement, ensuring that employees' skills remain relevant and adaptable in a rapidly changing business landscape. Overall, the findings underscore the importance of competency-based HR functions in achieving successful talent management outcomes.</p>
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	<p>Objective: 04 To study the relationship between Competencies and Talent Management in the selected companies of the Gujarat State manufacturing industry</p>	<p>Results: To achieve this objective, the researcher employed various statistical analyses, including correlation tests, path analysis (based on regression), and outer loading matrix, to understand the relationship between competencies and talent management practices.</p> <p>Reflective Indicator Loadings - Outer Loading Matrix: The researcher used the outer loading matrix to identify the major competencies that are necessary for developing talent management in the organization. However, in this specific analysis, the communication skill competency set had a very low item loading of 0.024, indicating that it does not effectively explain the latent construct (talent management).</p> <p>Correlation Between Communication Competency Set, Overall Competencies & Talent Management Practices: Initially, at the correlation analysis stage, the overall competency sets and talent management showed a positive and significant correlation, indicating a strong association between competencies and talent management practices in the organization. However, the communication competency set showed an adverse correlation with talent management practices (-0.060*).</p> <p>Regression and Hypotheses Testing: The researcher conducted regression and hypothesis testing to explore the relationship between competencies and talent management more deeply. The findings showed that there is no significant direct relationship between competency and talent management (p-value = 0.33), leading to the failure to reject the null hypothesis.</p> <p>Implications:</p> <p>Indirect Effect of Competency on Talent Management: Although the study did not find a direct relationship between competency and talent management practices, it revealed an indirect, strong effect of competency through competency-based HR functions on talent management. This implies that while competencies may not directly impact talent management, they play a crucial role in the development and implementation of competency-based HR practices, which, in turn, influence talent management.</p> <p>Importance of Competency-based HR Functions: The study emphasizes the core importance of competencies in developing competency-based HR functions in the organization. Competency-based HR</p>
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		<p>practices can significantly impact talent management processes and ensure the alignment of workforce capabilities with organizational goals.</p> <p>The finding emphasizes the importance of incorporating competency-based approaches in HR functions to foster effective talent management in the organization. Additionally, the low item loading of the communication competency set indicates the need for further investigation and possibly refinement of the communication competency construct. Overall, these insights can guide organizations in developing comprehensive talent management strategies that leverage competencies effectively through competency-based HR functions.</p>
	<p>Objective: 05 To study the relationship between Competencies based HR Functions and Talent Management Functions in the selected companies of the Gujarat State manufacturing industry.</p>	<p>Results: To achieve this objective, the researcher conducted various statistical analyses, including correlation tests, regression, and path analysis using Partial Least Squares Structural Equation Modelling (PLS-SEM). The purpose was to explore the relationship between competency-based HR functions and talent management practices.</p> <p>Correlation Between Overall Competency-Based HR Functions & Talent Management: The results showed a positive and significant correlation (0.511**) between overall competency-based HR functions and talent management. This indicates a strong association between these two variables in the selected companies.</p> <p>Total Direct Effect Result of Competency-based HR Functions & Talent Management: The bootstrapping analysis revealed significant direct effects of competency-based HR functions on talent management practices. The total direct effect of competency-based HR functions on talent management was found to be 0.682, indicating a strong and positive relationship.</p> <p>Regression and Hypotheses Testing: The researcher also conducted regression and hypothesis testing to further validate the relationship between competency-based HR functions and different aspects of talent management. The results showed significant positive relationships between competency-based HR functions and talent acquisition (TA), talent development (TD), and talent retention (TR). The T-statistics for all three hypotheses were significant with p-values of 0.000**, indicating strong support for the relationships.</p>

		<p>Implications:</p> <p>Strong Association between Competency-based HR Functions & Talent Management: The study's findings reveal a robust and significant relationship between competency-based HR functions and talent management practices. This implies that organizations that effectively implement competency-based HR functions are more likely to have successful talent management strategies.</p> <p>Mediation Role of Competency-based HR Functions: The study indicates that competency-based HR functions play a full mediation role between competency and talent management practices. In other words, competency-based HR functions act as a bridge or intermediary that influences the relationship between competency and talent management. This highlights the critical importance of integrating competency-based approaches in HR functions to facilitate effective talent management.</p> <p>The findings confirm a strong and significant association between these two variables. Additionally, the study identifies competency-based HR functions as a full mediator between competency and talent management practices, further emphasizing their pivotal role in talent management success. Organizations aspiring to establish effective talent management practices should focus on developing and implementing competency-based HR functions as an integral part of their HR strategy. By doing so, they can optimize their talent acquisition, development, and retention efforts, leading to enhanced overall organizational performance and success.</p>
	<p>Objective:06 To analyse the Importance & Performance of Competencies, Competency-based HR functions, Talent Acquisition, Talent</p>	<p>Results: To assess the importance and performance of the mentioned constructs in the context of talent management practices, the researcher used Importance Performance Map Analysis (IPMA) with data gathered from the survey. The IPMA helps identify two constructs Talent Development & Competency Based HR Functions are most critical for talent management and how they currently perform in the organization.</p> <p>Importance-Performance Map Analysis (IPMA) Results: The IPMA results showed the importance and performance values for each construct in talent management practices: Competency_Based_HR Functions :</p>

<p>Development, and Talent retention in the selected sectors of the Gujarat State manufacturing industry.</p>	<p>Importance = 0.705 & Performance = 67.647 while TD (Talent Development) function Importance = 0.593 & Performance = 65.861. Whereas Average of Importance = 0.4165 & Performance = 67.878. The study finds that competency-based HR functions and talent development are both crucial constructs with high importance scores. However, their performance levels are below the average performance. This suggests that the organizations in the selected sectors of Gujarat State manufacturing industry need to focus on improving these two areas to strengthen talent management practices.</p> <p>Importance of Competency-Based HR Functions: The study highlights that competency-based HR functions play a significant role in adopting talent management techniques. These functions are considered crucial for effective talent management. However, the performance in this area is rated as "average," indicating that there is room for improvement. The organizations need to adopt various policies and initiatives to enhance the effectiveness of competency-based HR functions.</p> <p>Importance of Talent Development: Talent development is identified as another critical factor for talent management strategies. It is considered essential for nurturing and grooming a skilled workforce. However, the study reveals that the performance of talent development practices is currently "subpar." This points to a weakness in the organization's application of suitable talent development techniques. To strengthen talent management, organizations must focus on improving talent development efforts.</p> <p>Priority of Development: The study suggests that organizations should first concentrate on improving talent development practices since it has a higher importance value (0.705) compared to its current performance level. After addressing talent development, the focus can shift to developing competency-based HR functions, which also contribute significantly to talent management practices.</p> <p>Other Factors: While the study acknowledges the importance of other constructs in talent management, it indicates that they are not as critical as talent development and competency-based HR functions. Therefore, after addressing the core areas, policymakers and managers can focus on improving other factors that support talent management practices.</p>
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		<p>Strategic Guidance: The IPMA analysis provides strategic guidance for policymakers and industry managers. By identifying the core components of talent management (talent development and competency-based HR functions), they can prioritize their efforts and resources effectively. Strengthening these core areas will likely have a more substantial impact on talent management practices in the organization.</p>
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8.2: Hypothesis of the study & it's result

SR.NO	Hypothesis	Result, Conclusions & Implications of Hypothesis
01	<p>Hypothesis:01</p> <p>"Greater the Awareness of Competencies, will Strengthen the Competency-Based HR Functions"</p>	<p>Result of Hypothesis-1</p> <p>Communication Competency Set: The awareness of the communication competency set showed no significant correlation with competency-based HR functions. This means that employees' awareness of communication skills did not have a strong impact on the development of competency-based HR functions in the organization.</p> <p>Other Competency Sets: In contrast, the study found that awareness of several other competency sets demonstrated a positive and significant correlation with competency-based HR functions. These competency sets include organization awareness and information seeking, interpersonal skills and relation building, empathy, influence and persuasive skills, flexibility, learning, create your own measure of excellence and quality concern, and initiative.</p> <p>Overall Competencies: The study also revealed that the overall awareness of competencies, encompassing all competency sets, had a positive and significant correlation with competency-based HR functions. This suggests that a general awareness of various competencies collectively contributes to the development of competency-based HR practices in the organization.</p> <p>Concluding Remarks: The findings from the Test of Hypothesis 01 underscore the significance of employees'</p>

		<p>awareness of competencies in strengthening competency-based HR functions. While the awareness of communication skills did not have a notable impact on HR functions, other competency sets' awareness positively influenced HR practices. The study's results emphasize the importance of focusing on competency development and promoting awareness of core competencies within the workforce. Organizations that prioritize competency development and create a culture of awareness around these competencies are more likely to establish robust and effective competency-based HR functions. By nurturing and developing the identified competencies among employees, organizations can enhance their talent management practices. A talent management approach that values and leverages these competencies is more likely to lead to improved employee performance, retention, and overall organizational success in the rapidly changing and competitive business environment.</p> <p>Overall, the study provides valuable insights for organizations in the manufacturing industry of Gujarat seeking to enhance their HR practices and talent management strategies. It highlights the importance of aligning competency-based HR functions with the organization's talent management goals to create a thriving and sustainable workforce.</p>
02	<p>Hypothesis:02</p> <p>Greater competencies implemented in the organisation will strengthen talent acquisition, talent development, talent retention & Talent Management practices.</p>	<p>Result of Hypothesis :02</p> <p>Communication Competencies: The study found a negative and significant correlation between communication competencies and Talent Acquisition, Talent Development, and overall Talent Management practices. This negative relationship suggests that higher levels of communication competencies are associated with lower levels of success in talent acquisition, development, and management. However, there was no significant correlation between communication competencies and Talent Retention.</p> <p>Other Competencies: On the other hand, the study found positive and significant correlations between various other competencies and all talent management practices (Talent Acquisition, Talent Development, Talent Retention, and Talent Management). Competencies related to Interpersonal Skills, Relation Building, Empathy, Influence & Persuasive Skills, Flexibility, Learning, Organization Awareness & Information</p>

		<p>Seeking, Create your own Measure of Excellence & Quality Concern, and Initiative showed positive relationships with all talent management practices.</p> <p>Overall Competencies: The overall implementation of greater competencies in the organization had a positive and significant correlation with all talent management practices (Talent Acquisition, Talent Development, Talent Retention, and Talent Management). This suggests that a general focus on competency development in the organization positively influences talent management outcomes.</p> <p>Concluding Remarks:</p> <p>The results of the Test of Hypothesis 02 demonstrate the significance of competencies in influencing talent management practices in the manufacturing industry of Gujarat. While communication competencies showed an inverse relationship with talent management practices, other competencies, such as interpersonal skills, empathy, learning, initiative, etc., positively influenced talent management outcomes.</p> <p>The study emphasizes that organizations should focus on developing a wide range of competencies among employees to strengthen talent acquisition, development, and retention processes. Communication skills, while important, should be balanced with other competencies to achieve optimal talent management results.</p>
03	<p>Hypothesis:03</p> <p>Greater competency-based HR Functions implemented in the organisation will strengthen talent acquisition, talent development, and talent retention in the Organisations.</p>	<p>Impact of Competency-based HR Functions: The findings indicate a strong and positive relationship between Competency-based HR Functions and all talent management practices, including talent acquisition, talent development, talent retention, and overall talent management. This supports the hypothesis that greater implementation of Competency-based HR Functions leads to improved talent management outcomes.</p> <p>Specific Competency-based HR Functions: The study identified several specific Competency-based HR Functions that positively influence talent management practices. These include Competency-based Recruitment, Competency-based Selection, Competency-based Training & Development, Competency-based Performance Appraisal & Succession Planning, Competency-based Compensation, Competency-based HR Policy, and Competency-based Career Development. Organizations that prioritize and effectively implement these HR functions are more likely to experience enhanced talent management practices.</p>

		<p>Strategic Importance: The results emphasize the strategic importance of Competency-based HR Functions in talent management. For organizations seeking to establish effective talent management practices, focusing on developing and implementing Competency-based HR Functions is essential. These functions serve as a foundation for attracting, developing, and retaining a skilled and high-performing workforce.</p> <p>Comprehensive Talent Management: The positive correlation between Competency-based HR Functions and all talent management practices highlights the interconnectedness of various talent management activities. By strengthening Competency-based HR Functions, organizations can create a more holistic and comprehensive approach to talent management.</p> <p>In conclusion, the interpretation of the results confirms that Competency-based HR Functions play a vital role in strengthening talent acquisition, talent development, and talent retention in organizations. By prioritizing and effectively implementing these functions, organizations can establish a robust and successful talent management framework. The findings serve as a valuable guide for industry leaders, policymakers, and HR professionals in developing talent-driven strategies and fostering a high-performing workforce in the competitive business landscape of Gujarat's manufacturing industry.</p>
04	<p>Hypothesis:04</p> <p>“Competency-based HR functions will mediate the Competencies & Talent management in the organisation.”</p>	<p>Complete Mediation: The results of the structural equation modeling indicate that Competency-based HR functions act as a complete mediator between competencies and talent management practices. This means that the direct relationship between competencies and talent management practices is not significant, but when Competency-based HR functions are introduced as a mediator, it significantly influences the relationship.</p> <p>Importance of Competency-based HR Functions: The study highlights the crucial role of Competency-based HR functions in linking competencies with talent management outcomes. Competencies alone may not directly impact talent management practices, but when Competency-based HR functions are applied, they serve as a bridge to facilitate the translation of competencies into effective talent management strategies.</p> <p>Strategic Implications: The complete mediation effect suggests that organizations should prioritize the implementation of Competency-based HR functions to enhance talent management practices. By developing</p>

		<p>and integrating Competency-based HR functions, organizations can leverage their employees' competencies more effectively, leading to better talent acquisition, development, and retention.</p> <p>In conclusion, the findings confirm the mediating effect of Competency-based HR functions between competencies and talent management in organizations. It underscores the significance of integrating Competency-based HR functions within the talent management framework. The study's implications have practical relevance for organizations aiming to enhance their talent management practices and make informed decisions about competency development and its impact on overall organizational success.</p>
05	<p>Hypothesis:05</p> <p>There is a significant relationship between the selected Employees' demographic variables, viz., age group, gender, Designation; Gender; Experience, and Educational Qualifications vis-à-vis their awareness & implementation of Competency-based HR practice(Competency Management) in the</p>	<p>Awareness of Competencies: The study found a significant relationship between the demographic variables (age, education qualification, experience, and gender) of selected employees and their level of awareness regarding competencies. This suggests that employees' demographic characteristics influence their awareness and knowledge of different competencies.</p> <p>Education Qualification and Experience: The results indicate that higher education qualification and experience are positively associated with a higher level of competency awareness. Employees with higher educational backgrounds tend to have a better understanding of various competencies, which can positively impact their performance and career development.</p> <p>Age and Awareness: The study found that age groups may exhibit different responses towards competency awareness. Younger employees may be more job aspirant and open to new competencies, while middle-aged and older employees may prioritize job security and stability.</p> <p>Gender and Awareness: The results suggest that gender does not significantly influence the level of competency awareness among employees. This finding aligns with contemporary trends in gender equality and indicates that competency-based HR practices are equally accessible to both genders.</p> <p>Implications of Hypothesis 05(A):</p> <p>Competency Training Programs: Organizations can use the findings to design targeted competency training programs based on employees' demographic characteristics. Customized training initiatives can cater to the</p>

	selected organisation.	<p>specific needs and preferences of different age groups, education levels, and experience levels.</p> <p>Employee Development Strategies: To enhance competency awareness and knowledge among employees, organizations can focus on providing continuous learning opportunities and development initiatives. Investing in education and skill development can lead to a more competent and capable workforce.</p> <p>Equal Opportunities: The results suggest that competency awareness is not biased towards specific demographic groups. This implies that organizations are providing equal opportunities for competency development and awareness, regardless of employees' age, gender, or educational background.</p> <p>Findings of Hypothesis 05(B):</p> <p>Implementation of Competencies: The study found varying degrees of significant associations between demographic variables and the implementation of different competencies. Education qualification was the most common demographic variable associated with competency implementation.</p> <p>Customized Implementation Strategies: Organizations can tailor their competency implementation strategies based on employees' educational qualifications. Providing targeted support and resources to employees with different educational backgrounds can lead to better competency implementation.</p> <p>Age and Learning Competencies: The significant association between learning competencies and age groups suggests that employees' learning disposition may vary with age. Organizations can consider age-related challenges and preferences when designing learning and development initiatives.</p> <p>Implications of Hypothesis 05(B):</p> <p>Skill Development Initiatives: The results highlight the importance of skill development initiatives that target specific competencies based on employees' educational qualifications and age groups. Customized skill development programs can enhance competency implementation.</p> <p>Inclusive Talent Development: Organizations can use the findings to foster an inclusive talent development culture that recognizes and supports employees with diverse educational backgrounds and experiences.</p> <p>In conclusion, the findings and implications of Hypothesis 05(A) and 05(B) emphasize the role of</p>
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		demographic variables in competency awareness and implementation. Organizations can leverage this knowledge to design targeted training programs, skill development initiatives, and talent management strategies that cater to the specific needs and characteristics of their workforce. Creating an inclusive and supportive environment for competency development can contribute to employee growth, organizational success, and overall performance.
06	<p>Hypothesis:06</p> <p>There is a significant relationship between the selected Employees' demographic variables, viz., age group, gender, Designation; Gender; Experience, Educational Qualifications vis-à-vis their implementation of Competency-Based HR practices in the Organisation</p>	<p>Age, Education Qualification, and Experience: The study found significant associations between age, educational qualification, and experience of selected employees with the implementation of various competency-based HR practices. Younger employees showed a higher inclination towards competency-based recruitment and career development, while middle-aged and older employees emphasized job security and stability. Higher educational qualifications were positively linked to the implementation of all competency-based HR practices, indicating that employees with advanced degrees are more likely to exhibit proficiency in these practices.</p> <p>Gender Equality: The results indicated that gender did not serve as a hindrance to the implementation of competency-based HR practices in the selected organizations. Both male and female employees showed similar levels of engagement in these practices, suggesting that gender equality is prevalent in the context of HR competency implementation.</p> <p>Level of Designation: The level of designation was significantly associated with competency-based performance appraisal and succession planning. As employees move up in their designations, the methods for evaluating and appraising performance change, and succession planning becomes a major concern for upper-middle and top-level employees.</p> <p>Implications of Hypothesis 06:</p> <p>Age-Specific Competency Programs: Considering the significant association between age and the implementation of competency-based HR practices, organizations can design age-specific competency development programs. For instance, focusing on career development initiatives for younger employees and</p>

	<p>succession planning programs for middle-level and top-level employees can enhance HR competency implementation.</p> <p>Promoting Education and Skill Development: As higher educational qualification showed a positive relationship with competency implementation, organizations can emphasize promoting continuous education and skill development among their employees. Offering educational opportunities and training programs can contribute to improving competency proficiency.</p> <p>Gender-Inclusive HR Practices: The results of gender equality in HR competency implementation are encouraging. Organizations should continue to promote gender-inclusive policies and practices to ensure equal opportunities for all employees in talent management and HR functions.</p> <p>Designation-Specific Competency Assessment: The significant association between the level of designation and competency-based performance appraisal and succession planning implies the need for designation-specific competency assessment frameworks. HR practices related to performance appraisal and succession planning should be tailored to the needs of different hierarchical levels within the organization.</p> <p>Career Development Initiatives: The strong association between competency-based career development and age, education qualification, and experience highlights the importance of offering targeted career development initiatives. Organizations can focus on creating career advancement opportunities for younger employees and providing continuous learning opportunities for all age groups to foster professional growth and development.</p> <p>Talent Retention Strategies: Given the relationship between age and competency implementation, organizations can adopt talent retention strategies that cater to the different needs and preferences of employees across various age groups. Understanding employees' aspirations and career goals can aid in devising effective retention plans.</p> <p>In conclusion, the findings and implications of Hypothesis 06 emphasize the importance of considering demographic variables such as age, gender, education qualification, experience, and designation in designing and implementing competency-based HR practices. By tailoring HR initiatives to meet the specific needs of</p>
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		their diverse workforce, organizations can enhance competency development, talent management, and overall organizational effectiveness.
07	<p>Hypothesis:07</p> <p>There is no significant relationship between the selected Employees' demographic variables, viz., age group, gender, Designation; Gender; Experience, and Educational Qualifications vis-à-vis their implementation of Talent Management Practices in the selected organisation.</p>	<p>Talent Acquisition Practices: The study found that most demographic variables, including age, gender, designation, and experience, did not show a significant relationship with talent acquisition practices. Only educational qualification showed a weak association with one of the talent acquisition practices.</p> <p>Talent Development Practices: Education qualification and level of designation were the only demographic variables that exhibited a significant association with certain talent development practices. Other variables like age, gender, and experience did not show significant relationships with talent development practices.</p> <p>Talent Retention Practices: Similar to talent acquisition practices, the study found that most demographic variables were not significantly associated with talent retention practices. However, educational qualification and experience showed a weak association with one of the talent retention practices.</p> <p>Implications of Hypothesis 07:</p> <p>Equal Opportunities for Talent Management: The results suggest that talent management practices are not biased towards specific demographic groups. This implies that organizations are treating employees fairly and providing equal opportunities for talent management and development, irrespective of their age, gender, designation, and experience.</p> <p>Focus on Education and Skill Development: The association between educational qualification and certain talent development and talent retention practices highlights the importance of education and skill development in talent management. Organizations can focus on providing continuous learning opportunities and training programs to enhance employees' competencies and improve talent development and retention.</p> <p>Customized Talent Management Programs: While most demographic variables did not show significant associations with talent management practices, it is essential for organizations to understand their unique workforce's needs and preferences. Customized talent management programs that consider individual aspirations and career goals can contribute to higher employee engagement and satisfaction.</p>

		<p>In conclusion, the findings and implications of Hypothesis 07 emphasize the fairness and inclusivity of talent management practices within the selected organizations. Organizations should continue to focus on skill development, customized talent management, and diverse talent acquisition strategies to build a high-performing and engaged workforce. Continuous monitoring and improvement efforts can further enhance the effectiveness of talent management practices and contribute to organizational success.</p>
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9.0 IMPLICATIONS OF THE RESEARCH STUDY

9.1 Theoretical Implications:

The most important part of any research study is its practical and theoretical implications. This study also adds some important purview of competency, competency-based HR Functions & Talent Management practices. These implications will add some important aspects to Organisation Behaviour & human resource management theories as it is evidentially proven and can apply to any Organisation as well as industries.

- The result of the study gave an accurate list of necessary competencies to apply competency-based HR & Competency-based talent Management in any organisation. This list consists of three major competencies: managerial Competencies, Behavioural Competencies & technical competencies; these competencies were supported by their sub-group competencies. Few researchers have discussed the exact list of Competencies that ultimately leads to organisational talent management activities. The list of competencies was derived from the literature, and theories of Organisation Behaviour & Human Resource Management & psychology discipline supported each competency and their relation with competency-based HR functions & Talent Management. These competencies are general competencies that are not rigid to with particular company or Industry or a particular level of employees; these competency features enhance their applicability & generalisation.
- After reviewing hundreds of Research papers, Articles & Unpublished work, the researcher also gave eight competency-based HR functions. The result of the study indicates the strong relationship between these eight functions of HR, which is based on competencies & Talent Management practices. As HR has many functions to perform in organisations, for applying competency-based Talent Management, which type of Function was needed was the question in many pieces of literature. This study will solve the query with the proper eight competency-based HR functions, ultimately leading to Talent management components & talent Management practices in the organisation.
- Another theoretical implication from this study was the full mediation effect of competency-based HR Functions between Competency & Talent Management. The result of the study is supported by a piece of literature & empirical proof in this study.
- This type of effect to apply talent management practices in the organisation was developed & tested for the first time, which is a unique feature of the study. The study's result strongly Indicated that if any Organisation wants to establish accurate Talent Management Policies in their organisation, they must concentrate on competency-based HR Functions.
- Very few researchers had talked about competency-based Talent Management practices of organisations in their study. This study is unique as it gives an accurate path for applying Talent Management Practices in organisations.

- The result of the study gave a list of Competencies, Competency-based HR Functions & Competency-based talent management practices, which no one has given to date. The study's result will advance the theory of Organisation Behaviour & Human resource management.

9.2 Managerial Implications

This study's overall result gave some major implications which can help managers & policymakers to apply accurate Talent Management Practices in the organisation.

- In the case of Particular Competency sets, – The communication Competency set makes an inverse relationship with Competency-based HR functions & the majority of components of Talent Management amongst all the selected four key sectors of the manufacturing industries. But the literature showcase communication competency set as one of the important factors for determining the Competency-based HR functions, which creates controversy between literature & empirical analysis. But after conversations with a few managers & policy makers of selected four key sectors of the manufacturing Industry, the researcher could found that in the communication set, four major aspects of communication were asked by the researchers as listening skills, transparency in communication, feedback communication, and convincing power in which few employees were good on one or two aspects but not up to the mark for other aspects which makes overall communication set result negative. So the result of the study inferred that Managers & policy Makers of all four key industries should focus on developing a Proper communication channel in the organisation, which has the features of transparency & feedback policies. If transparency arises in the communication policy, that will ultimately develop trust in the employees, which will help top managers & employers in convincing employees better for achieving a desirable result for the organisation.
- The other and one of the most important Managerial implications were derived from the IMPA effect. The result identified two important constructs for applying quick & accurate talent management practices in the organisation, such as Talent Development & competency-based HR functions. But the performance of these two factors in selected four key sectors of the manufacturing industries of Gujarat state is near to average. This implies that all the managers & policymakers should concentrate more on developing, determining & applying these practices in their respective organisations. These two are the quick & prominent ways to apply better talent Management practices in the organisation.

9.3:Key Sector wise Managerial Implications:

- **Oil and gas industry:** The Oil & Gas industry performs extraordinarily in most aspects of Competency, Competency-based HR functions & talent management Components, except for competency-based career development practices. This indicated that the oil & gas sectors do not have a proper and channelised career development exercise in their organisation which their employees expect. As career development is an important feature of the development of any individual for the upgradation of skills & competencies, the managers of this sector should emphasise their efforts in developing competency-based career development policies in their organisations.

The result of one way ANOVA of rank- krushkall Wallis H test also demonstrates the oil & gas industry ranks first in applying & implementing Competency-based talent management practices, which ensures the great efforts conducted by Managers & policymakers of these companies to enhance the Talent Management practices in the organisation.

- **The Agro & food Industry:** The Agro & food Industries secured the second position for making a conscious effort towards the talent management practices in their respective Organisations. The agro & food industries are doing well as it consists of the highest number of positively responded people for these constructs such as technical Competencies, Competency-based recruitment & few practices in talent acquisition and development. But it also consists of the highest Negative responses for Talent retention practices in their respective organisation. This depicted that the managers & policymakers of this industry should develop a proper retention policy as the employees are not happy with its retention policy which ultimately leads towards major absenteeism rates & turnover rates in the organisation.
- **The Chemical & Petrochemicals:** The chemical & petrochemical industries are doing well in the Communication competency set while other industries lack it. It also works well in the Technical & behavioural Competencies, but it's lacking in applying proper Competency based training & development & competency-based HR policies & talent Management components in their respective organisations. The result also demonstrated that in many constructs, this sector has the highest numbers of unaware people, which implies that this sector has an ambiguity in policy formation of Competency-based Talent Management. The manager & Policymakers should first develop a proper policy, and should it should be communicated to every individual in the organisation; another issue found in this sector was the number of negative respondents, as it didn't contain the highest number of negative persons for all constructs, but the numbers were near to highest which implies that manager should talk with the employees and tried to involve them in policy-making too. The third & important part is the implementation of these practices. Suppose

employees were involved in developing & determining policies. In that case, they feel they were part of this advancement in the organisation & they may try to give their extra effort into the application part.

- **The Pharmaceutical & biotechnology:** As per the result of One way ANOVA- ranks for a non-parametric test, this sector secured the last position in the overall comparison of selected four key sectors of the manufacturing industries. As it contains the highest number of negatively responded employees & lowest number of positively responded employees for the majority of factors such as Competency, Competency-based HR & talent Management components. The result of the study implies that Manager of this sector needs to restructure their policy & programs regarding HR. As they followed the old practices of personnel management in their organisations. No change has been raised in their HR policy for a long time, which puts this sector at a stringent level. The employees found in their sectors were a little depressed compared to the other three sectors as they are not satisfied with their Compensation policy.

As a result, employees felt that the training was not meeting the market needs. The result also indicated that if managers derived the proper policy structure & implementation plans, this sector could create excellence as it contains a good number of employees who are career oriented.

10.0 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.

11.0: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 the responses their responses gathered from the selected employees from selected four key sectors of the manufacturing industries of Gujarat State.

- The 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.

12.0: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.

13.0: 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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