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"

MAJOR CONTENTS AT A GLANCE

SR. NO.	PARTICULARS	PAGE NO.
I	Certificate	I
II	Declaration by the Candidate	II
III	Acknowledgements	III
IV	Major Contents at a Glance	V
V	List of Tables	VIII
VI	List of Graphs	XV
VII	List of Figures	XVI
VIII	List of Annexure	XVII

CHAPTER-ONE

AN OVERVIEW OF COMPETENCIES & TALENT MANAGEMENT IN

HUMAN RESOURCE MANAGEMENT- DETAILED CONTENTS AT GLANCE

PARA NUMBER	SUB-PARA NUMBER	PARTICULARS	PAGE NUMBER
		Executive Summary of Chapter Number One	03
1.0		Introduction Of Human Resource Management:	02
1.1		Recent Trends in Human Resource Management:	02-06
	1.1.1	Knowledge management	03
	1.1.2	Globalization in HRM & it's consequences	03
	1.1.3	Workforce Diversity	04
	1.1.4	Talent Shortages AndUpskilling	04
	1.1.5	Employee Experience	04
	1.1.6	Organisational Agility	05
	1.1.7	Purpose-Driven Work	05
	1.1.8	Mental Health Issues	06

	1.1.9	The digitization of human resources (HR)	06
1.2		An overview Of Competencies	07
	1.2.1	Evolution of Term Competencies with reference to an organisation:	07
	1.2.2	Concept Of Competencies	07
	1.2.3	The Development of Competencies in India	08
	1.2.4	Importance Of Competency Frame work	08-09
	1.2.5	Popular Models of Competencies	09-11
	1.2.5.1	Iceberg model for competencies	09
	1.2.5.2	The Universal Competency Framework	10
	1.2.6	The difference between Core Competencies vs Workplace Competencies:	11
	1.2.7	Competency Mapping	11
	1.2.8	Competency based HR Functions(Competency Management)	12
	1.2.9	Applications of Competency Based Talent Management in the Organisation	13
	1.2.10	Importance of Competency based Talent management	13
1.3		An overview of Talent Management	14
	1.3.1	Concept of Talent	14
	1.3.2	The Significance of Talent Awareness	15
	1.3.3	Concept of Talent Management.	16
	1.3.4	Transitioning from Personnel Management to Strategic Human Resource Management to Talent Management:	16
	1.3.4.1	Phase One: Personnel Department	16
	1.3.4.2	Stage 2: Strategic Human Resource Management	17
	1.3.4.3	Stage Three: Talent Management	17
	1.3.5	An Overview of the Historical Development of Corporate Talent Management	18-19
	1.3.6	The Importance of Talent Management	19
	1.3.7	Prerequisites for talent management within an organisation	20
	1.3.8	Functions of Talent Management	21-24
	1.3.8.1	Talent Acquisition:Identifying Talent	22

	1.3.8.2	Talent Development:Talent Training	22-24
	1.3.8.3	Talent retention	24
	1.3.9	Recent Trends in Talent Management	25
		Selected references	26-30

CHAPTER TWO: REVIEW OF LITERATURE

DETAILED CONTENT AT A GLANCE

PARA NUMBER	SUB PARA NUMBER	PARTICULARS	PAGE NUMBER
2.0		Introduction	31
2.1		Review of Literature on Competency	31-42
	2.1.1	History of Competency	31-32
	2.1.2	Review of Literature on Competency Frameworks	32-36
	2.1.3	Review of Literature on Competency & Human Resource Management	37-41
2.2		Review of Literature on Talent Management	42-62
2.3		A Brief Review of Literature on Competency and Talent Management	62-67
2.4		Research Gap	68-69
	2.4.1	Research Gap in Nutshell	69
		Selected References	70-81

CHAPTER-THREE

AN OVERVIEW OF RESEARCH METHODOLOGY-

DETAILED CONTENTS AT GLANCE

PARA NUMBER	SUB-PARA NUMBER	PARTICULARS	PAGE NUMBER
		Executive Summary of Chapter Number Three	82
3.0		Introduction	83
3.1		Key Terms of The Research Study	83-85

	3.1.1	Competency	83
	3.1.2	Competency Management	83
	3.1.3	Talent	84
	3.1.4	Talent Management	84
	3.1.5	Managerial Competencies	84
	3.1.6	Behavioural Competencies	84
	3.1.7	Technical Competencies	84
	3.1.8	Talent Acquisition	84
	3.1.9	Talent Development	84
	3.1.10	Talent Retention	85
3.2		The Rationale of The Research Study	85
3.3		Scope and Coverage of The Research Study	86
3.4		Objectives of The Research Study	86
3.5		Research Questions of The Proposed Research Study	87
3.6		Research Design of The Research Study	87
3.7		Sources Of Information	87
	3.7.1	Primary Source OfInformation	87
	3.7.2	Secondary Source OfInformation	87
3.8		Research Instrument used In The Research Study	88
3.9		Sampling Decisions	88
	3.9.1	A Representative Sample of The Research Study	88
	3.9.2	Sampling Design	88
	3.9.3	Sampling Method	89
	3.9.4	A Sampling Frame of The Research Study	89
	3.9.5	Sample Size Determination	89-92
	3.9.5.1	The formula for determining Sample Size	90
	3.9.5.2	Sample Size Determination for PLS-SEM	91
	3.9.6	Sampling Media	92
3.10		Hypotheses Of The Research Study	93-94
3.11		Conceptual Model Developed And used In This Research Stud	94-95

3.12		Designing of The Structured Non-Disguised Questionnaire	96-98
	3.12.1	Reliability And Validity of The Structured Non-Disguised Questionnaire:	98
	3.12.2	Validity Test of the Structured Non-Disguised Questionnaire	99
	3.12.3	Assessing Normality ofThe Distribution Of Data	100-102
3.13		Data Analysis And Interpretation	103
3.14		Findings And Implications of The Research Study	103
3.15		Recommendations And Suggestions Of The Research Study	104
3.16		Limitations of The Research Study:	104
3.17		Directions For The Future Research	105
3.18		Chapterisation Scheme of The Ph.D. Thesis:	105-107
	3.18.1	Chapter Number One: An Introduction	105
	3.18.2	Chapter Number Two: Review ofLiterature	106
	3.18.3	Chapter Number Three: Research Methodology	106
	3.18.4	Chapter Number Four: Data Analysis & Interpretation of The Research Study	106-107
	3.18.5	Chapter Number Five: Findings & Implications of The Research Study	107
	3.18.6	Chapter Number Six: Conclusions, Recommendations, And Suggestions ofThe Research Study	107
		Selected References	108-112

CHAPTER-FOUR:

DATAANALYSIS & INTERPRETATIONS DETAILEDCONTENTSATAGLANCE

SR.NO.	PARTICULARS	PAGE NO.
	Executive Summary of Chapter Number Four	113
4.0	Introduction	114
4.1	Profile of Selected Employees	114-125
4.2	Selected Employees' Responses towards Awareness of Competencies	126
4.3	Selected Employees'Identification of Competencies	127-128
4.4	Selected Employees' Responses towards Managerial Competencies	129-132

4.5	Selected Employees' Responses towards Behavioural Competencies	133-136
4.6	Selected Employees' Responses towards Technical Competencies	136-142
4.7	Selected Employees' Responses towards Competency based HR Functions	143-156
4.8	Selected Employees' Responses towards Talent Aquisition	157-160
4.9	Selected Employees' Responses towards Talent Development	161-171
4.10	Selected Employees' Responses towards Talent Retention	172-178
4.11	Selected Employees' Responses towards Competency Based Applications	179-181

CHAPTER- FIVE

FINDINGS AND IMPLICATIONS OF THE RESEARCH STUDY

DETAILED CONTENTS AT GLANCE

PARA NUMBER	SUB-PARA NUMBER	PARTICULARS	PAGE NUMBER
5.1		Demographic Profile	182
5.2		Selected Employees' Responses towards Awareness & Identification of Competency	183
5.3		Selected Employees' responses towards various Competencies in the Organisation	183-187
5.4		Selected Employees' responses towards Competency based HR Functions	187-190
5.5		Selected Employees' responses towards Talent Management practices in the organisation	190-193
5.6		FINDINGS OF CORRELATION	194-214
	5.6.1	Findings of Correlation Between Competency-based HR Functions & Competency of SelectedEmployees of four key sectors of the manufacturing industry of Gujarat State	194-195
	5.6.2	Findings of Correlation Between Competency-based HR Functions & various Competency Sets of SelectedEmployees of four key sectors of the manufacturing industry of Gujarat State	195-200
	5.6.3	Findings of Correlation Between Talent Acquisition, Talent Development, Talent Retention, Talent Management & various Competency Sets of Selected Employees from four key sectors of the manufacturing industry of Gujarat State	201-204
	5.6.4	Findings of Correlation Between Talent Acquisition, Talent Development, Talent Retention, Talent Management &	205-210

		various Competency Based HR Functions of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat State	
	5.6.5	Findings of Correlation Between Talent Acquisition & Talent Management of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat State	210-211
	5.6.6	Findings of Correlation Between Talent Development & Talent Management of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat	212-213
	5.6.7	Findings of Correlation Between Talent retention & Talent Management of SelectedEmployees from four key sectors of the manufacturing industry of Gujarat	213-214
5.7		FINDINGS OF CHI-SQUARE TEST	215-235
	5.7.1.	Findings of the Chi-Square Test between demographic variables, such as age group, designation, gender, experience, and educational qualifications, and the awareness and implementation of competency, competency-based HR functions (competency management), talent acquisition, talent development, talent retention, and talent management practices among selected employees from four key sectors of the manufacturing industry in Gujarat.	215-235
5.8		FINDINGS OF THE KRUSKAL-WALLIS TEST	236-247
	5.8.1	Post Hoc Test to Identify Differences in Level of designation & their views for Total Competencies(Managerial Competencies, technical Competencies, Behavioral Competencies), Competency based HR functions, Talent Management, talent Acquisition, Talent Development & talent Retention of selected employees of four key sectors of the manufacturing industry of Gujarat state	238-243
5.9		Findings of Structure Equation modeling using Smart PLS	247-266
	5.9.1	Result of Measurement Model of the research study	250-251
	5.9.2	Result of Construct reliability & validity	252
	5.9.3	Result of Discriminant Validity	253-255
	5.9.4	Assessing structural models	256
	5.9.4.1	Result for Evaluating common method biases	257
	5.9.5	Result of Mediation Analysis	262
	5.9.6	Result of Importance Performance Analysis	263
		Selected References	267-269

CHAPTER:SIX:

CONCLUSIONS RECOMMENDATIONS AND SUGGESTIONS OF THE RESEARCH STUDY-DETAILED CONTENTS AT A GLANCE

PARA NUMBER		PARTICULARS	PAGE NUMBER
6.0		Introduction	270
6.1		Organisation of the Ph.D. Thesis	271
6.2		A Brief About the Research Study	271
6.3		Research Methodology	273
	6.3.1	Assessing the Normality of the Distribution of the Collected Primary Data:	275
6.4		A BRIEF ABOUT THE STRUCTURED NON-DISGUISED QUESTIONNAIRE:	277
	6.4.1	Reliability Test of the Structured Non-Disguised Questionnaire	278
	6.4.2	Validity Assessment Test of the Structured Non-Disguised Questionnaire	279
6.5		Profile of The Selected Employees Of The Research Study	280
6.6		KEY RESULTS OF THE RESEARCH STUDY	281-287
	6.6.1	Demographic Profile	281
	6.6.2	Selected Employees' Responses towards Awareness & Identification Of Competency	283
	6.6.3	Selected Employees' responses towards various Competencies	284
	6.6.4	Selected Employees' responses towards Competency-based HR Functions	285
	6.6.5	Selected Employees' responses towards Talent Management practices in the organisation	286
6.7		KEY FINDINGS &IMPLICATIONS OF THE RESEARCH STUDY	287-306
	6.7.1	Key findings from Correlation analysis between overall Communication skill, Competency & overall Competency Based HR Functions	287-288
		Key findings from Correlation analysis betweenTalent Acquisitions, Talent Development, Talent Retention & Talent Management	289-290
	6.7.2	Key Findings from Chi-Square Analysis :	290-295

6.7	6.7.3	Key Findings From Krushkal Wallis H Test & Post-Hoc Analysis(Designation wise)	295-297
	6.7.4	Key Findings FromKrushkal Wallis H Test & Post-Hoc Analysis (Industry-wise)	297-298
	6.7.5	Key Findings From Structure Equation Modeling- Pls Sem- Path Analysis Result	299-306
	6.7.6	KEY FINDINGS FROM STRUCTURE EQUATION MODELING- Q^2PREDICT RESULT	300
6.8		OBJECTIVES OF THE RESEARCH STUDY& IT'S RESULTS	306-312
6.9		Hypothesis Testing & its Result:	312-323
6.10		THE JOURNEY OF RESEARCH	324
6.11		IMPLICATIONS OF THE RESEARCH STUDY	327-330
	6.11.1	Theoretical Implications:	327
	6.11.2	Managerial Implications	328
6.12		Overall Recommendations of The Research Study	330
6.13		Overall Suggestions of The Research Study	331
6.14		Limitations of The Research Study	333
6.15		Directions For Future Research Study	334
Selected References			335
Bibliography			336-354