CHAPTER: FOUR

DATA ANALYSIS

&

INTERPRETATION

CHAPTER-FOUR:
DATAANALYSIS&INTERPRETATIONSOFTHERESEARCHSTUDY

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CHAPTER-FOUR:

DATAANALYSIS&INTERPRETATIONSOFTHERESEARCHSTUDY

EXECUTIVE SUMMARYOFCHAPTERNUMBERFOUR:

Chapter four, entitled "Data Analysis and Interpretations of the Research Study", provides results of the research study based on analysis and interpretation of the primary datacollected using a structured non-disguised questionnaire. The questionnaire was from the selected employees of four key sectors of the manufacturing industry of Gujarat State: 'Agro& Food Processing Industry'; 'Oil & Gas'; 'Pharmaceuticals & Biotechnology'; and Chemical & Petrochemical industry. The important areas that the researcher considered (keeping in mind theresearch problem and objectives of the research study) were sought from theselected employees from four key sectors of the manufacturing industry of Gujarat State, viz., the ratio of awareness and applications ofselected competencies; frequency of use selected competencies; technical, managerial &behavioural competencies of employees; and their use in competency-based HR practices. The competency-based HR practices such as recruitment; selection; training; performance appraisal; and compensation & succession planning and the applications of competencies were used in demonstrating their relationship with talent management practices such as talentacquisition; talent development; & talent retention amongst selected employees of four key sectors of the manufacturing industries of Gujarat State. Thebehaviouralintentionin use was determined through the linkage of demographic variables of the selected employees, such as age, gender, marital status, educational qualification, and department. The researcherhascalculated percentages, averages and frequency distribution, supported bythe graphical presentation of factual data and information gathered in this research study. The researcheranalysed primary datausingExcel and statistical software SPSS-21version.

CHAPTER-FOUR:

DATAANALYSIS&INTERPRETATIONSOFTHERESEARCHSTUDY

4.0: INTRODUCTION:

After collecting the primary data, the researcher attempted to classify, organize,analyse, interpret, and report its results using SPSS 21.0-Windows. The collected primary data were tabulated, analysed and interpreted, and results were presented in tabular form below. The figures in brackets given in the following paragraphs indicate percentages of employees. The term employees indicate employee of four key sectors of the manufacturing industry of Gujarat State.

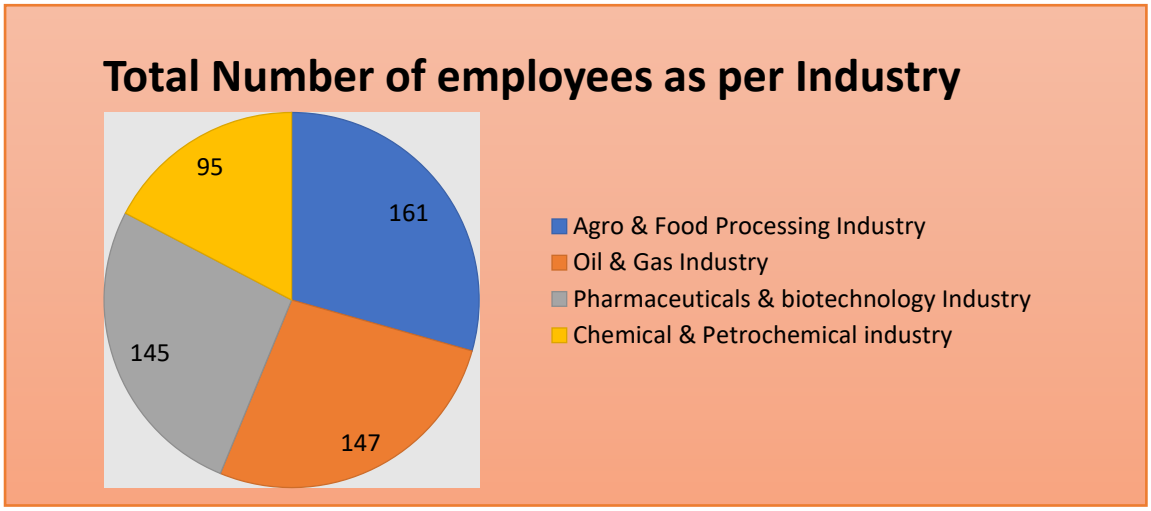
4.1: PROFILEOFSELECTED EMPLOYEES OF THE RESEARCH STUDY:

The researcher had undertaken research studies in the four key sectors of the manufacturing industry of Gujarat State Viz:Agro& Food Processing, Oil & Gas, Pharmaceuticals & biotechnology, and Chemical & Petrochemical industries.The researcher has also provided a profile of employees working in the company, which has more than 100 employees and belongs 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 considering their selected demographic variables viz., Age, Educational Qualifications,Gender, level of Designation, Department & experience are as follows.

The Profile of the selected Employeeshasbeen presented in Table Number4.1 to 4.7 as follows.

Table Number: 4.1 Industry &Company-wise distribution of Employees			
Industry	Name of Companies	Number of Selected Employees	Total Number as per Industry
Agro & Food Processing Industry(industry come under code-105-108 &110)	Rasna	10	161
	Vadilal Industries Ltd	29	
	Global Gourmet Private Limited	18	
	Parle	27	
	Amul Pvt.Ltd	45	
	Ramdev Food Products Pvt	32	
Oil & Gas Industry(industry come under code-192,201,352)	Reliance India Pvt. Ltd(RIL)	54	147
	Oil and Natural Gas Corporation Limited	43	
	IOCL	50	
Pharmaceuticals & biotechnology Industry(industry come under code-210)	Alembic Pharmaceuticals Ltd	30	144
	Zydus	11	
	Cadila Pharmaceuticals	14	
	IPCA LABORATERIES	32	
	Sun Pharmaceutical Industries Ltd.	44	
	Allchem lifescience pvt. Ltd	13	
Chemical & Petrochemical industry (industry come under code-202)	Gujarat State Fertilizers & Chemicals Limited	23	96
	GACL	35	
	Asian Paints	30	
	Deepak Nitrite Ltd.	08	
Total		548	548

Graph Number: 4.1Industry-wise distribution of Employee



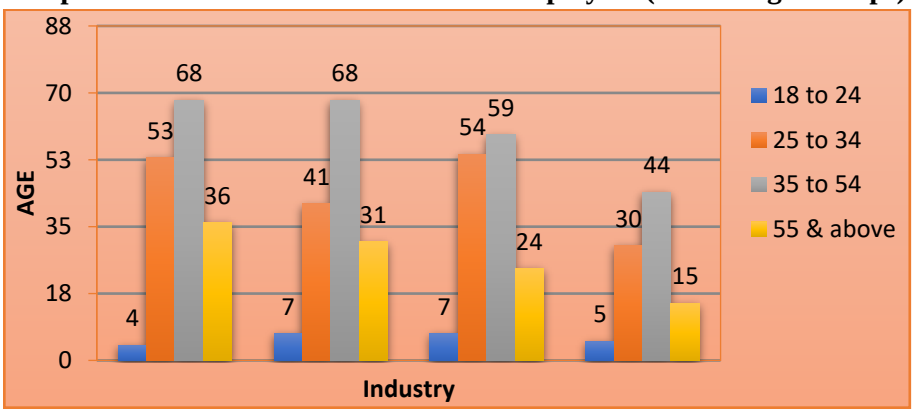
For the selection of companies, the researcher reviewed the description & codes of the manufacturing industry of Gujarat State as per 3 digit Industry (NIC-2008), Gujarat Annexure-V- Description & codes for the 3-Digit industry (GOVERNMENT OF INDIA et al., 2019).

Table 4.1 and Figure 4.1 display the distribution of employees by company and by industry, respectively. In this study, the responses of 548 employees were taken, of which; 161 employees belonged to the Agro& Food Processing Industry (industry come under code-105-108 &110), thus forming 29 percent of the subject group; 147 employees were from Oil & Gas Industry (industry come under code-192,201,352), thus forming 26 percent of the subject group; 145 employees from Pharmaceuticals & Biotechnology Industry (industry come under code-210), thus forming 27 percent of the subject group; & 95 employees are from Chemical & Petrochemical industry (industry come under code-202), thus forming 17 percent of the subject group.

Table Number: 4.2: Profile of Selected Employees (As Per Age Groups) (Number & Percentages)

Age Groups (In Years)	Agro & Food Processing Industry	Oil & Gas Industry	Pharmaceuticals & biotechnology Industry	Chemical & Petrochemical industry	Total
18 to 24	4 (17.39)	7 (30.43)	7 (30.43)	5 (21.74)	**23 (4.21)**
25 to 34	53 (29.78)	41 (23.03)	54 (30.34)	30 (16.85)	**178 (32.60)**
35 to 54	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)**
Total Number of Employees	**161**	**147**	**144**	**94**	**546(100.00)**

Graph Number: 4.2:Profile of Selected Employees (As Per Age Groups)



As per the data presented in Table and Graph Number 4.2, most employees are 35 to 54 years old, accounting for approximately 44 percent of the total data. At the same time, approximately 32 percent of employees fall within the age range of 25 to 34, which demonstrates that Millennials (also known as Generation Y) and members of Generation X (also known as the Baby Bust) make up a significant portion of the workforce across all sectors. In contrast, Baby Boomers comprise just around 19 percent of the workforce. Based on the statistics, it can be deduced that all industries have sufficient numbers of staff members that are both passionate and experienced. In contrast, just around 4 percent of employees are members of Generation Z, which encompasses those aged 18 to 24 years old. The managerial level of experience and expertise is required for such a position. Since the study focuses more on people who hold managerial-level positions, one can concludefrom the data regarding the age groups that very few young people can directly reach managerial-level experience and expertise.

In the case of the highest respondent group, i.e., the Agro& Food Processing Industry majority of employees are from 35-54 years of age and which contain around 28 percent employee of the overall industry in this age group; identically same numbers of employees responded from oil and gas industry too.

So both these groups make up more than half a portion of this age group which infers that maximum employees for both industries, i.e., Agro& Food Processing & Oil & Gas Industry, belong to this particular (35-54) age group. At the same time, Pharmaceuticals & Biotechnology and Chemical & Petrochemicals contain around 28 percent and 18 percent of this age group, respectively.

In contrast to the above paragraph, fewer employees come under the Generation Z group, i.e., 18-24 years of age. Only 23 employees (four employees from Agro& food processing, seven- seven Employees from both Oil & Gas Industry and Pharmaceuticals & biotechnology, and five employees from Chemical & Petrochemical) come under this group from an overall sample which is less than 5 percent of the overall data set.

The other two groups, ages 25-34 & 55 and above, contain a significant chunk of respondents, i.e., 33 percent& 19 percent, respectively, of the overall data set. In the age group of 25-34, most respondents

belong to Pharmaceuticals & Biotechnology &Agro& Food Processing.; around 60 percent of overall data (30.34 percent) & (29.78 percent) come under these industry groups.

The rest of the age groups were distributed between the other two industries, i.e. 23 percent of respondents are from the Oil & Gas Industry, and 17 percent of employees are from the Chemical & Petrochemical industry.From the study's data, the researcher could infer that about 19 percent of the total data set are Baby boomers. 33 percent of the employees are from Agro& food processing, 29 percent are from Oil & Gas Industry, 22 percent are from Pharmaceuticals & biotechnology, and 14 percent are employees from the Chemical & Petrochemical industry.

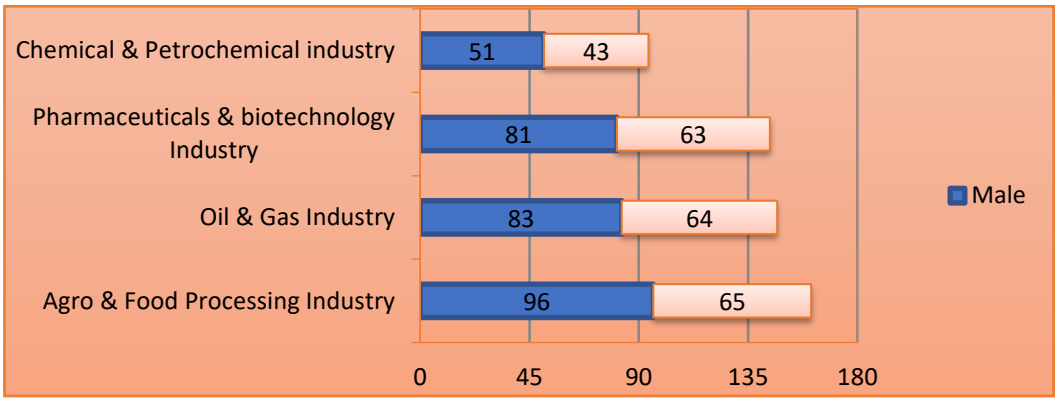
Table 4.3 and Graph Number 4.3 reveal the classification of selected Employees basedon Gender.

Table Number: 4.3: Profile of Selected Employees (Based on Gender) (Number & Percentages)

Gender	Agro & Food Processing Industry	Oil & Gas Industry	Pharmaceuticals & biotechnology Industry	Chemical & Petrochemical industry	Total
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)**
Total Number of Employees	**161**	**147**	**144**	**94**	**546(100.00)**

****Note: Percentage are shown in brackets and Non bold values of Percentage are as per Gender.**

Graph Number: 4.3: Profile of Selected Employees (Based on Gender)



TableandGraphNumber4.3exhibitsinformationaboutthegenderofthe employees. Employment analysis reveals that, on average, there were more male employees than female. The female employees form 43.04

percent of the task force, whereas the males form 56.96 percent, making the gender ratio skewed in favour of males.

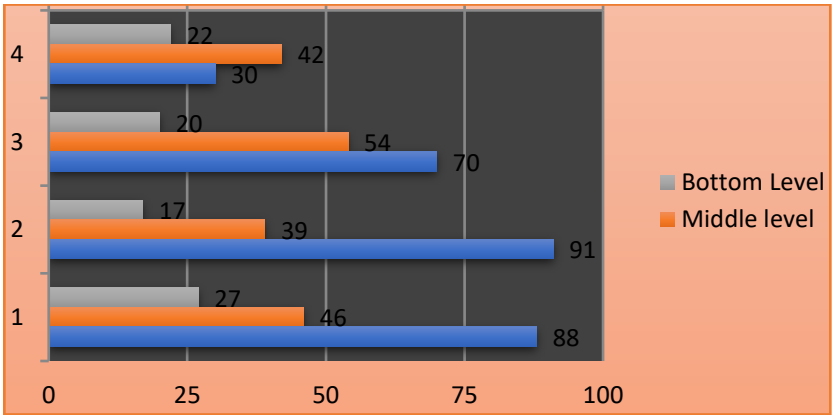
In the case of male respondents, the most significant number came from the Agro& Food Processing Industry, constituting about 31 percent of overall data, and it was followed by the Oil & Gas Industry & Pharmaceuticals & Biotechnology Industry, which carried equal numbers of employees, i.e. around 26 percent of data respectively; 16 percent of male respondents came from Chemical & Petrochemical Industry. In the case of female respondents, 43 percent of the total subject pop female employees were 43 percent part of the study held by female employees; the Majority Part of female employees come in identical numbers, i.e., 65, 64 & 63 from Agro& food processing, Oil & Gas, & pharmaceuticals & biotechnology industry respectively; which is nearly 27 percent for all three industries. However, only 18 percent of female employees are from the Chemical & Petrochemical industry.

Table Number: 4.4: Profile of Selected Employees (As Per Designation) (Number & Percentages)

level of Management	Agro & Food Processing Industry	Oil & Gas Industry	Pharmaceuticals & biotechnology Industry	Chemical & Petrochemical industry	Total
Top level	88(31.54)	91(32.62)	70(25.09)	30(10.75)	**279(51.10)**
Middle level	46(25.41)	39(21.55)	54(29.83)	42(23.20)	**181(33.15)**
Bottom Level	27(31.40)	17(19.77)	20(23.26)	22(25.58)	**86(15.75)**
Total Number of Employees	**161**	**147**	**144**	**94**	**546(100.00)**

****Note: Percentage are shown in brackets and Non bold values of Percentage are as per Level of Management.**

Graph Number: 4.4:Profile of Selected Employees (As Per Designation)



The employees holding managerial positions in the company were fixed into three: Top, Middle & Bottom levels. It is only natural to assume that employees who held senior positions, were involved in policy making, and were authorized to take significant decisions were a part of Top Level Management; The Middle Level Management consisted of employees involved in decision-making as supportive staff or headed any departmental level activities. Those employees who were either supervisors or team leaders and led small teams of ancompanies were included in the Bottom Level of managerial activities.

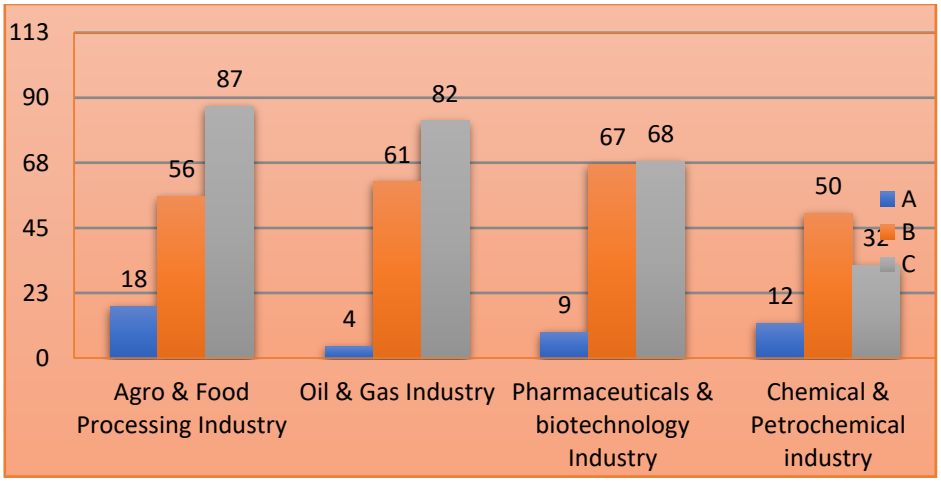
The data covered in this study included 51 percentfrom the Top level of the companies, and one-third of respondents,i.e. 33 percent, were from Middle Level. Only 15 percent of employees were from Bottom Level of the companies, which showcased that the study's result may generalize to all companyal levels. Still, the result will be more predictive for Top Level Employees of the manufacturing industries.

Out of the Top Management employees, the majority of them were from Oil & Gas Industry (32 percent), followed by 31 percent from the Agro& Food Processing Industry; 25 percent employees were from the Pharmaceuticals & Biotechnology Industry, and only 10 percent of employees in the group were from Chemical & Petrochemical industry.

The pharmaceuticals & biotechnology Industry stood had the majority ~~in the case of numbers of~~ Middle-Level employees with about 29 percent while the Agro& food Processing Industry & Chemical & Petrochemical industry ~~stood second & third~~ followed by 25 percent& 23 percent respectively. Surprisingly Oil & Gas Industry stood last in this category with 21 percent.In the case of the Bottom Level, most respondents were from the Agro& Food Processing Industry, 27 percent and 22 percent were from the Chemical & Petrochemical industry, 20 percent were from the Pharmaceuticals & Biotechnology Industry, and 17 percent were from Oil & Gas Industry.

Table Number: 4.5: Profile of Selected Employees (As per Department) (Number & Percentages)						
Group Code	**Group of Various Departments**	**Agro & Food Processing Industry**	**Oil & Gas Industry**	**Pharmaceuticals & biotechnology Industry**	**Chemical & Petrochemical industry**	**Total**
A	**Finance, Purchase & sales**	18(41.86)	4(9.30)	9(20.93)	12(27.91)	**43(7.88)**
B	**HRM, Admin, Marketing**	56(23.93)	61(26.07)	67(28.63)	50(21.37)	**234(42.86)**
C	**Production, Plant, Manufacturing**	87(32.34)	82(30.48)	68(25.28)	32(11.90)	**269(49.27)**
	Total Number of Employees	**161**	**147**	**144**	**94**	**546(100.00)**
****Note: Percentage are shown in brackets and Non bold values of Percentage are as per Group Codes.**						

Graph Number: 4.5: Profile of Selected Employees (As per Department)



The departments serve as the foundation of any company. The concrete and intangible characteristics of every company are manifested in the Departments. The researcher has subdivided these departments into three groups:

Group A in this research comprises individuals from the Finance, Purchasing, and Sales departments. It consists of departments that deal with the financial aspect of the company or have a direct connection to the firm's financial status.

Group B consists of the departments that support the company's policy-making and efficient operation, focusing on HRM, Admin, and Marketing staff.

Group C comprises departments directly associated with producing goods, such as production, plant, and manufacturing.

The above table (4.5) gives detailed information about the three groups & number of employees who belong to these groups. The data reflects that 49 percent of employees are from Group C, which includes the production, plant, and manufacturing department; 42 percent of employees are from Group B, which consists of the administration, HRM, and marketing Departments; and only 7 percent of employees are from Group A, which includes the Finance, Purchase, and Sales department.

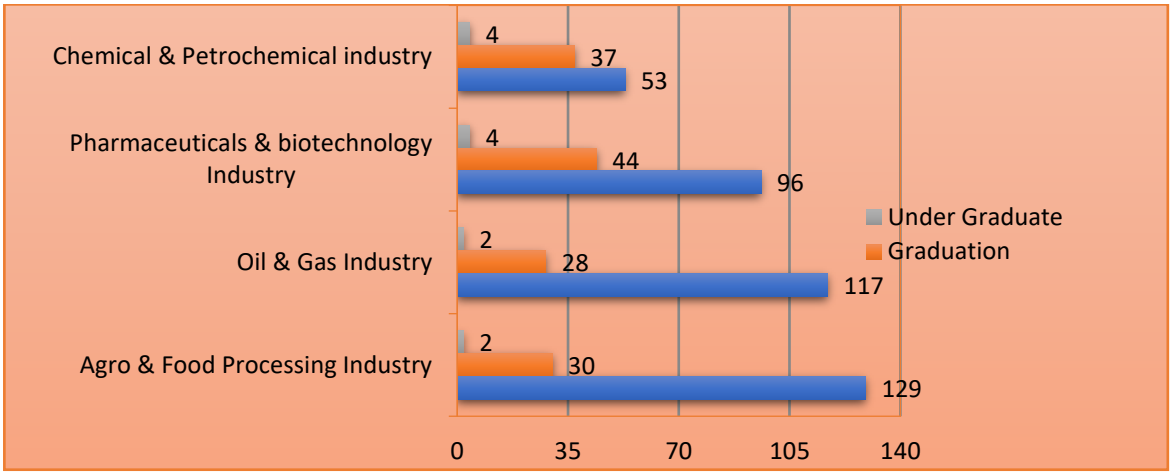
In the case of the Group A data set majority of employees (41.86) are from the Agro& Food Processing Industry, followed by the Chemical & Petrochemical Industry containing 27 percent of Group A data, 20 percent of employees are from the Pharmaceuticals & Biotechnology Industry, and 09 percent are from Oil & Gas Industry. Group B data set showcases that a major part of data is owned by Pharmaceuticals & Biotechnology Industry & Oil & Gas Industry, 28 percent and 26 percent. The remaining part of the data set consists of the Agro& Food Processing & Chemical& Petrochemical Industries, i.e., 23 percent and 21 percent.

The Highest number of employee respondents in the whole study is Group C which consists of around 49 percent of the overall survey data set, which includes 32 percent of employees from the Agro& food Processing Industry, 30 percent from the Oil & Gas Industry, 25 percent employees of this Group are from Pharmaceuticals & Biotechnology Industry while around 11 percent employees are from Chemical & Petrochemical Industry.

Table Number: 4.6: Profile of Selected Employees Education Qualification (Number & Percentages)

Education Qualification	Agro & Food Processing Industry	Oil & Gas Industry	Pharmaceuticals & biotechnology Industry	Chemical & Petrochemical industry	Total
Post Graduation & 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)**
Under Graduate	2(16.67)	2(16.67)	4(33.33)	4(33.33)	**12(2.20)**
Total Number of Employees	**161**	**147**	**144**	**94**	**546(100.00)**

Graph Number: 4.6:Profile of Selected Employees' Education Qualification



As is evidentin Table and Graph Number 4.6, the responses were grouped consideringthe educational qualifications of selected employees from the selected manufacturing industries of Gujarat State. The majority, around 72 percent, of employees' qualification is post-graduation and above, whereas 25 percent of employees are graduates degree while only 2 percenthave under graduation degree. In this 2 percent majority of employees are baby boomers, working in the companies for over a decade. The majority ofemployees are post-graduates. Of that, 32 percent of employees are from the Agro& Food Processing Industry, 29 percent are from the Oil & Gas Industry, 24 percent are from the Pharmaceuticals & Biotechnology Industry & 13 percent are from the Chemical & Petrochemical Industry. Regarding employees holding graduate degrees, around 31 percent of employees are from the Oil & Gas Industry, followed by the Pharmaceuticals & biotechnology Industry (26 percent) & the Chemical &Petrochemical Industry (25 percent). Only 20 percent of employees are from the Oil & Gas Industry. In the undergraduate degree data set, Pharmaceuticals & biotechnology Industry & Chemical & Petrochemical Industry contains a similar part of the data, i.e., 33 percent, respectively. At the same time, the Agro& food Processing & Oil & Gas Industries also consist of identical parts of the data set, i.e., 16 percent each.

From the above data set researcher can conclude that all the industries have well-qualified staff who possess graduation & post-graduation degrees. However, in the data set result, it can be seen that most employees have post-graduation degrees and above, which indicates that all industry is very rich in the context of education qualification. Similarly, the data also indicate the lowest number of employees with undergraduate degrees. A researcher has further inquired about the employees who have undergraduate degrees and are in managerial activities; As a result, a researcher could found that the employees who have Under Graduate degrees and engaged in managerial activities are baby boomers who have been working in the companies for more than decades.

Table Number: 4.7: Profile of Selected Employees Experience (Number & Percentages)

Experience	Agro & Food Processing Industry	Oil & Gas Industry	Pharmaceuticals & biotechnology Industry	Chemical & Petrochemical industry	Total
5 Years and above	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)**
Total Number of Employees	**161**	**147**	**144**	**94**	**546(100.00)**

Graph Number: 4.7:Profile of Selected Employees' Experience

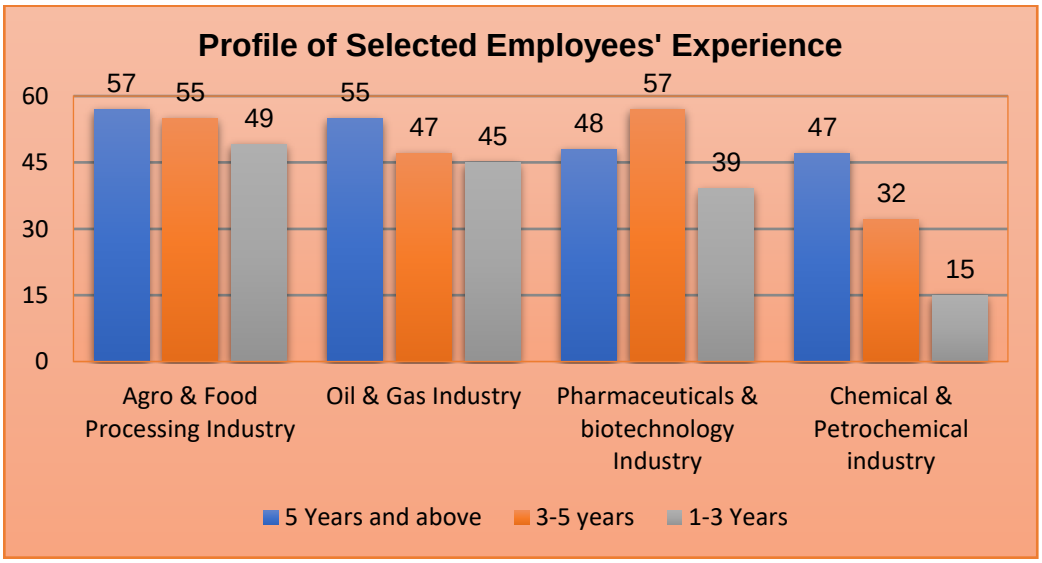


Table & Graph No 4.7 indicate the experience of selected employees. The data set demonstrates that on the one hand,73 percent of the employees have more than three years of experience, i.e. up to 29 years, and on the other hand,27 percent of employees have less than three years of experience.

In the five years and above experience criteria, most employees are from Agriculture & Food Processing and Oil & Gas industries, i.e., about 27 percent and 26 percent each. In comparison, 23 percent and 22 percent of this data are contributed by Pharmaceuticals & Biotechnology & Chemical & Petrochemical Industries.

In the case of 3-5 years of experience, the Major contributor is the Pharmaceuticals & Biotechnology & Agriculture & Food Processing industries, with 29 &28 percent, followed by Oil & Gas industries, with 24 percent; however, only 16 percent of this consists of Chemical & Petrochemical Industry.

In the less experienced group, i.e. 1-3 years majority of employees are from Agriculture & Food Processing Industries, 33 percent, followed by Oil & Gas industries with 30 percent, Whereas 26 percent and 10 percent of this data are contributed by Pharmaceuticals & Biotechnology & Chemical & Petrochemical Industry.

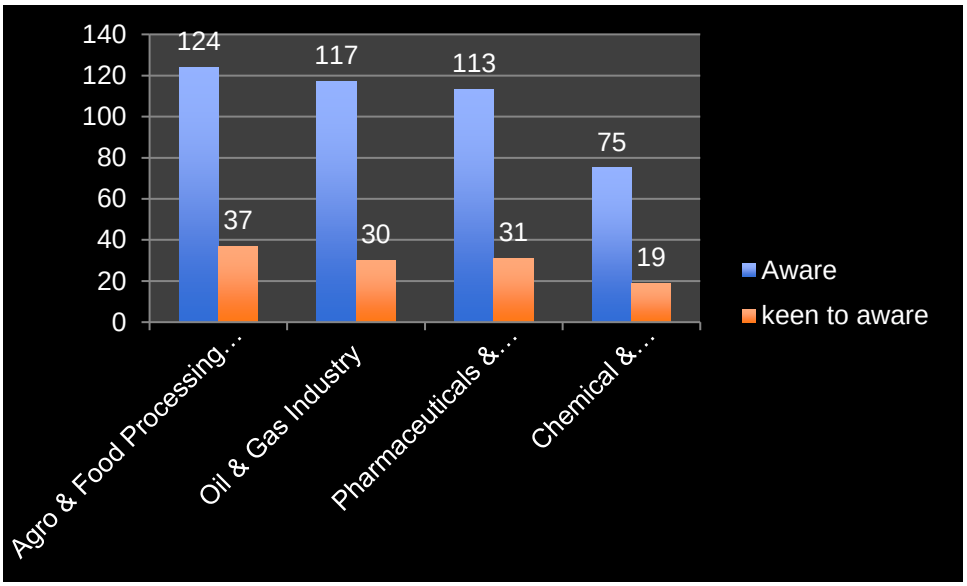
4.2: SELECTED EMPLOYEES' AWARENESS OF COMPETENCY:

The researcher in this section has provided facts about awareness & Identification of Competencies. Competency is one of the well-defined concepts in literature. Still, it faces many ambiguities in the practical sense, especially in the case of what exactly it means. Competency and how it works for Individual Development, Companyal Development. In the study, Competency is a key area which further leads to Talent Management Practices; the researcher asked a direct question about awareness of Competency and got two types of results; Majority of respondents, around 79 percent, are aware of the competencies where some respondents know the use and applications of Competency, but they don't have an idea about what exactly mean by Competency; these type of respondents were put in another category" Keen to aware"; about 21 percent of Respondents have belonged to this category.

Table Number: 4.8: Responses towards Awareness of Competency (Number & percentages)

Awareness	**Agro& Food Processing Industry**	**Oil & Gas Industry**	**Pharmaceuticals &Biotechnology Industry**	**Chemical & Petrochemical industry**	**Total**
Aware	124(22.71)	117(21.43)	113(20.70)	75(13.75)	429(78.57)
Keen to Aware	37(6.78)	30(5.49)	31(5.68)	19(3.48)	117(21.43)
Total	**161(29.49)**	**147(26.92)**	**144(26.37)**	**94(17.22)**	**546(100.00)**

Graph Number: 4.8:Responses towards Awareness of Competency



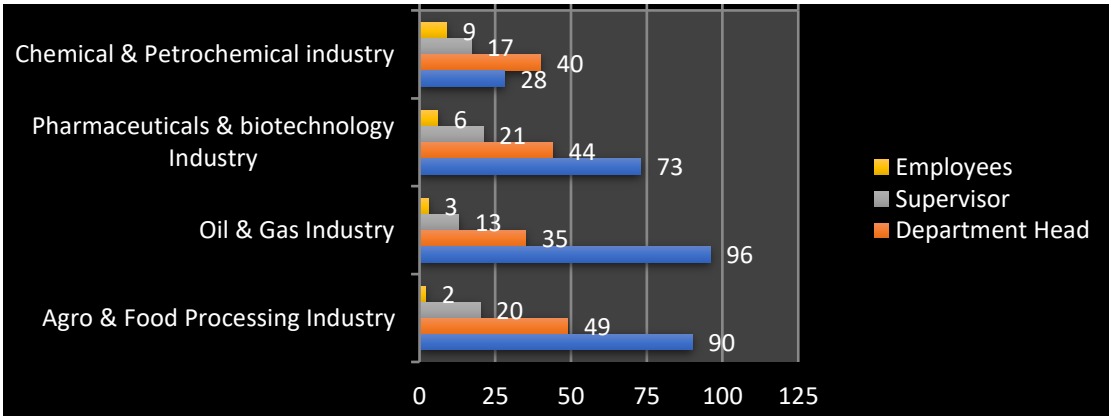
In the case of Awareness, about three fourth of Employees are aware of competency, whereas one-fourth of employees are keen to be aware of competencies. In a detailed analysis of Awareness about competency, A researcher could found that a major part of this data belongs to Agriculture & Food Processing Industries(22 percent), Oil & Gas industries with (21 percent), Pharmaceuticals & Biotechnology (20 percent). In contrast, only 13 percent of Employees are from the Chemical & Petrochemical Industry. In contrast, only 5 to 6 percent of Employees wanted to know more about competency in Agriculture & Food Processing, Oil & Gas, & Pharmaceuticals & Biotechnology Industries. In the Chemical & Petrochemical Industry, only 3 percent of employees are unaware of the concept of competency.

4. 3: SELECTED EMPLOYEES' IDENTIFICATION OF COMPETENCIES:

Table Number: 4.9: Identification of Competencies in the Companies (Number & percentages)

Position	Agro& Food Processing Industry	Oil & Gas Industry	Pharmaceuticals &Biotechnology Industry	Chemical & Petrochemical industry	Total
HR manager	90(16.48)	96(17.58)	73(13.37)	28(5.13)	287(52.56)
Department Head	49(8.97)	35(6.41)	44(8.06)	40(7.33)	168(30.77)
Supervisor	20(3.66)	13(2.38)	21(3.85)	17(3.11)	71(13.00)
Employees	2(0.37)	3(0.55)	6(1.10)	9(1.65)	20(3.66)
Total	161(29.49)	147(26.92)	144(26.37)	94(17.22)	546(100.00)

Graph Number: 4.9:Identification of Competencies in the companies



In the question "Who Determines Companyal Competencies?" More than half of the respondents, or around 52 percent of the whole data set, chose HR Manager; 30 percent of individuals selected Department Head; 13 percent of employees agree that their Supervisor determines their competencies; however, just 3 percent select staff. Hence, all subject industries have strong HR departmentsidentified by companies' HR or Personnel Departments.The other significant responses are given in favour of the Departmental Head, which enables identifying technical competencies in the company. Those individuals who chose Supervisorswere from Lower Level Management, who handle and focus on the technical aspects of the job. The rest of the 3 percent answered as employees marking that they depended on their peer groups to determine companyal competencies.

4.4 : RESPONSES TOWARDS VARIOUS MANAGERIAL COMPETENCIES IN THE COMPANY:

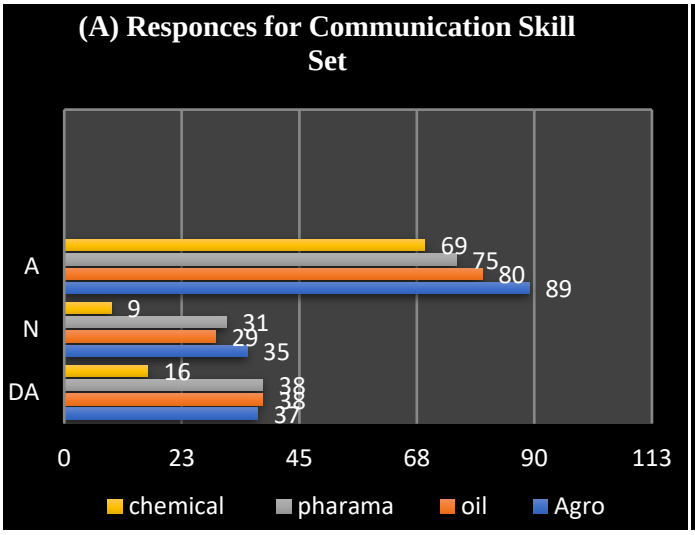
Table Number: 4.10: Selected Employees' responses towards various Managerial Competencies in the Organisation(Response & Percentages)

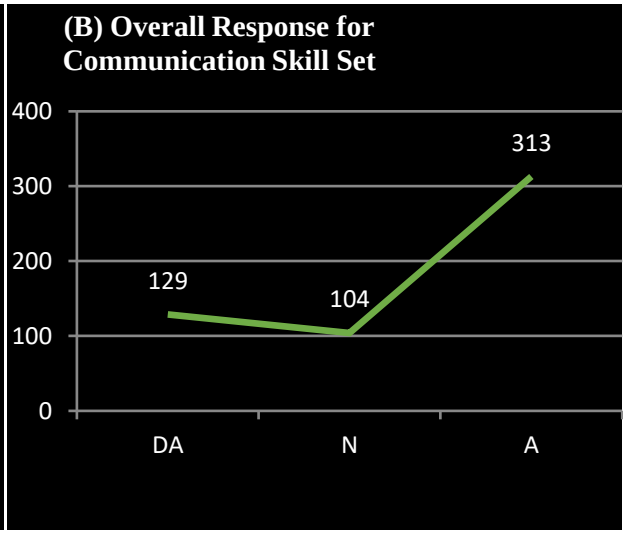
Selected Statements	Agro & Food Processing Industry			Oil & Gas Industry			Pharmaceuticals & biotechnology Industry			Chemical & Petrochemical industry			Selected Manufacturing Industry of Gujarat State		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Communication Skill	37 (22.98)	35 (21.74)	89 (55.28)	38 (25.85)	29 (19.73)	80 (54.42)	38 (26.39)	31 (21.53)	75 (52.08)	16 (17.02)	9 (9.57)	69 (73.40)	129 (23.63)	104 (19.05)	313 (57.33)
Organisation Awareness & information seeker	25 (15.53)	26 (16.15)	110 (68.32)	23 (15.65)	17 (11.56)	107 (72.79)	29 (20.14)	25 (17.36)	92 (63.89)	17 (18.09)	14 (14.89)	63 (67.02)	94 (17.15)	82 (14.96)	372 (67.88)
Total Number of Employees	161			147			144			94			546		

Note:DA = Disagree, N = Neutral and A = Agree

Graph Number: 4.10:

Selected Employees ′responses towards Competency Set-1- Communication Skill Set





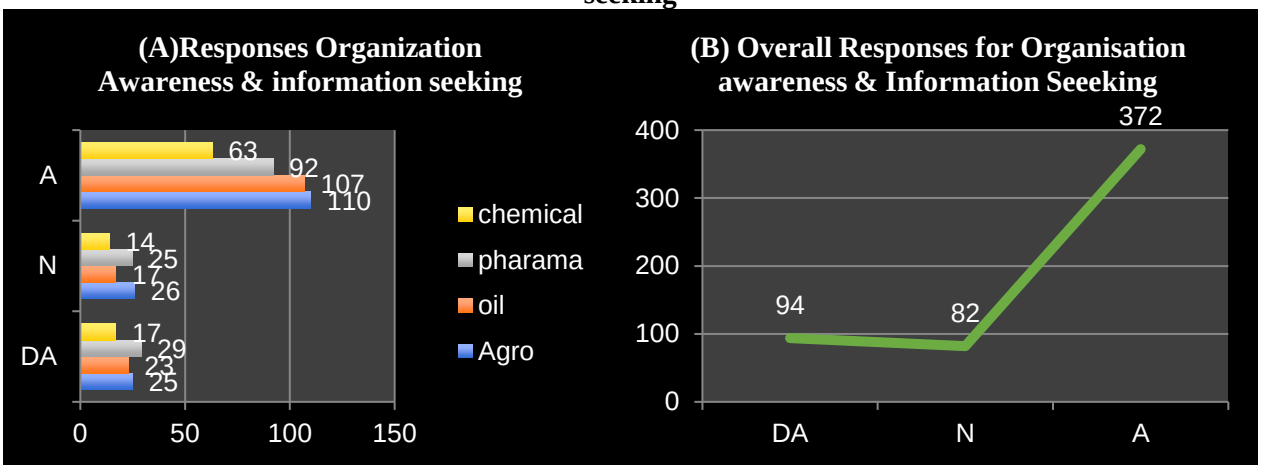
From Table Number 4.10, it can be inferred that in the Communication Skill Set – The researcher had asked about different aspects of communication skills, such as Listening skills, Transparency in Communication, Feedback communication, and convincing power through communication. These all skills are one of the significant sets of Leadership skills, especially in the Participative style of Leadership, also known as Managerial Competencies in the Company. If any individual is already in Managerial Position, wants to occupy top positions, or wants to become a Leader, they must possess these skill sets.

As we can see through Graph Number 4.9 (B), more than half, i.e. 57 percent of respondents, agree that they have a vital communication skill set, whereas 19 percent of employees are neutral and are clueless about their skills whereas 23 percent of Employees are strongly disagree about having a good communication Skillset. While investing in individual industry-wise in the Agro& food processing industry, about 55 percent of employees agree that they have superior communication skills while 22 percent disagree; however, 21 percent of employees from Agro& food processing industry are neutral about having communication Skill Sets. In Oil & Gas industry, 54 percent of Employees are in favour of having a communication skill set in their personality; in contrast, 25 percent of employees are not in favour, or they thought they don't have a good command over communication Skill set while 19 percent of employees are still in confusing stage may be some of the basic skills they have such as Listening, Feedback. Still, they may be lacking in convincing or explaining to others. About Half of the Employees (52 percent) from the Pharmaceuticals & Biotechnology Industry agree that they have the communication Skillset, but in contrast, 26 percent of Employees disagree with it; however, 21 percent of Employees do not want to respond positively or negatively, so they opt a neutral response. In the Chemical & Petrochemical Industry, most Employees (74 percent) agree that they have a good command over their communication Skill Set; only 17 percent of employees disagree with it, while only 9 percent are clueless about this construct.

The result demonstrates two significant things – First, employees from the major part of the study, i.e., Agro& Food Processing Industry, Oil & Gas Industry & Pharmaceuticals & Biotechnology Industry, are unsure of the Communication Skill Set. However,over half of the employees agreed they had command over their communication skill set. The other employees were also unsure they had complete command over their communication skill set. Around ¼ of the employees were sure about having a communication skill set.

The industry, which contains fewer employees than the other three, i.e., the Chemical & Petrochemical Industry, showcased a strong positive response to communication skills, which demonstrates the clarity regarding the communication skill set in this industry; it also contains a minimum number of employees who are confused it or disagree regarding the communication skill set& gives the researcher a clear picture that Chemical & Petrochemical Industry had a tradition of establishing & developing communication skill set in their industry compared to other three industries. This is indicative of the fact that in the case of industries with less number of employees, the communication skill set is functional and hence creates a healthy environment. In the case of industries with many employees, the communication skill set becomes irregular, leading to delays in decision-making and other processes.

Graph Number: 4.11
Selected Employees' responses towards Competency Set 2- Organization Awareness & information seeking



From Table Number 4.9, it can be derived that within the criteria of Company Awareness & Information Seeking, the researcher tried to find out two qualities in an individual: First, knowledge of the company's vision, mission, and business goal, and Second, efforts to seek more and more information about the company, process and people. Through this research, it can be concluded that the majority of respondents (67 percent) had a thorough knowledge of the company's vision, mission, and business goal & simultaneously, they also put their efforts into developing more knowledge about the company, process and people. At the same time, 17 percent of Employees did not have in-depth knowledge about the company's wide area. And 14 percent of employees were neutral on this criterion.

So far as the industry-wise distribution is concerned, the data reveals that the–Agro and food processing industry consisted of the highest number of employees (68.32) who agree on having company awareness and information-seeking quality. 15 percent of employees said they did not have detailed knowledge about the company& also that they never put their efforts into collecting the information of company, process and people. 16 percent of employees were unsure whether the knowledge regarding their company was correct. Oil & Gas Industry contains the highest percentage (72 percent) of positive responses of both the components, i.e. company's awareness & information-seeking construct. In the Agro& Food Processing industry, around 15 percent of employees were not in favour of having knowledge or getting information, while only 11 percent responded as neutral in this Industry. In the case of the Pharmaceuticals and Biotechnology industry, a majority of respondents (67 percent) gave affirmative responses towards awareness of company&informationcollection, whereas 20 percent of Employees disagreed with having detailed knowledge about company& information collection & 17 percent of employees were utterly clueless.

Like the Pharmaceuticals and Biotechnology industry, employees (67 percent) from the Chemical and Petrochemical Industries also responded positively. However, 18 percent of the employees claimed that they did not have more knowledge about the company, process, policy & people and didn't want to put their efforts into it. 14 percent of employees reportedly showed confusion and doubtfulness about their status of knowledge regarding the company.

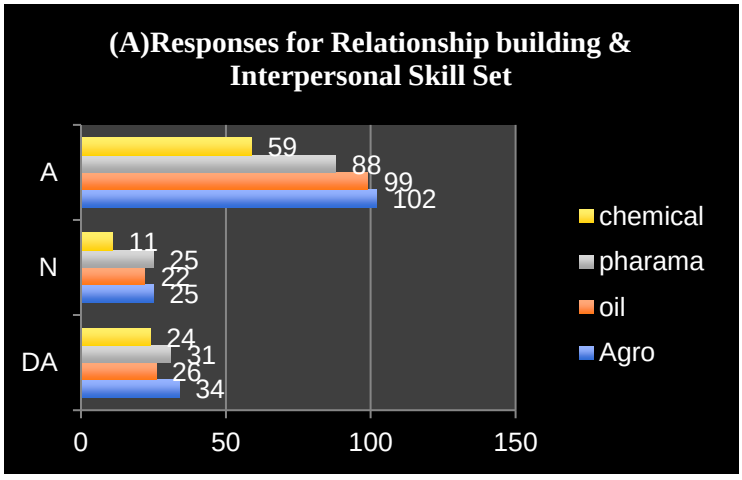
4.5:SELECTED EMPLOYEES' RESPONSES TOWARDS VARIOUS BEHAVIOURAL COMPETENCIES

Table Number: 4.11: Selected Employees' responses towards various Behavioural Competencies in the Company (Response & percentages)

Selected Statements	Agro& Food Processing Industry			Oil & Gas Industry			Pharmaceuticals & biotechnology Industry			Chemical & Petrochemical industry			Selected Manufacturing Industry of Gujarat State		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Interpersonal Skills, Relation building Skill	34 (21.12)	25 (15.53)	102 (63.35)	26 (17.69)	22 (14.97)	99 (67.35)	31 (21.53)	25 (17.36)	88 (61.11)	24 (25.53)	11 (11.70)	59 (62.77)	115 (21.06)	83 (15.20)	348 (63.74)
Empathy, Influence & Persuasive	33 (20.50)	32 (19.88)	96 (59.63)	26 (17.69)	22 (14.97)	99 (67.35)	34 (23.61)	22 (15.28)	88 (61.11)	16 (17.02)	25 (26.60)	53 (56.38)	109 (19.96)	101 (18.50)	336 (61.54)
Total Number of Employees	161			147			144			94			546		

Note:DA = Disagree, N = Neutral and A = Agree

Graph Number: 4.12
Selected Employees' responses towards Competency Set 3- Interpersonal Skill & Relation building Skill Set



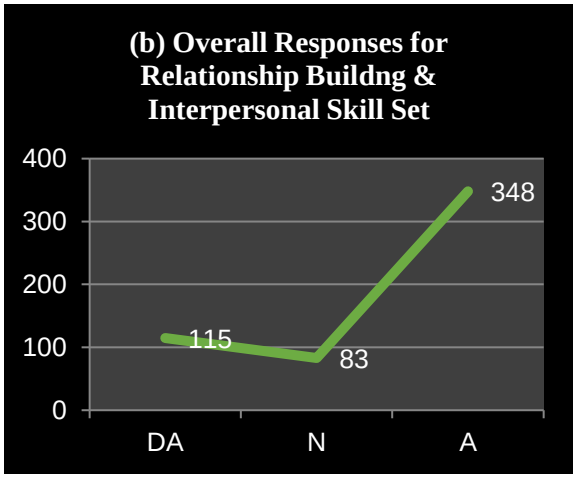


Table number 4.11 inferred the behaviour competency skill set, which combines various categories of behavioural skills, which is essential for any individual in the company to build good harmonious relationships with colleagues, superiors, and other stakeholders. This skill set includes two sub-categories, viz. interpersonal skills& secondly, relation-building skills. In this construct, interpersonal skill means the employees understand others ′attitudes, interests, needs & perspectives. The relation-building skill means their conflict-resolving skills & their rapport with others.

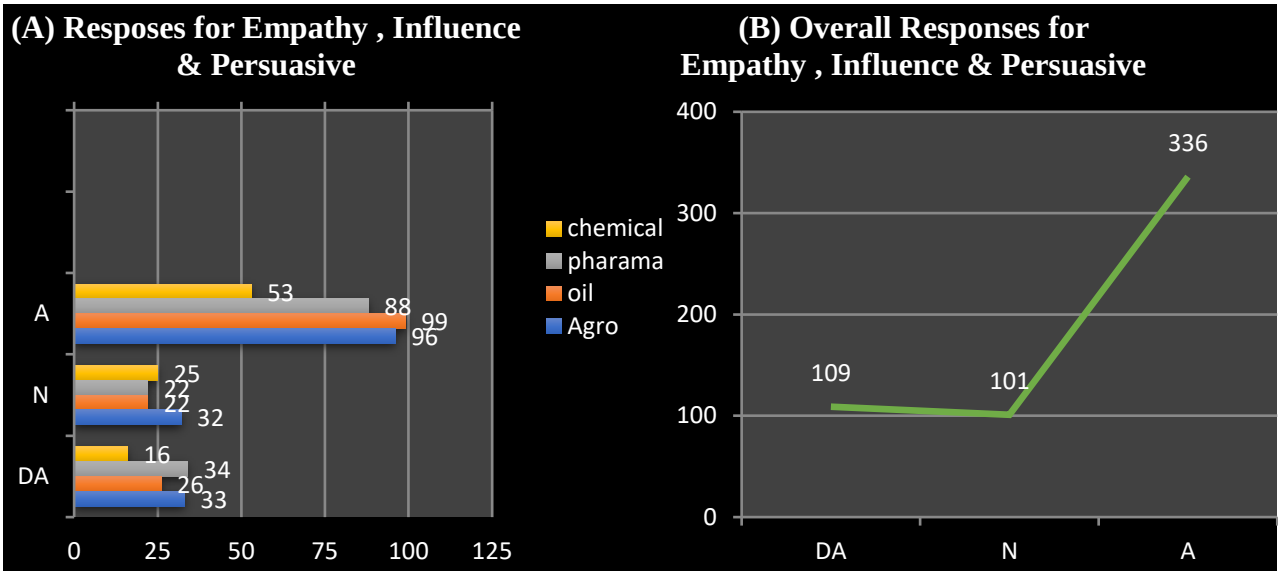
This criterion showcases that most employees (63 percent) agree with it, showing that they thought they were good at creating rapport & trusted others in the company. They understood others' attitudes, interests, needs & perspectives well. They also had strong conflict-resolution skills and disagreed, which meant that they did not give much importance to this skill set and did not believe in developing interpersonal relationships at the workplace. 15 percent of the respondents were confused about this skill set, meaning they might have one of the skill sets, interpersonalor relationship building but may be lacking in others.

In the case of the Agro& food processing industry, 63 percent of employees agree to have interpersonal & relationship building skills. In comparison, 21 percent of respondents disagreed with this skill set, and 15 percent were either naive or confused about having this skill set. In the Oil & Gas industry, 67 percent of employees agreed to have behavioural competencies-1; however, 17 percent disagreed with it, and 14 percent of individuals were neutral. In the case of the Pharmaceuticals and Biotechnology industries, 61 percent of Employees agree to have interpersonal skill & relations-building skills. Still, it has the most negligible percentage from the overall data set. While 21 percent of employees disagree with having this skill set and 17 percent are confused, they responded neutrally in this category.

From the responses of the Chemical and Petrochemical Industries employees, it can be derived that 62 percent of employees agreed to have interpersonal skills. In comparison, 11 percent of employees were neutral. An important outcome derived from the data of this industry is that it had the highest percentage (25 percent) of disagreeing employees from the overall data set, which implies that the employees in the

Chemical &Petrochemical industry cannot recognise their interpersonal skills or were lacking in developing good relationships in the company.

Graph Number: 4.13
Selected Employees ′responses towardsBehavioural Competency Set-4



Graph Number 4.13 showcase competency set-4, This criterion analyses employees' awareness of others' perspectives, expectations, and gratitude for their efforts, as well as their bargaining and persuasion skills for the company's advantage. In this, the researcher evaluates three competencies: empathy, influence on others and persuasiveness for the company's benefits. In this regard, data show that around 61 percent of overall employees opined that they were good at understanding others' points of view, expectations & they can also appreciate others in the company. They also believed that they also possessed good negotiation skills & convincing skills for the company's benefit. 19 percent of employees responded by saying they were unsure. The Agro& Food Processing industry comprised 59 percent of employees with empathy, influence & persuasive competencies; 20 percent deviated from this competency set; 19 percent were unsure about their competency set -4. So far, the Oil & Gas industry (67 percent) of employees agreed to have empathy, influence & persuasive competencies. In contrast, only 17 percent of employees claimed not to have this skill set. 14 percent were clueless about this criterion. The Pharmaceuticals and Biotechnology industries included 61 percent of employees with positive responses for empathy, influence &persuasive competencies.

In comparison, 23 percent of Employees disagree with having this skill set which is also the highest percentage from the overall data set. It carries 15 percent of employees who were unsure about this competency. In the case of Chemical and Petrochemical Industries, 61 percent of employees agreed with having a competency Set -4, but 17 percent of employees deviated from this skill set, and 25 percent of employees were unsure about their awareness of others' perspectives, expectations, and gratitude for their efforts, as well as their bargaining and persuasion skills.

4.6:SELECTED EMPLOYEES' RESPONSES TOWARDS TECHNICAL COMPETENCIES:

Table Number: 4.12: Selected Employees' responses towards Technical Competencies in the Company (Response & percentages)

Selected Statements	**Agro& Food Processing Industry**			**Oil & Gas Industry**			**Pharmaceuticals &Biotechnology Industry**			**Chemical & Petrochemical industry**			**Selected Manufacturing Industry of Gujarat State**		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Flexibility	26 (16.15)	26 (16.15)	109 (67.70)	24 (16.33)	21 (14.29)	102 (69.39)	27 (18.75)	36 (25.00)	81 (56.25)	18 (19.15)	17 (18.09)	59 (62.77)	95 (17.40)	100 (18.32)	351 (64.29)
Learning	29 (18.01)	21 (13.04)	111 (68.94)	26 (17.69)	17 (11.56)	104 (70.75)	32 (22.22)	19 (13.19)	93 (64.58)	19 (20.21)	9 (9.57)	66 (70.21)	106 (19.41)	66 (12.09)	374 (68.50)
Create your Measure of Excellence & Quality Concern	21 (13.04)	32 (19.88)	108 (67.08)	19 (12.93)	36 (24.49)	92 (62.59)	33 (22.92)	28 (19.44)	83 (57.64)	24 (25.53)	10 (10.64)	60 (63.83)	97 (17.77)	106 (19.41)	343 (62.82)
Initiative	19 (11.80)	22 (13.66)	120 (74.53)	23 (15.65)	13 (8.84)	111 (75.51)	33 (22.92)	23 (15.97)	88 (61.11)	15 (15.96)	16 (17.02)	63 (67.02)	90 (16.48)	74 (13.55)	382 (69.96)
Total Number of Employees	**161**			**147**			**144**			**94**			**546**		

Note:DA = Disagree, N = Neutral and A = Agree

Graph Number: 4.14: Selected Employees ′Responses towards Technical Competency -Set 5

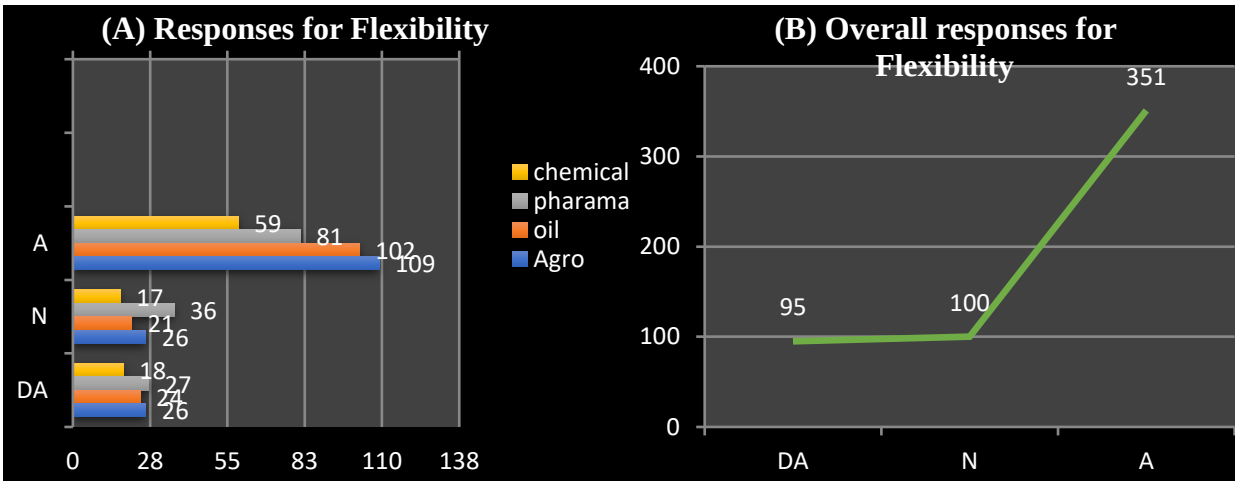
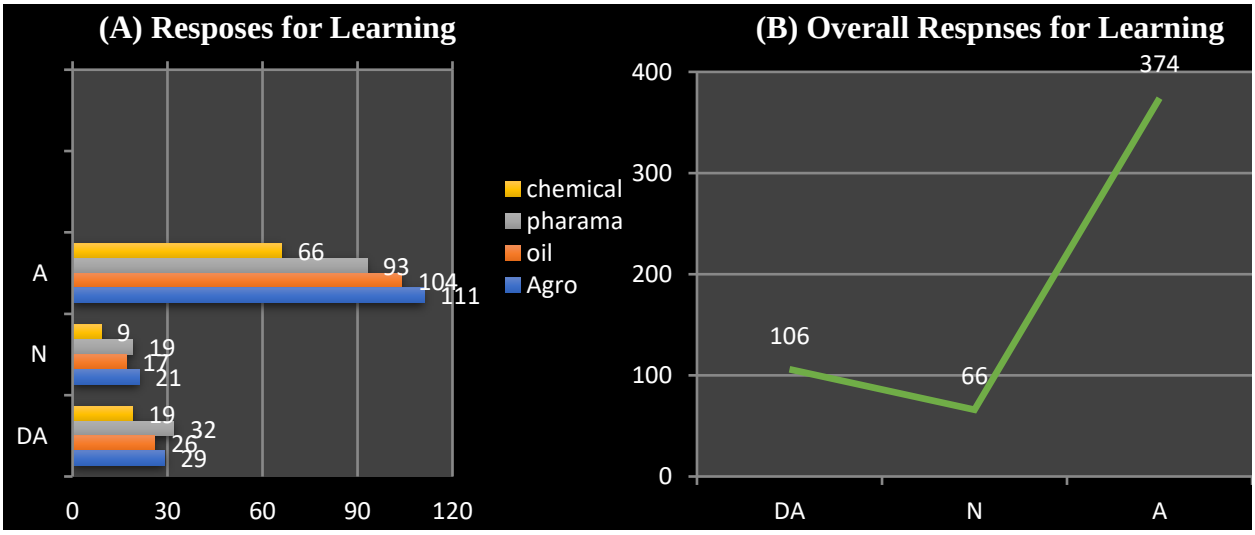


Table no 4.11 showcase the result of various technical competencies in the companies. This table consists of important competencies for employees to perform their routine tasks or job at the companies. These competencies are general and can be applied to any companies to accomplish everyday work in the companies. This portion of the study analyses four sets of technical competencies: Flexibility, Learning, Initiative & Creating own measure of Excellence & Quality Concern. Graph no. 4.14 shows results with regard to "Flexibility". Here, the researcher tried to evaluate the attitude of employees towards changing situations in the companies. In this construct, the researcher found that most employees (64 percent) agree with having flexibility competency. While 17 percent of respondents showcased an aversion to change, 18 percent of employees were unsure about their flexibility.

While analyzing the target industries, 67 percent of Agro and Food Industry employees were positive towards flexibility competencies, while 16 percent responded as not having any flexibility competency. 16 percent of employees were unsure whether they could work rapidly in a changing environment. Similar results were observed in the Oil and Gas industry.69 percent of the employees showcased a positive response towards the flexibility component. Also, it showcased the least number of employee respondents, i.e. 16 percentagreed to have flexibility competencies in the Food and Processing Industry,and 14 percent of employees were unaware of this competency set and showcased the most negligible percentage of an overall data set of neutral employees.

In the case of the Pharmaceuticals and Biotechnology Industry, 56 percent of employees showed to have positive to have a positive response towards Flexibility Competency. It also includes that 25 percent of employees were not clueless about having this competency, which can result in challenges when change occurs in the companies. 18 percent of employees disagree with having flexibility in their personality. In the future, this 18 percent can be a strong resistance force to business change. The Chemical and Petrochemical Industries showcased different data 64 percent of employees, which was a good percentage, agreed to have flexibility and that they can efficiently work in changing business environments. In contrast, 19 percent of employees reportedly did not possess flexibility in their personality, and 18 percent were neutral about this competency.

Graph Number: 4.15: Selected Employees ′Responses towards Technical Competency -Set 6



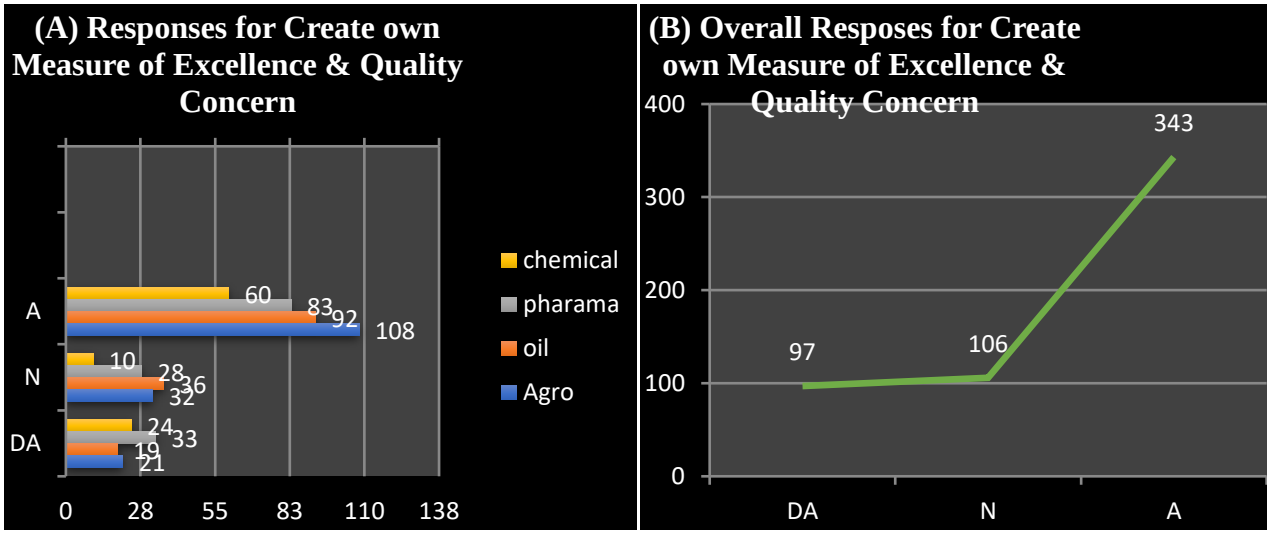
Graph no. 4.15 (A) & (B) indicates data regarding Learning Competency in the companies. In this competency researcher evaluated the individual′s attitude towards learning by asking questions like, ″I always look out for new knowledge.", ″I always try to discover the latest development in my field." &″I put my efforts to learn for enhancing my efficiency." In this, the majority of respondents (68 percent) gave a positive response towards having learning competency.

In comparison, 19 percent of employees disagreed with having learning competencies, and only 12 percentof employees were unsure and neutral about this competency.

As we all know, "Learning" is one of the simple concepts for understanding, and the least percentage of employees were neutral about it. However, Learning is a simple concept to understand but very important for companyal implementation. Learning is an essential precondition for any individual and companies to survive in Industry. In the Agro& Food processing industry, most respondents (68 percent) responded positively about their learning ability in the companies.

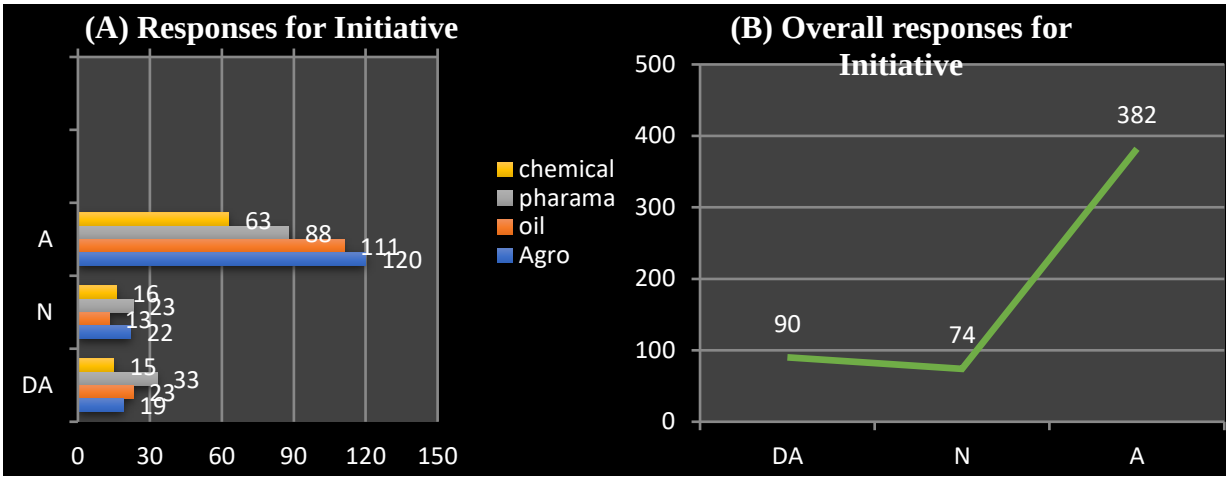
In comparison,18 percent of employees disagreed with having learning ability, and only 13 percent of employees were neutral about this competency set. The Oil and Gas industry shares the highest percentage of employees (70 percent) with the Chemical & Petrochemical Industry, who responded positively for having learning ability. In comparison,17 percent of the employee in this industry does not possess learning competency, and 11 percent of employees are neutral for this criterion. In the case of the Pharmaceuticals & Biotechnology Industry, most employees (64 percent) agreed to have Learning Competency, but this contains the lowest percentage of positive responses compared to the other three industries. It also includes the highest (22 percent) employees compared to the other three industries who disagreed with this competency. The Chemical & Petrochemical Industry includes the highest percentage of Employees (70 percent) who agree to have a learning ability. It also contains the lowest percentage of employees (9 percent) clueless about these competencies & includes 19 percent of employees who disagree with having learning ability.

Graph Number: 4.16: Selected Employees ′Responses towards Technical Competency- Set 7



Graph number 4.16 indicates the result of technical competencies, which includes creating own measure of excellence & quality concern. In this criterion, the researcher evaluated four different perspectives of these competencies, i.e., measurement of work, specific changes for improvement, monitoring the quality of work & maintains the standard of accuracy & quality. This competency result demonstrated that most of the employees (62 percent) agreed that they regularly check their work and, if needed, apply changes for improvement in their performance & are also conscious of the quality and accuracy of work. In contrast, 17 percent of overall employees disagreed with having competency, which creates their measure of excellence & quality concern. At the same time, 19 percent of employees responded neutrally to this criterion which showcases that they may be clueless about these competenciesIndustry wise distribution indicates that the majority of employees (67 percent) from the Agro& Food industry agree that they create their measurement of excellence & regularly check their workability along with it, they are also conscious of quality too. Whereas 19 percent of employees are unsure about this competency set, and 13 percent of individuals disagree with it. In the Oil & Gas Industry, most employees (62 percent) agree to have this skill set, while 24 percent were confused that they may not create their measurement for excellence. And 12 percent of employees are not bothered about quality. The Pharmaceutical & Biotechnical Industry includes 57 percent of employees with a positive response, while 19 percent are clueless about owning this competency. 22 percent of employees disagreed with having quality Concerns and measuring their workability. Finally, in the Chemical & Petrochemical Industry, 63 percent of employees strongly agreed to have a measurement of their own excellence & quality concern criterion. While 25 percent of employees were clueless about this skill set & 10 percent disagreed with having a competence that helps individuals monitor their performance and makes them conscious of the quality.

Graph Number: 4.17: Selected Employees ′Responses towards Technical Competency -Set 8



In this criterion, the researcher has tried to test employees' eagerness to work for the company willingly, which benefits the company whether told or not by superiors. This research found that many employees agreed to have initiative competency in their personality, which makes them work more enthusiastically & eagerly in the company. In comparison, only 16 percent of employees responded negatively to this initial competency, as they may not like to do extra work in the company. 13 percent of employees responded tactfully, which was neither positive nor negative. In the Agro& Food Processing industry, 74 percent of employees believed that they could do extra work, which the company may not expect but is beneficial. At the same time, 11 percent of employees deviate from themselves by doing extra work or taking initiative in the company. 13 percent of employees responded that they were unsure about having this competency.

The Oil & Gas industry consists of the highest percentage of employees (75 percent) compared to the other three industries, which showcases that the Oil & Gas industry has a strong staff which always shows eagerness to work in the company. In contrast, it also contains 15 percent of employees with a negative response to this competency, and only 8 percent are confused about having initiative competency in the workplace. The Pharmaceutical & Biotechnology industry stood last in having optimistic respondents (61 percent) compared to the other three industries and stood first with the highest number of pessimistic respondents for this competency. 15 percent of employees from this industry were unsure, which

demonstrated that the Pharmaceutical & Biotechnology industry should work on training & developingemployees, which could make them more enthusiastic about taking the initiative for company benefits. 67 percent of Chemical & petrochemical industry employees responded positively about having Initiative competency. In comparison,17 percent of Employees were clueless about having this skill set & 15 percent of employees did not possess this competency.

4.7 : SELECTED EMPLOYEES ′RESPONSES TOWARDS COMPETENCY-BASED HR FUNCTIONS

Table Number: 4.13: Selected Employees' responses towards various Competency-based HR functions in the Company (Response & percentages)

Selected Statements	Agro& Food Processing Industry			Oil & Gas Industry			Pharmaceuticals &Biotechnology Industry			Chemical & Petrochemical industry			Selected Manufacturing Industry of Gujarat State		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Competency-based Recruitment	26 (16.15)	28 (17.39)	107 (66.46)	28 (19.05)	25 (17.01)	94 (63.95)	37 (25.69)	22 (15.28)	85 (59.03)	22 (23.40)	14 (14.89)	58 (61.70)	113 (20.70)	89 (16.30)	344 (63.00)
Competency-based Selection	25 (15.53)	33 (20.50)	103 (63.98)	27 (18.37)	23 (15.65)	97 (65.99)	33 (22.92)	25 (17.36)	86 (59.72)	24 (25.53)	13 (13.83)	57 (60.64)	109 (19.96)	94 (17.22)	343 (62.82)
Competency-based Training & Development	28 (17.39)	22 (13.66)	111 (68.94)	30 (20.41)	19 (12.93)	98 (66.67)	35 (24.31)	25 (17.36)	84 (58.33)	20 (21.28)	22 (23.40)	52 (55.32)	113 (20.70)	88 (16.12)	345 (63.19)
Competency-based Performance Appraisal &Succession Planning	27 (16.77)	29 (18.01)	105 (65.22)	21 (14.29)	22 (14.97)	104 (70.75)	22 (15.28)	32 (22.22)	90 (62.50)	14 (14.89)	13 (13.83)	67 (71.28)	84 (15.38)	96 (17.58)	366 (67.03)
Competency-based Compensation	29 (18.01)	32 (19.88)	100 (62.11)	19 (12.93)	25 (17.01)	103 (70.07)	33 (22.92)	27 (18.75)	84 (58.33)	18 (19.15)	17 (18.09)	59 (62.77)	99 (18.13)	101 (18.50)	346 (63.37)
Competency-based HR policy	22 (13.66)	32 (19.88)	107 (66.46)	16 (10.88)	22 (14.97)	108 (73.47)	35 (24.31)	23 (15.97)	87 (60.42)	11 (11.70)	27 (28.72)	56 (59.57)	84 (15.38)	104 (19.05)	358 (65.57)
Competency-based Career development	29 (18.01)	37 (22.98)	95 (59.01)	25 (17.01)	40 (27.21)	82 (55.78)	26 (18.06)	29 (20.14)	89 (61.81)	24 (25.53)	13 (13.83)	57 (60.64)	104 (19.05)	119 (21.79)	323 (59.16)
Total Number of Employees	161			147			144			94			546		

Note:DA = Disagree, N = Neutral and A = Agree

Graph Number: 4.18

Selected Employees ′responses towards Competency-based Recruitment

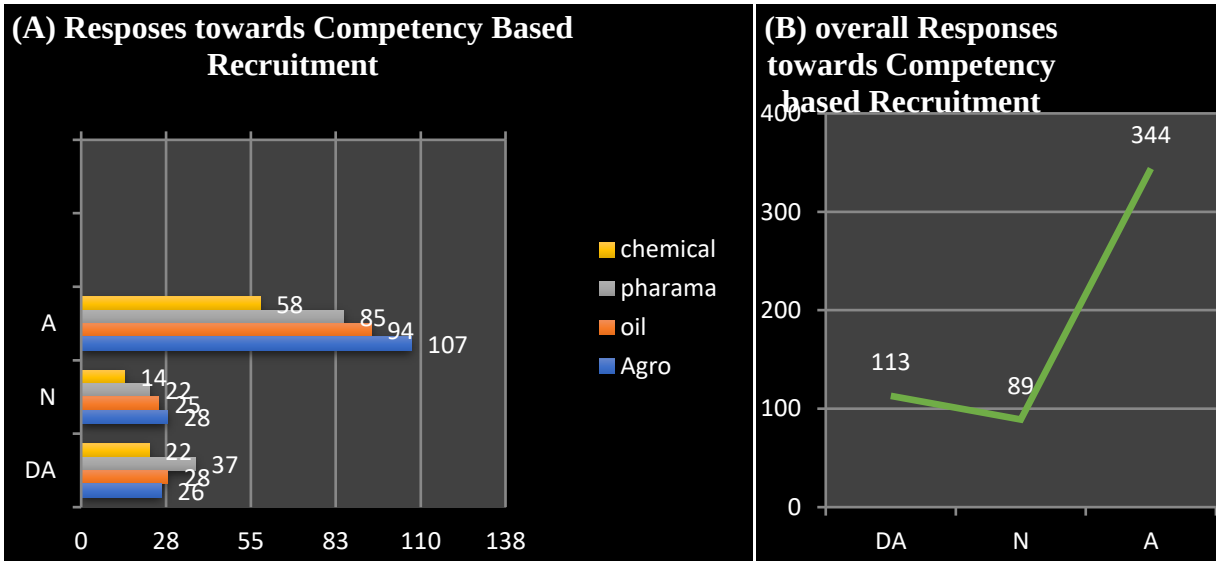


Table no: 4.12 showcase responses for various competency-based HR functions from selected employees of selected manufacturing industry of Gujarat state. As Competency & Competency-based HR are both independent & most significant constructs of this research study researcher tried to ask in-depth questions for both constructs to get a better evident proof result.

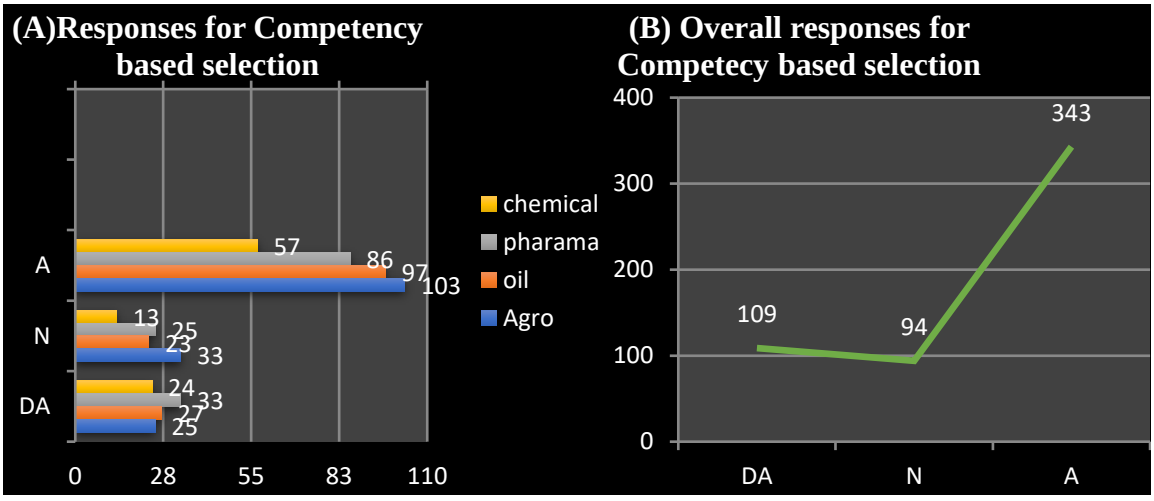
In this section, a researcher developed seven sets of different functions of human resource management, which are integrated with competencies. In this criterion researcher first asked various questions for analysing Competency-based Recruitment in the selected manufacturing industry, which includes, "Identification & Advertisement of Vacancy is made with the help of competency analysis.", "Defining Key criteria for recruitment needs Competency Analysis.", "Competency plays an important role while Identifying Behaviour Indicators.", "Job descriptions are decided based onCompetency."In this analysis, a researcher found that most respondents (63 percent) from all four industries agree on Competency-based Recruitment practices followed by their respective industries.

While 20 percent of employees disagreed with this set of HR functions &16 percent of employees were unsure about having these practices at their respective companies.

In the case of the Agro& Food Processing industry, the highest percentage (66 percent) agreed with Competency-based recruitment practices followed in their industry, whereas 16 percent of employees disagreed with following these functions in their industry and 17 percent were noncommittal. The respondents of the Oil & Gas industry, like the Agro& Food Processing industry, also showcased 63 percent of employees responded positively. 19 percent of employees responded negatively about following the Competency-based recruitment policy at their company, and 17 percentwere unsure about their responses, so they opted for a neutral approach for this practice. In the case of the Pharmaceutical & Biotechnology Industry, more than half (59 percent) of the employees responded positively towards their company policy of competency-based recruitment policy. Whereas 25 percent of employees opposed this, and 15 percent of employees were clueless about these practices at their company,

So far as the Chemical & Petrochemical Industry was concerned, 61 percent of employees responded positively , whereas 23 percent of employees disagreed, and 14 percent were unsure about these practices.

Graph Number: 4.19:Selected Employees ′responses towards Competency-based Selection



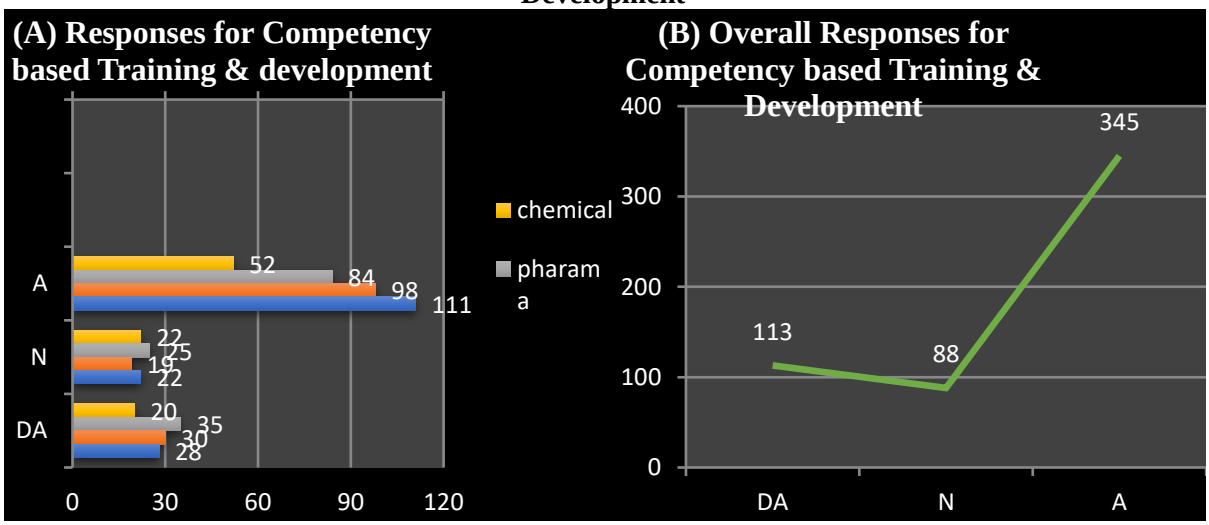
In this study criteria, the researcher tried to analyse the Competency-based Selection Procedure in different industries with the help of various statements related to competency & its application to selection procedures.

These questions were, "The company analyses the Behavioral competency of the employees during the Selection Procedure.", "Possessing a good knowledge of HR selectionprocess and policies and linking it with required competencies.", "Appointment of any employees consistently depends upon the employee's competency level." This study revealed that most employees (62 percent) agreed that competency integrated into their company's selection process. At the same time, 19 percent of employees disagreed with the statements, which integrate competency in the selection process of their respective Industries. 17 percent of the overall data set were clueless about having competency in their company selection process, which shows that they are unaware of their selection procedures, or maybe since they were experienced, they were secure in their company and made them ignorant of the selection process as this process had not affected their regular work.

In the Agro& Food industry, 63 percent of employees responded positively towards having competency as an unseparated part of their selection procedure; In comparison, 15 percentdisagreed with this criterion & 20 percent were unaware of whether these practices were followed in their company. Thus the most significant number of unsure employees was found among other industries, which implies that the managers and policymakers of the Agro& Food Industry should put their efforts into making employees aware of their selectionprocedures. The Oil &Gas Industry showcased that the highest percentage of employees (65 percent) from the overall data set responded positively to the integration of competency in their selection procedures, while 18 percent of employees from this industry disagreed with these practices followed by their company; and 15 percent of employees were unsure of having this type of practices in their company. The data from Pharmaceuticals & Biotechnical Industry projected that the least percent of employees (59 percent) are aware of these practices compared to other industries. They showcased that the Pharmaceuticals & Biotechnical Industry should pay more attention to these criteria and try to upgrade their selection policy which will help the company to reach its goals with the help of competent & talented employees. In the case of the Chemical & Petrochemical Industry, most employees agreed that their company followed a competency-based selection procedure, while only 13 percent of employees were clueless.

Their percentage was the least in comparison to other industries. It can be concluded the Chemical & Petrochemical Industry was providing information to their employees; However, 25 percent of employees responded negatively to the question of responses towards competency-based selection, which demonstrates that although this industry is good at providing information at all levels of the company but failed to add prominent competencies in their selection procedure which may bring the company in trouble. As a result, managers & leaders from this industry should put their efforts into developing a Selection Procedure full of renowned competencies.

Graph Number: 4.20: Selected Employees ′Responses Towards Competency-based Training & Development



In this study area, the researcher tried to evaluate various practices regarding training & development in the company. In this area, the researcher had asked few statements which are related to competency-based training & development, such as, ″Training & development programs help to improve your behavioural competency, Technical & managerial competency.”, ″Latest methods of training are used for developing competency.”, ″For behavioural& technical competency, If needed, one training is given.”, ″Everyone possesses Interest in training and Development for their competency improvement.”, ″Opportunities are created for developing competency.”, ″Everyone provides needed support for individual development.”

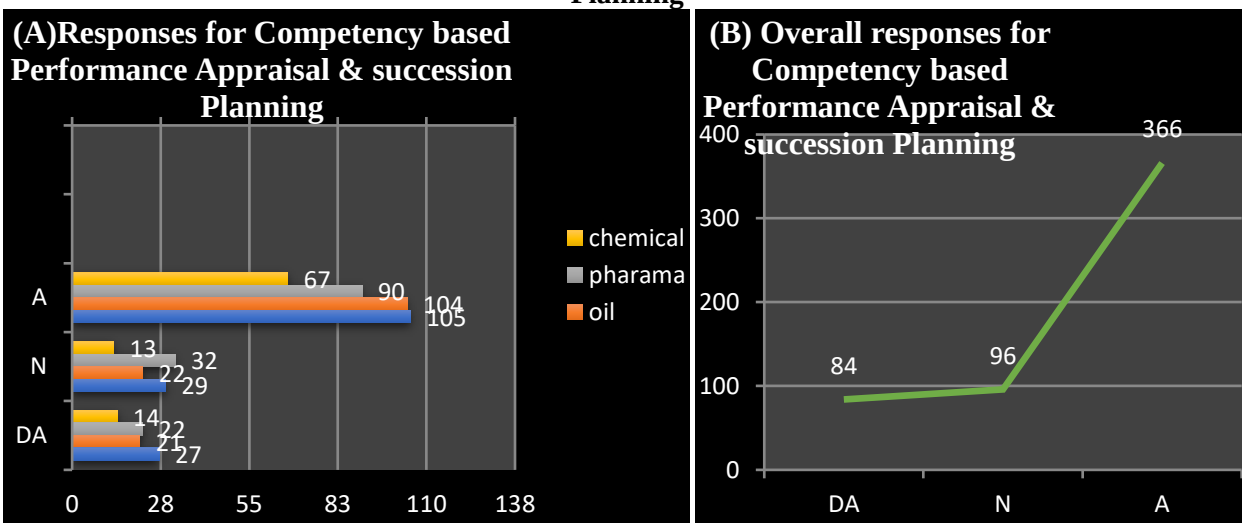
Training and development help companies gain and retain top talent, increase job satisfaction and morale, improve productivity and earn more profit. Additionally, businesses that recruit actively interested and dedicated employees result in lower absenteeism rates and higher productivity.

In this criterion majority of respondents (63 percent) were optimistic about applying competency-based training and development practices in their company. Twenty percent of employees disagreed with having competency-based training & development practices in their respective companies, and 16 percent were clueless about integrating competency & training, and development initiatives in the company.

In the Agro& Food Processing industry, most employees,i.e. 68 percent of employees, responded positively towards competency-based training & development; 17 percentresponded negatively to having competency-based training & development practices; while 13 percent were unsure about having this criterion in their company. In the Oil & Gas industry, 66 percent of employees responded positively towards competency-based training & development, while 20 percent responded negatively to having competency-based training & development. Twelvepercent of employees gave noncommittal responses towards competency-based training & development. As far as the responder of the Pharmaceuticals & Biotechnical industry was concerned, most of the employees (58 percent) responded positively towards competency integration in their training & development practices. In contrast, 24 percent of employees responded negatively, which is the highest per cent from other industries. However, 17 percent of employees responded neutrally to this category. In the Chemical & Petrochemical Industry, the majority of the employees,i.e. 55 percent, responded positively, but it formed the most negligible percentage from other industries. At the same time, 21 percent of employees responded negatively towards having competency as an integral part of the training & development practices of the company. And 23 percent of employees were neutral towards competency-based training& development, thus forming the highest percentcompared to the other industries.

Graph Number: 4.21

Selected Employees ′responses towards Competency-based Performance Appraisal & succession Planning



Performance assessments have three main goals: to provide employees with constructive comments, help managers evaluate future job assignments and remuneration, and modify behaviour to improve productivity. Effective management requires performance assessments. Its development and enhancement practices have been challenging and inventive. There is a lot of evidence that performance assessment helps. Current assessment techniques fail in all of these functions. Long-term succession planning boosts a company's capacity by identifying important jobs and anticipated vacancies, picking critical competencies and abilities for business continuity, and focusing on individual development to meet future business demands. In this criteria, the researcher has tried to evaluate various practices for Performance Appraisal in the companies such as "Importance of Competencies while evaluating performance; transparency in the appraisal, Competency-based succession planning; Individual &company performance evaluated through competency & accuracy of performance management system based on competency management." The study's result shows that most respondents (67percent) agreed with all the above performance appraisal activities in their respective companies. In comparison, 15 percent of employees disagreed with having this type of practice in their company& 17 percent of employees were unsure about this application adopted by their companies.

In the case of a particular industry, the Agro& food processing industry contains, 65 percent of employees with positive responses for competency-based Performance appraisal as well as Succession planning activities, Whereas 16 percent of employees disagreed with having such type of practices in their industry and 18 percent were unsure about their status of the company regarding competency-based performance appraisal & succession planning system.

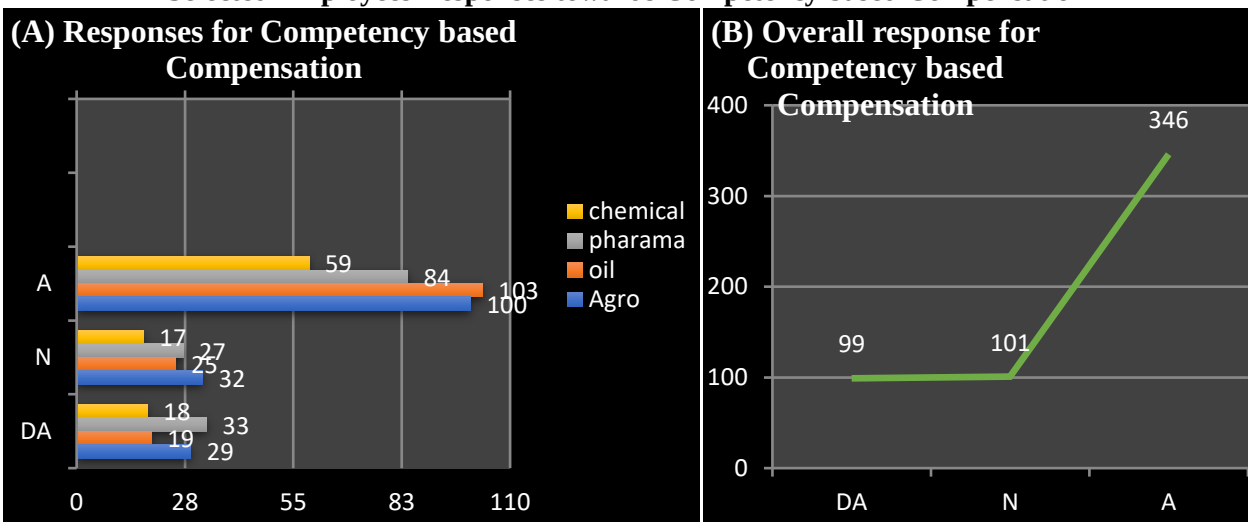
The oil & Gas industry has70 percent of employees with a positive response, the highest per cent among all industries. It contains only 14 percent -14 percent of employees with negative & neutral responses towards competency-based Performance appraisal & Succession Planning.

The Pharmaceuticals & biotechnical Industry contains 62 percent of individuals who responded positively, while it consists of 15 percent of negatively responded employees; however, it includes 22 percent of employees with neutral responses, the highest percentage of employees among all other industries.

The Chemical & petrochemical industry is good in this area as it contains the highest percentage, 71 percent, of employees who responded positively to competency-based Performance appraisal & succession planning activities. In comparison, it also included the least per cent of employees (13 percent) who responded neutrally to this criteria and only 14 percent of employees with negative responses towards competency-based Performance appraisal & succession planning activities.

Graph Number: 4.22

Selected Employees ′responses towards Competency based Compensation



Human Resource Management relies on compensation to improve employee performance. Companies revolve around pay. Settlement benefits sustain staff members in companies long-term, like a pulse. It drives people to work harder to obtain additional benefits in hidden ways. Industries have long compensated breadwinners. In this criteria, the researcher tried to evaluate various compensation & reward recognition techniques in the company. The researcher asked about some important aspects of compensation, such as fair & equal competency-based practices used for compensation & reward in the company. The pay structure of companies is market-related; Reward and Recognition are affiliated with competency analysis in the company. The majority of respondents responded positively(63 percent), while 18 percent of employees disagreed with having a competency-based compensation & reward system in the company; however, the same per cent (18 percent) of employees were neutral with this type of practice in the company.

In the case of the Agro& food processing industry, 62 percent of employees responded positively, while 18 percentdisagreed about having competency-based compensation in their company; 19 percent gave a tactfully neutral answer for this practice in the company.

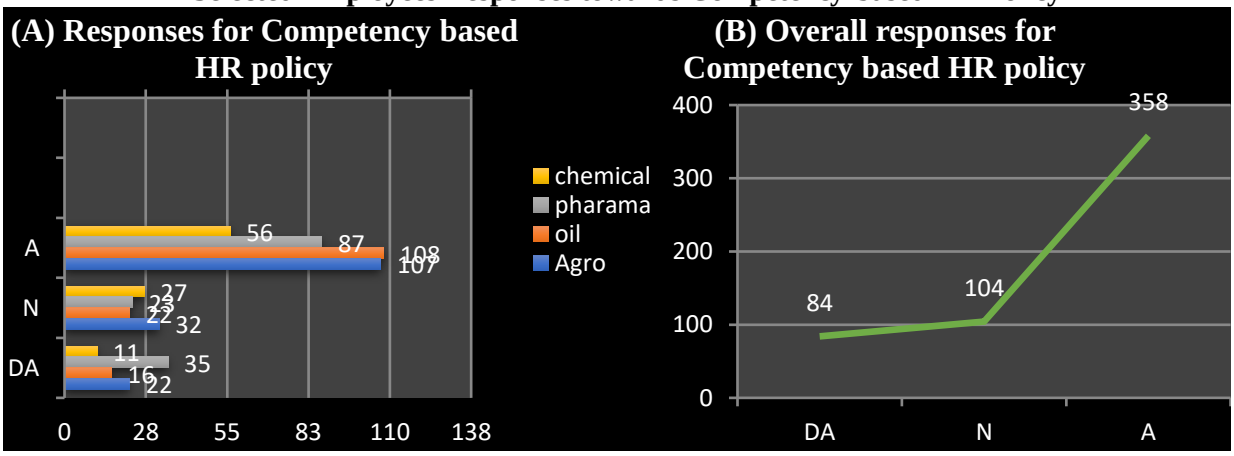
The oil & Gas Industry had Excellence in this area as they secured 70 percent of employees with positive responses towards having a competency-based compensation & reward system.

While it includes 12 percent of negatively responded people, which is the least among all industries and 17 percent of employees with a neutral response, which is also the lowest per cent of the employee from all sectors.

The Pharmaceutical & biotechnical Industry consists of 22 percent of negatively responded employees for competency-based compensation & reward system in their respective companies, the highest number of negatively responded employees from all other industries. It contains 58 percent of positively responded employees, which showcases the least percentage of the overall industry survey, demonstrating that this industry needs to improve its compensation & pay structure, as this is one of the company's basic requirements. If employees are dissatisfied with its basic structure, it will create a big problem for the company.

In the Chemical & petrochemical industry, 62 percent of employees agreed to have a competency-based compensation & reward system. In comparison, 18 percent of employees were neutral about this practice, and 19 percent of employees disagreed with this type of practice performing in their company.

Graph Number: 4.23
Selected Employees ′responses towards Competency-based HR Policy



Graph No 4.22(A) & (B) demonstrates overall responses & industry-wise responses for Competency-based HR policy; A researcher tried to investigate the direct relationship between Competency and HR policy in their respective company through this criterion. This researcher tried to evaluate the overall result of the industry for Competency-based HR policy; this research found that the majority of Respondents (65 percent) agreed to have a Competency-based HR policy in their companies. While 15 percent of overall employees responded negatively to having an HR policy developed through Competency, 19 percent of employees showed they're ignorant for responding agree or disagree.

In the case of the Agro& food Industry, 66 percent of Employees responded Strongly Agree or Agree. In comparison,13 percent of Employees responded negatively towards having a Competency-based HR policy, while 19 percent responded neutrally for this criterion.

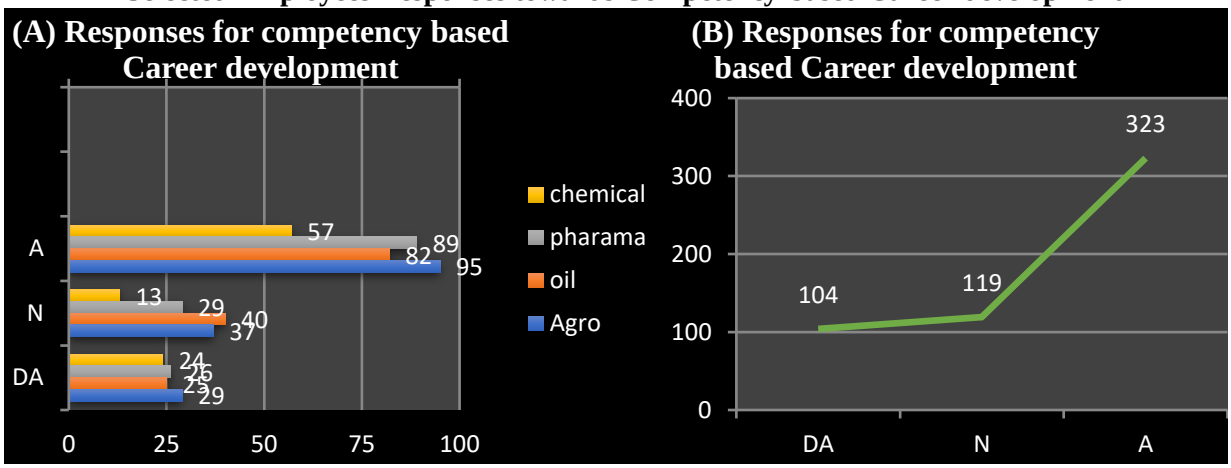
The oil and gas industry secured first position among all industries as it consists of the highest per cent of positively responded employees, the lowest percentage (10 percent) of negatively responded individuals, and the least number of neutral employees(14 percent).

The pharmaceuticals & biotechnical Industry comprises60 percent of Employees with positive responses. In comparison,24 percent of employees responded negatively, the highest per cent among others, and 15 percent neutrally responded employees.

The Chemical & petrochemical industry contains 59 percent of positively responded employees, the lowest among the other three industries, and 28 percent neutrally responded employees, the highest per cent of neutral employees among all other industries.

Graph Number: 4.24

Selected Employees ′responses towards Competency-based Career development



In the case of Competency-based Career development researchers,they tried to evaluate different aspects of competencies which are based on competency. In this criterion, the researcher found that most employees (59 percent) agreed to have competency-based career development practices in the company. While 21 percent of Employees were neutral about this type of practice in the company. 19 percent of employees disagreed with having competency-based career development in their respective companies. In the agro& food processing industry, 59 percent of employees agreed to have career development based on competency. While 22 percent of employees were neutral about this competency, and 18 percent of employees disagreed with it. In the oil & gas industry, 55 percent of Employees agreed with having competency-based career development; 27 percent responded neutral & 17 percent of employees responded disagreed with having this type of practice. In the case of the Pharmaceutical & biotechnical industry, 61 percent of employees responded positively, while 20 percent of employees responded neutral & 18 percent of employees negatively responded to this criteria.

In the Chemical & petrochemical industry, 60 percent of employees responded positively, whereas 25 percent of employees responded negatively, and 13 percent disagreed.

4.8: SELECTED EMPLOYEES' RESPONSES TOWARDS TALENT ACQUISITION PRACTICES:

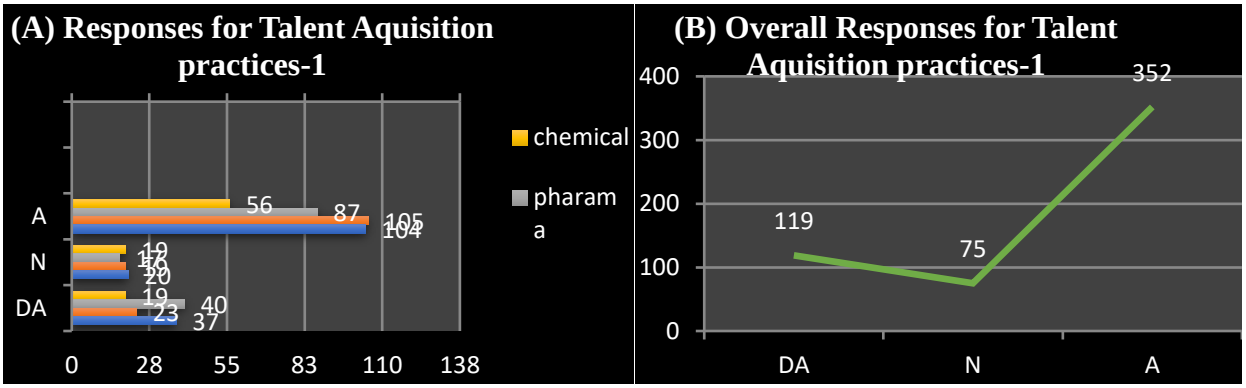
Table Number: 4.14: Selected Employees' responses towards various Talent Acquisition Practices in the Company (Response & percentages)

Selected Statements	Agro& Food Processing Industry			Oil & Gas Industry			Pharmaceuticals &Biotechnology Industry			Chemical & Petrochemical industry			Selected Manufacturing Industry of Gujarat State		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Competency analyses start right from induction so employees don't think of leaving the job.	37 (22.98)	20 (12.42)	104 (64.60)	23 (15.65)	19 (12.93)	105 (71.43)	40 (27.78)	17 (11.81)	87 (60.42)	19 (20.21)	19 (20.21)	56 (59.57)	119 (21.79)	75 (13.74)	352 (64.47)
The gap between Talent in place and Talent required is identified by competency in the companies; along with this, priority is given at the time of interview to potential competent candidates when a vacancy arises.	21 (13.04)	28 (17.39)	112 (69.57)	13 (8.84)	29 (19.73)	105 (71.43)	20 (13.89)	31 (21.53)	93 (64.58)	13 (13.83)	24 (25.53)	57 (60.64)	67 (12.27)	112 (20.51)	367 (67.22)
The linkage between competency and talent management results in a better recruitment process.	26 (16.15)	17 (10.56)	118 (73.29)	16 (10.88)	31 (21.09)	100 (68.03)	26 (18.06)	29 (20.14)	89 (61.81)	13 (13.83)	23 (24.47)	58 (61.70)	81 (14.84)	100 (18.32)	365 (66.85)
Competency-based talent attraction leads to Hiring competent staff.	18 (11.18)	39 (24.22)	104 (64.60)	16 (10.88)	35 (23.81)	96 (65.31)	15 (10.42)	40 (27.78)	89 (61.81)	6 (6.38)	37 (39.36)	51 (54.26)	55 (10.07)	151 (27.66)	340 (62.27)
Total Number of Employees	**161**			**147**			**144**			**94**			**546**		

Note:DA = Disagree, N = Neutral and A = Agree

Different practices of Talent Acquisition were taken into account in this study's criteria, such as Competency analysis are, made mandatory from the initial stage, i.e. induction; another one is the talent gap is Identified through competency analysis, and competency analysis will be at the root of recruitment. This linkage will lead to a better recruitment system. At last, the researcher asked whether competency-based talent attraction will lead to hiring competent staff for the company.

Graph Number: 4.25: Selected Employees ′Responses towards Talent Acquisition Practice-"Competency analyses start right from induction so employees don't think of leaving the job"



In the first element of Talent attraction researcher tried to analyse that competency analysis are mandatory in all process of HR, i.e. from induction to exit; in this area, the majority of respondents responded positively (64percent)that competency analysis were applied in their company all the process of HR, i.e. induction to exit interviews. While 21 percent of employees responded negatively to this type of process in their company& 13 percentwere neutral as they may not be aware ofit in all their HR activities.

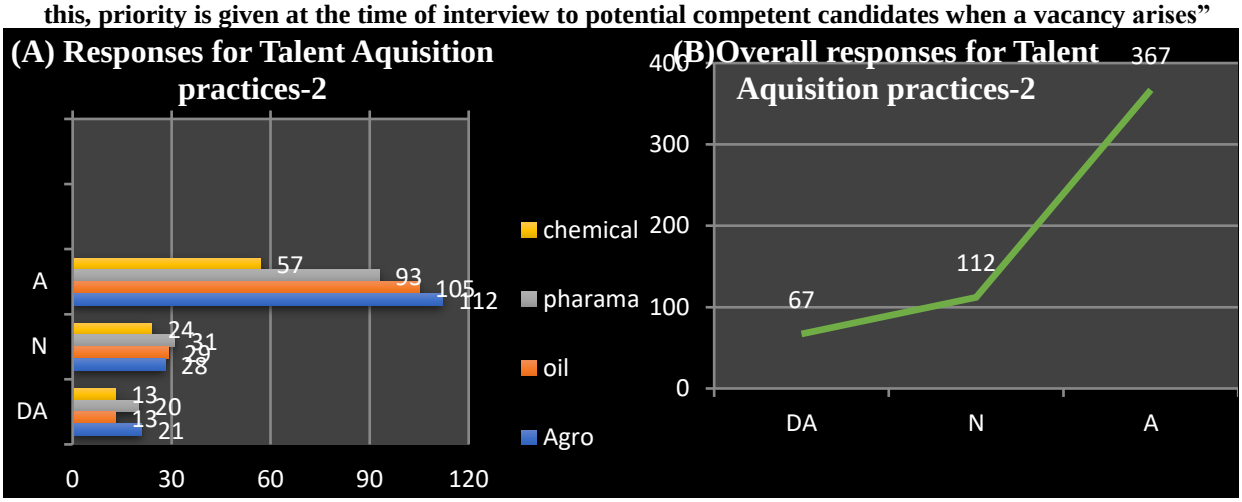
Whereas in the case of particular industries, The oil & gas industry consists of the highest per cent of positively responded employees for having competency in all HR functions. The agro& food processing industry contains 64 percent of positively responded employees, whereas the pharmaceutical & biotechnical and chemical & petrochemical industry consists 60 &59 percent, respectively.

In the case of negatively responded employees, 27 percent of individuals are from the pharmaceutical & biotechnical industry, 22 percent of respondents are from the agro& food processing industry & only 15 percent of employees responded negatively in the oil & gas industry. In neutrally responded employees, the highest number is from the chemical & petrochemical industry, i.e. around 20 percent, while the least in this criteria is from the pharmaceutical & biotechnical industry.

Graph Number: 4.26

Selected Employees ′Responses towards Various Talent Acquisition Practice-

"Gap between Talent in place and Talent required is identified by competency in the companies; along with this, priority is given at the time of interview to potential competent candidates when a vacancy arises"



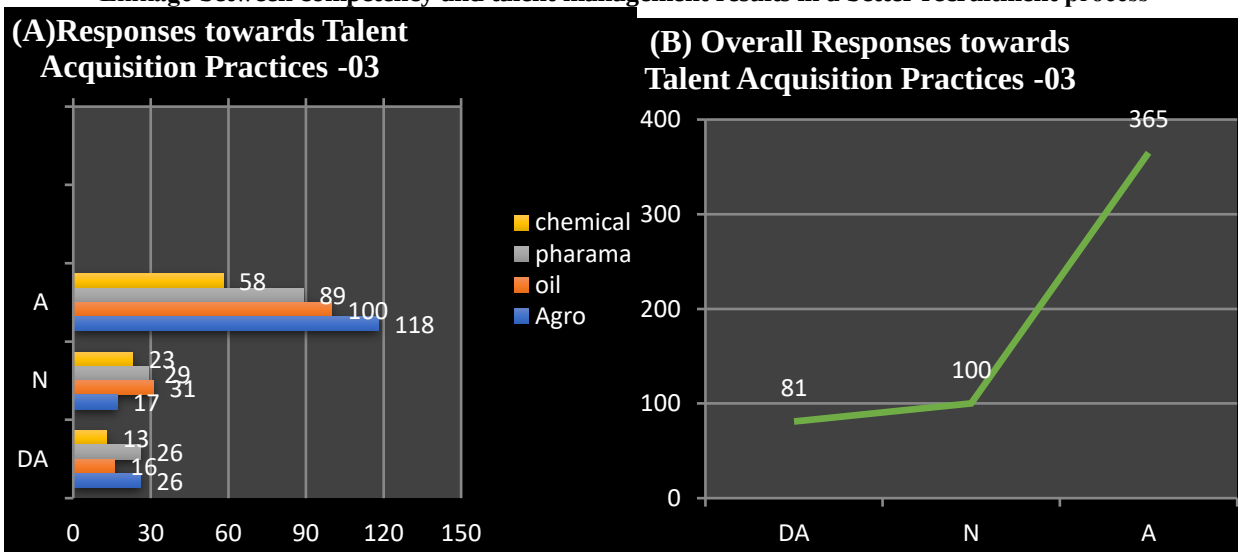
Competency criteria in the company determine the gap between talent in place and talent needed. When a vacancy arises, possible competent applicants are given interview preference. Most Employees responded positively, around 67 percent of whom responded positively that they have competency analysis in the job description interview and talent identification process. At the same time, 20 percent of employees responded neutrally for having competency analysis in their initial process of HR. In contrast, 12 percent of employees responded negatively to having competency-based recruitment and other initial HR practices. In the case of the particular industry, the majority of responders are from the oil and gas industry, around 71 per cent. While the Agro and Food industries follow it with 69 per cent, and the pharmaceutical and biotechnical industries comprise 64 percent of employees; however, the chemical industry consists of 60 percent.

In the negatively responded employees for having competency in their recruitment process, The oil and gas industry consists of the lowest employee with 8 percent. In contrast, the other three industries comprised around 13 percent of employees for not having competency analysis in their recruitment process.

In the case of neutrally responded employees, the majority of employees who responded neutrally are from the chemical and petrochemical Industry, around 25 percent of employees. While around 21 percent of employees are from the pharmaceutical industry and 19 percent of employees are from Oil and Gas industry, and 17 per cent are from the Agro and food processing industry.

Graph Number: 4.27

Selected Employees ′responses towards various Talent Acquisition Practice-
"Linkage between competency and talent management results in a better recruitment process"

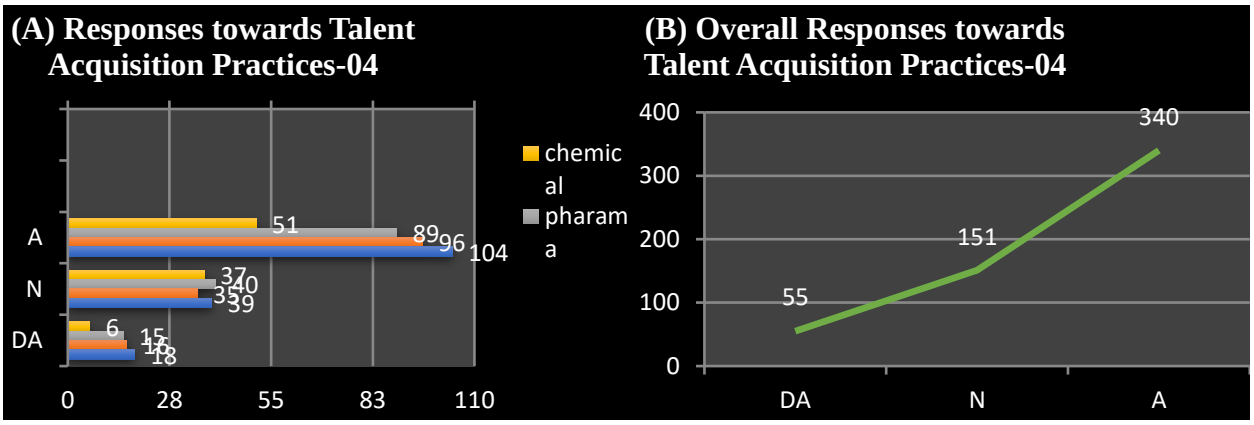


In this criteria, research has tried to evaluate the overview of respondents for the linkage between talent management and competency. As a result, this will lead to a better recruitment process. The majority of respondents, around 66 percent of employees, responded positively that the linkage between competency and talent management would result in a better recruitment process, whereas 14 percent of employees were not in favour of this and 18 per cent were unsure about it. In the case of particular Industries, the per cent of respondents are from the Agro and food industries, and 73 percent of employees responded positively. Following this, the oil and gas industry consists of 68 percent of employees with positive responses and The Other industries comprise around 61 per cent each. The Pharmaceutical and biotechnical industry contains the highest number of negatively responded employees, around 18 percent, whereas the oil and gas industry comprises 10 percent of employees with negative responses.

In this criteria, the agro-industry comprises 16 per cent of negatively responded employees, and the chemical industry comprises 13 percent of this category. Naturally responded employee the majority of the employee comes from the chemical and petrochemical industry that is around 24 percent, while the pharmaceutical industry consists of 20 percent of the employee who responded; however, the Oil and Gas Industries Consist of 21 percent of an employee in this category and the lowest employee who responded neutrally are from the Agro and food processing industry.

Graph Number: 4.28

Selected Employees ′responses towards various Talent Acquisition Practices-
"Competency-based talent attraction leads to Hiring competent staff"



The overall review regarding competency-based talent attraction will lead to hiring competent staff. The researcher found that the majority of respondents, around 62 percent of employees, responded positively to competency base talent attracting Kenley to hire a competent staff, but 27 percent of overall respondents responded neutrally regarding this and demonstrated that more than one-fourth of employee does not aware of competency-based talent attraction. While only 10 percent of employees negatively responded to this category. In the case of a particular industry, the oil and gas industry consists of the highest number of employees who responded positively, around 65 percent. Following this, the Agro and food processing industry Consist of 64 percent of the positively responded employee. In contrast, the Pharmaceutical and biotechnical industry comprises 61 per cent of employees.

The least number of positively responded employees are from the chemical and petrochemical Industry that is around 54 percentageThe chemical and petrochemical industry has the least number of negatively responded employees, which is 6 percent; however, it has the highest number of neutrally responded employees, which is 39 per cent. The ultimate result showcases that although the chemical and petrochemical industry has the lowest number of employees who negatively responded, nearly 39 percent of employees neutrally responded, which is more dangerous as this Industries employee is unaware of the competency-based talent attraction and its benefit. The manager and policymakers of this industry should take this thing as one of the serious issue as this can lead to trouble for the company in the future.

4.9:RESPONSES TOWARDS TALENT DEVELOPMENT PRACTICES

Table Number: 4.15: Selected Employees' responses towards various Talent Development Practices in the Company (Response & percentages)

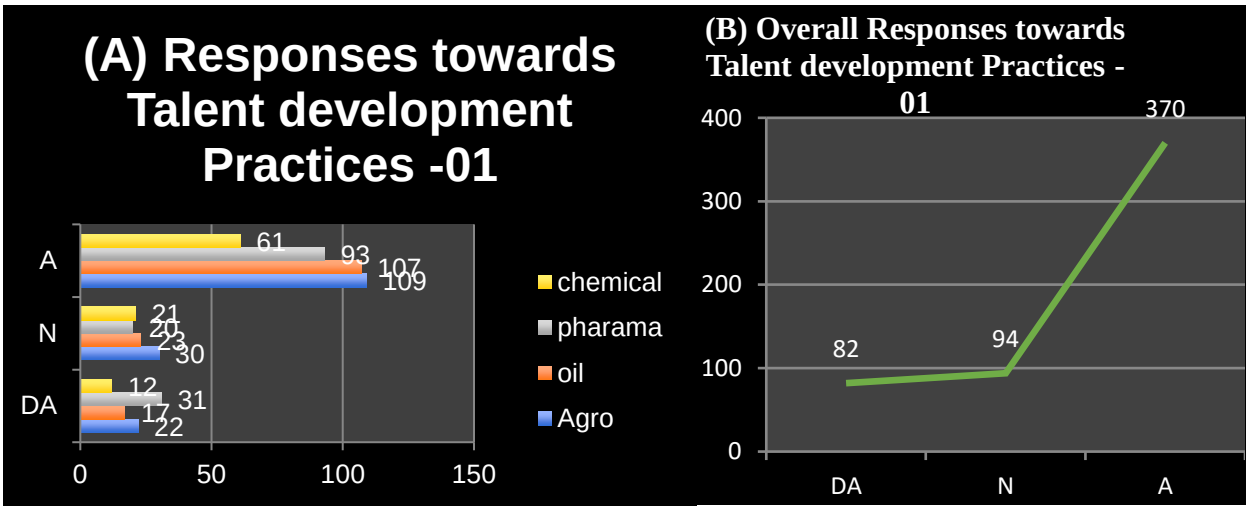
Selected Statements	Agro& Food Processing Industry			Oil & Gas Industry			Pharmaceuticals & Biotechnology Industry			Chemical & Petrochemical industry			Selected Manufacturing Industry of Gujarat State		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Continuous Competency improvement practices are followed for developing and sustaining talented people in the companies.	22 (13.66)	30 (18.63)	109 (67.70)	17 (11.56)	23 (15.65)	107 (72.79)	31 (21.53)	20 (13.89)	93 (64.58)	12 (12.77)	21 (22.34)	61 (64.89)	82 (15.02)	94 (17.22)	370 (67.77)
Encouraging creativity, innovation & Employee friendly policies leads to better talent development.	18 (11.18)	41 (25.47)	102 (63.35)	7 (4.76)	41 (27.89)	99 (67.35)	19 (13.19)	45 (31.25)	80 (55.56)	11 (11.70)	34 (36.17)	49 (52.13)	55 (10.07)	161 (29.49)	330 (60.44)
Employers regularly remind the importance of skills and competencies.	26 (16.15)	22 (13.66)	113 (70.19)	27 (18.37)	19 (12.93)	101 (68.71)	33 (22.92)	21 (13.19)	92 (63.89)	15 (15.96)	24 (25.53)	55 (58.51)	101 (18.43)	86 (15.96)	361 (65.88)
The critical skills of employees are upgraded regularly by employers.	28 (17.39)	29 (18.01)	104 (64.60)	28 (19.05)	32 (21.77)	87 (59.18)	31 (21.53)	34 (23.61)	79 (54.86)	16 (17.02)	36 (38.30)	42 (44.68)	103 (18.86)	131 (23.99)	312 (57.14)
Skill up-gradation and competency development are effective.	33 (20.50)	31 (19.25)	97 (60.25)	35 (23.81)	26 (17.69)	86 (58.50)	33 (22.92)	29 (20.14)	82 (56.94)	20 (21.28)	29 (30.85)	45 (47.87)	121 (22.16)	115 (21.06)	310 (56.78)
Upgraded skills match the market demand.	26 (16.15)	28 (17.39)	107 (66.46)	31 (21.09)	27 (18.37)	89 (60.54)	28 (19.44)	23 (15.97)	93 (64.58)	13 (13.83)	23 (24.47)	58 (61.70)	98 (17.95)	101 (18.50)	347 (63.55)
Total Number of Employees	**161**			**147**			**144**			**94**			**546**		

Note:DA = Disagree, N = Neutral and A = Agree

A researcher attempted to assess several companiesal talent development approaches using these criteria. In which the researcher asked questions such as "continuous competency improvement practices followed for developing and sustaining talented people in the companies.", "Encouraging creativity, innovation, and employee-friendly policies leads to better talent development.", "Employers regularly remind employees of the importance of skills and competencies." Skill enhancement and competency development are effective.", "Upgraded skills meet market demand." In this criterion, the researcher discovered that more than half of individuals agreed to have talent development practices in their companies, demonstrating that all industries had already begun talent development practices in their companies. However, there may be a necessity to use comparable and precise applications for talent development.

Graph Number: 4.29

Selected Employees ′responses towards Talent Development Practice-
"Continuous Competency improvement practices are followed for developing and sustaining talented people in the companies"



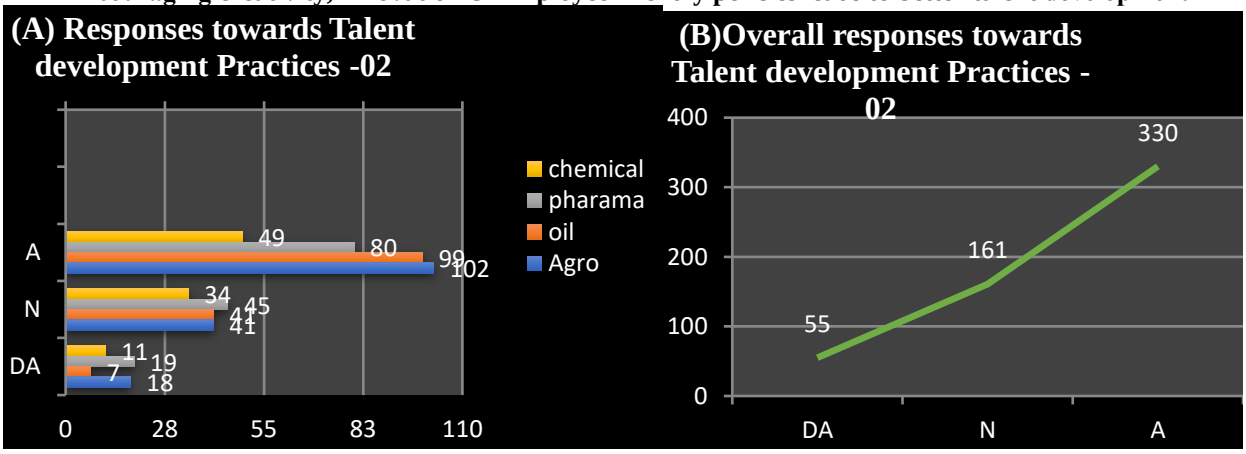
In the first case, when the researcher attempted to inquire about ongoing talent development practices by posing a statement such as "continuous competency improvement practices followed for developing and sustaining talent in the companies," the researcher discovered that the majority of employees (67 percent) agreed to such practices in their companies. In contrast, just 15 percent of employees disagreed with the

presence of competency-based talent development methods in their businesses. In comparison, only 17 percent were unaware of these practices in their companies.

In the case of a specific industry, the Oil and Gas Industries secured an excellent position with 72 percent of positively responded employees, followed by the Agro and food processing industry with 67 percent of positively responded employees, and the Pharmaceutical and biotechnical industries with 64 percent each. Around 21 percent of employees in the pharmaceutical and biotechnological industries replied negatively. In contrast, only 11 to 13 percent of employees in the other three sectors replied negatively. The chemical and petrochemical industries have the most significant proportion of neutral personnel, at roughly 22 percent. At the same time, 13 to 18 percent of respondents in the Other Industries were unaware that this sort of activity existed in their companies.

Graph Number: 4.30

Selected Employees ′responses towards various Talent Development Practice-
"Encouraging creativity, innovation & Employee friendly policies leads to better talent development"



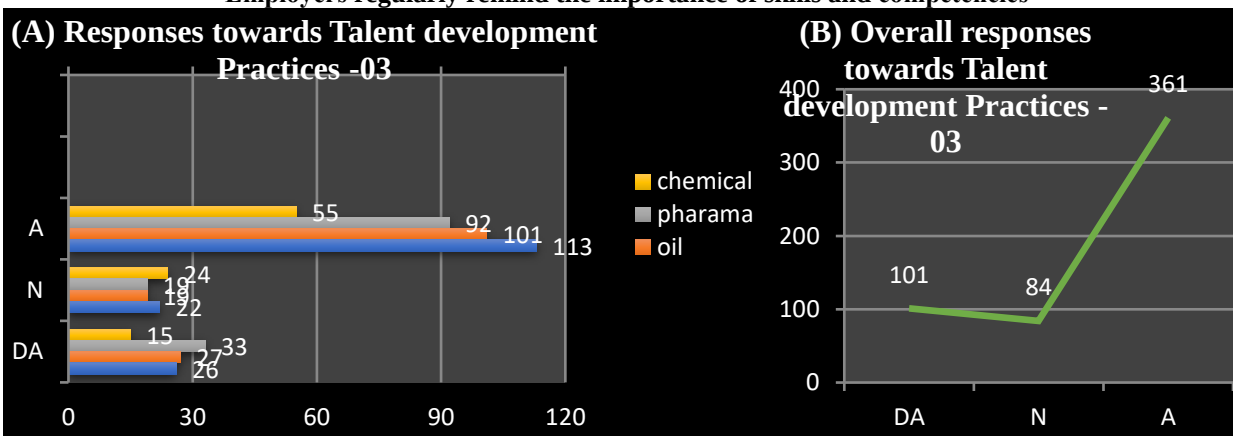
Another statement illustrates that talent development strategies that encourage creativity, innovation, and employee-friendly policies will result in companies' talent development applications. In this study, over 60 percent of employees replied favourably. Around 29 percent of employees reacted neutrally, indicating that they were unaware that this sort of activity would contribute to company talent development. In comparison, just 10 percent disagreed and demonstrated that most employees understand that if top management encourages their creativity and innovation, it will lead to better talent development in companies, whereas 29 percent of employees are still unsure whether these practices will result in better

talent development. The oil and gas business has the most significant percentage of employees that answered favourably, almost 67 percent.

In contrast, the chemical and petroleum chemical industries had the fewest favourable responses, at roughly 52 percent. However, just 4 percent of employees in the oil and gas business reacted adversely to this. It demonstrated that the oil and gas business encourages employees to innovate and create new things, leading to improved talent development. Whereas the pharmaceutical and biotechnical businesses have an enormous number of neutral personnel (about 31 percent), they also have the highest number of unfavourable reacted employees (13 percent). It demonstrated that these industries should emphasise building procedures that encourage creativity and innovation inside their companies.

Graph Number: 4.31

Selected Employees ′responses towards various Talent Development Practice-
"Employers regularly remind the importance of skills and competencies"



In the third item of the talent development study, the researcher attempted to assess the present practices of talent development in the companies by asking if employees are constantly reminded of the value of skills and competencies. According to this criterion, the researcher discovered that the majority of respondents, or around 66 percent of employees, reacted favourably to the ongoing reminder of the significance of skills and competencies and their development provided to them. In comparison, 15 percent of employees replied neutrally to this behaviour, while 18 percent objected. The agro and food processing industries have the highest percentage of positive employees (around 70 percent), followed by the oil and gas industry (around 68 percent), and the other two industries (pharma and biotechnical

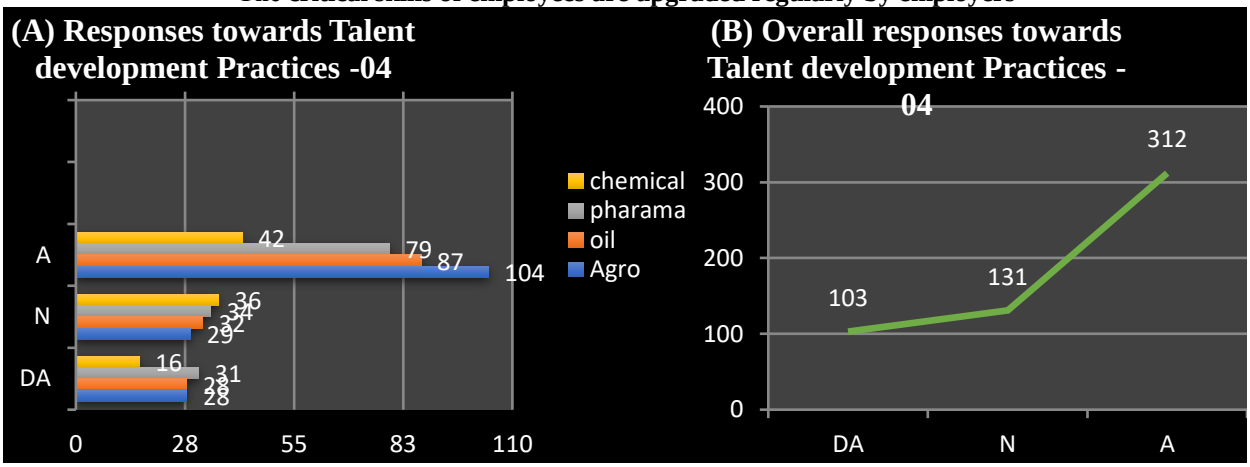
industry and chemical and petrochemical industry) with 63 and 58 percent of positive employees, respectively.

The chemical and petrochemical industries have approximately significant per cent of neutral-response personnel, approximately 25 percent, while the other three have 12 to 13 percent with neutral replies. The pharma and biotechnical industries have the most significant number of negatively replied employees, around 22 percent, demonstrating that the need to be reminded of the relevance of competencies and abilities is missing in their respective industries.

Graph Number: 4.32

Selected Employees ′responses towards various Talent Development Practice

"The critical skills of employees are upgraded regularly by employers"



The researcher attempted to assess employers' efforts to develop and encourage talent in their companies in the fourth statement on talent development methods by asking a statement that "critical skills of employees are upgraded regularly reminded by the employer." This research discovered that approximately 57 percent of employees responded positively. Still, when we look at the other items of talent development practices, this contains one of the least positively responded employees, demonstrating that employers should focus more on the upgradation of critical skills of employees in companies. In contrast, 23 percent of employees are uninformed of their employer's procedures in their companies, while 18 percentdisagree with this practice and application. The Agro& Food Processing business has the most favourable replies, with 64 percent of employees responding favourably, followed by the oil and gas industry, with 59 percent responding positively. Simultaneously, 54 percent of

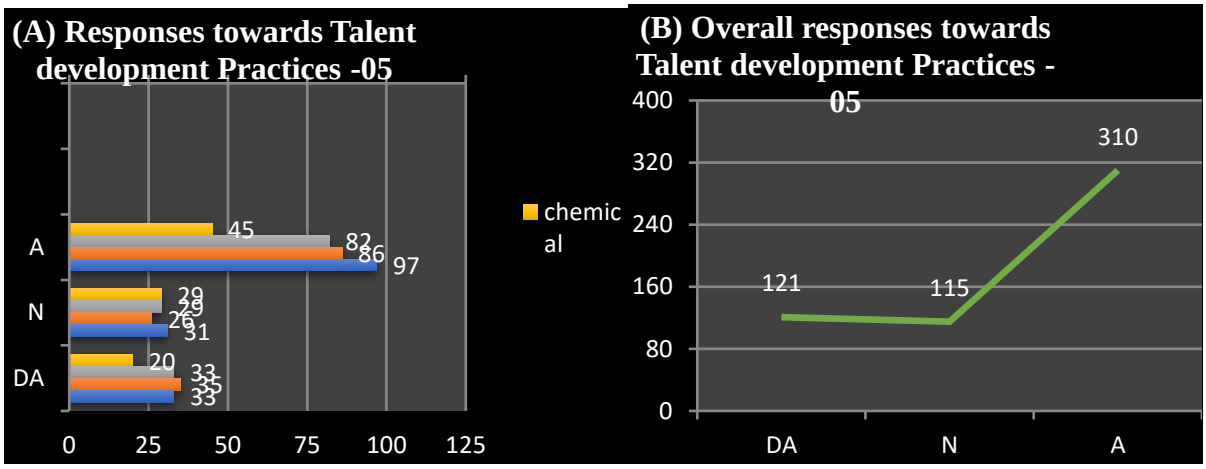
employees worked in the pharmaceutical and biotechnological industries. The chemical and petrochemical business has the lowest percentage of favourable replies (44 percent). It also has the most neutrally replied employees (38 percent).

It clearly shows that employees from the chemical and petrochemical sectors responded delicately to this specific behaviour, indicating that they do not want to disclose whether this practice exists in their companies. According to the results, the pharmaceutical and biotechnical industries have the most significant number of adversely responding personnel, almost 21 percent. It shows that this sector should emphasise developing and updating important abilities in employees that will benefit them in the future.

Graph Number: 4.33

Selected Employees ′responses towards various Talent Development Practice-

"Skill up-gradation and competency development are effective"



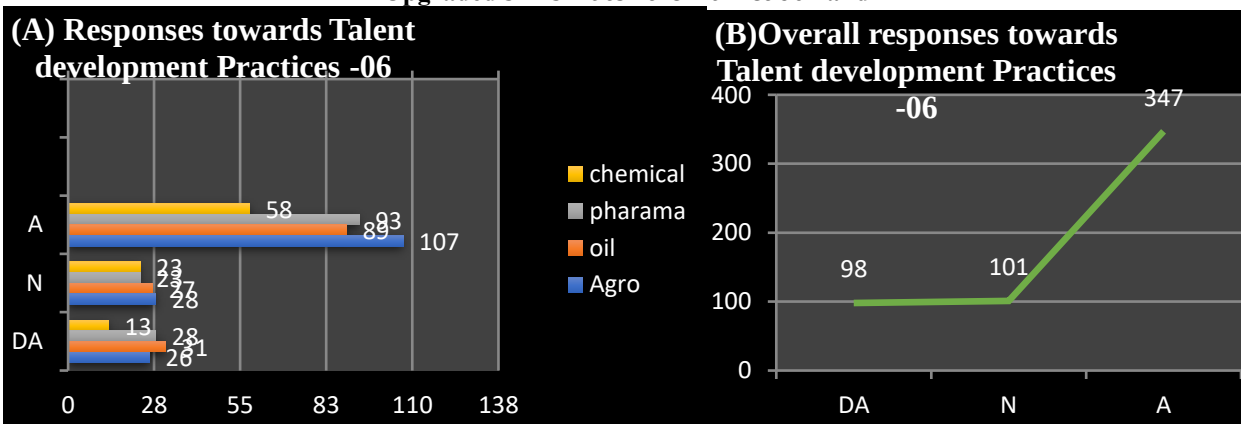
Researchers attempt to determine the efficiency of competence development and skill upgradation in companies in the fifth item of talent development. Which researcher discovered that more than half of the employees agreed with this; that is, around 57 percent of all employees agreed that having the effectiveness of competency development and skill upgradation in their companies. Still, it also includes 21 percent of employees who responded neutrally to this practice and 22 percent who responded negatively to this in their companies. The agricultural and food processing industries had the most

significant proportion of favourable employees, around 60 percent, with 20 percent of negative responses and 19 percent of neutral respondents.

Following that, the Oil and Gas Industries have 58 per cent of favourably reacted employees, the most significant number of negatively responded employees, around 23 per cent of employees, and 17 per cent of employees with neutral responses. The pharmaceutical business comprises 56 percent of favourablyreplied employees, 20 percent of neutral employees, and 22 percent of adversely responded people. The chemical and petrochemical industries are problematic because they have the fewest favourably responding employees (47 percent of employees), the most significant number of neutral employees (30 percent of employees), and the highest proportion of negative employees (21 percent).

Graph Number: 4.34

Selected Employees ′responses towards various Talent Development Practice-
"Upgraded skills match the market demand"



In the last item of the talent development study, the researcher attempted to determine the link between talent development and overall market circumstances. Most respondents were enthusiastic about this sort of practice in their companies. That is around 63 percent of employees, whereas 18 percent are unsure about having this sort of practice at their specific companies, and 17 percentdisagree entirely with it. The Agro and Food Industries had the most significant proportion of positively reacted employees, about 66 percent, with 16 per cent of negatively replied employees and 17 per cent of neutrally responded employees.

Oil and Gas Industries consist of 60 percent of favourably reacted employees, 18 percent of neutrally responded employees, and 21 percent of adversely responded employees, the most significant proportion among the other three sectors. It illustrates that, although the Oil and Gas Industries are incredibly effective at other aspects of nurturing talent inside the companies, they may need to put more work into connecting it to the market. The pharmaceutical and biotechnical sector is represented by 64 percent of favourablyreplied employees, 15 percent of neutrally responded employees, and 19 percent of adversely responded people. While the petrochemical and chemical sectors have a 13 per cent negative response rate, they also have the most significant number of neutral employees, about 24 percent, indicating that these businesses should spend more on training their staff.

4.10: RESPONSES TOWARDS VARIOUS TALENT RETENTION PRACTICES:

Table Number: 4.16: Selected Employees' Responses towards various Talent Retention Practices in the Company (Response & percentages)

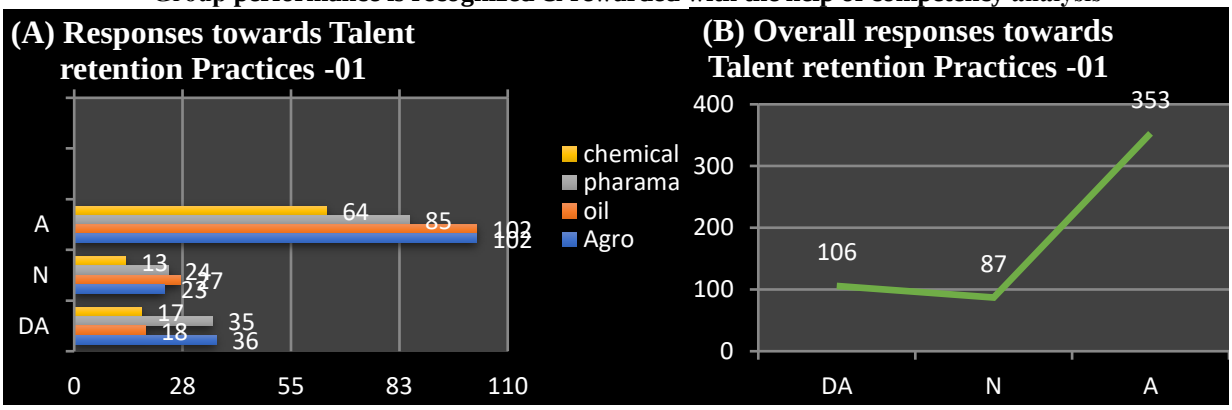
Selected Statements	Agro& Food Processing Industry			Oil & Gas Industry			Pharmaceuticals & Biotechnology Industry			Chemical & Petrochemical industry			Selected Manufacturing Industry of Gujarat State		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
Individual or Group performance is recognized & rewarded with the help of competency analysis.	36 (22.36)	23 (14.29)	102 (63.35)	18 (12.24)	27 (18.37)	102 (69.39)	35 (24.31)	24 (16.67)	85 (59.03)	17 (18.09)	13 (13.83)	64 (68.09)	106 (19.41)	87 (15.93)	353 (64.65)
Priority is always given to retaining all employees with reasonable competency.	36 (22.36)	26 (16.15)	99 (61.49)	21 (14.29)	22 (14.97)	104 (70.75)	32 (22.22)	27 (18.75)	85 (59.03)	22 (23.40)	15 (15.96)	57 (60.64)	111 (20.33)	90 (16.48)	345 (63.19)
Competency-based Talent management Encourages freedom to work.	13 (8.07)	43 (26.71)	105 (65.22)	8 (5.44)	33 (22.45)	106 (72.11)	12 (8.33)	35 (24.31)	97 (67.36)	2 (2.13)	32 (34.04)	60 (63.83)	35 (6.41)	143 (26.19)	368 (67.40)
The majority of the people remain for a longer time in the companies.	40 (24.84)	24 (14.91)	97 (60.25)	34 (23.13)	25 (17.01)	88 (59.86)	33 (22.92)	26 (18.06)	85 (59.03)	27 (28.72)	21 (22.34)	46 (48.94)	134 (24.54)	96 (17.58)	316 (57.88)
Competency-based training & Flexibility helps the companies retain Talent in the companies.	13 (8.07)	42 (26.09)	106 (65.84)	27 (18.37)	36 (13.61)	100 (68.03)	33 (22.92)	48 (20.14)	82 (56.94)	15 (15.96)	28 (22.34)	58 (61.70)	88 (16.12)	154 (20.51)	346 (63.37)
Total Number of Employees	**161**			**147**			**144**			**94**			**546**		

Note:DA = Disagree, N = Neutral and A = Agree

In the analysis of talent retention researcher could have statements related to the Talent retention practices in the company, such as "Individual or Group performance is recognised& rewarded with the help of competency analysis.", "Priority is always given in retaining all types of employees who have reasonable competency.", "Competency-based Talent management Encourages freedom to work."

Graph Number: 4.35

Selected Employees ′responses towards various Talent Retention Practice-
"Group performance is recognized & rewarded with the help of competency analysis"



Talent retention is a critical aspect of any successful organization, and one key component of achieving this goal is recognizing and rewarding individual and group performance based on competency analysis. The results of a survey on this practice revealed that a significant portion of employees (64 percent) responded positively towards the implementation of such practices in their companies. This positive response indicates that a substantial number of employees feel acknowledged and rewarded for their skills and contributions, fostering a positive work environment and potentially increasing employee retention rates.

However, the survey also uncovered some areas for improvement. Approximately 15 percent of employees reported being unaware of these recognition and reward practices, indicating a potential communication gap between management and the workforce. This lack of awareness may lead to reduced motivation and job satisfaction among employees, as they may not fully understand how their performance is evaluated or rewarded.

Furthermore, 19 percent of employees expressed their disagreement with the presence of these talent retention practices in their companies. This dissenting view highlights the existence of differing opinions on the effectiveness or fairness of the current recognition and reward systems. Addressing these concerns is essential to create a work environment where all employees feel valued and motivated to perform at their best.

Interestingly, the survey also examined the responses across various industries. The oil and gas industry stood out with the highest percentage of positively responded employees, reaching 69 percent. This suggests that this sector has been successful in recognizing and rewarding talent effectively, creating a positive impact on employee engagement and loyalty.

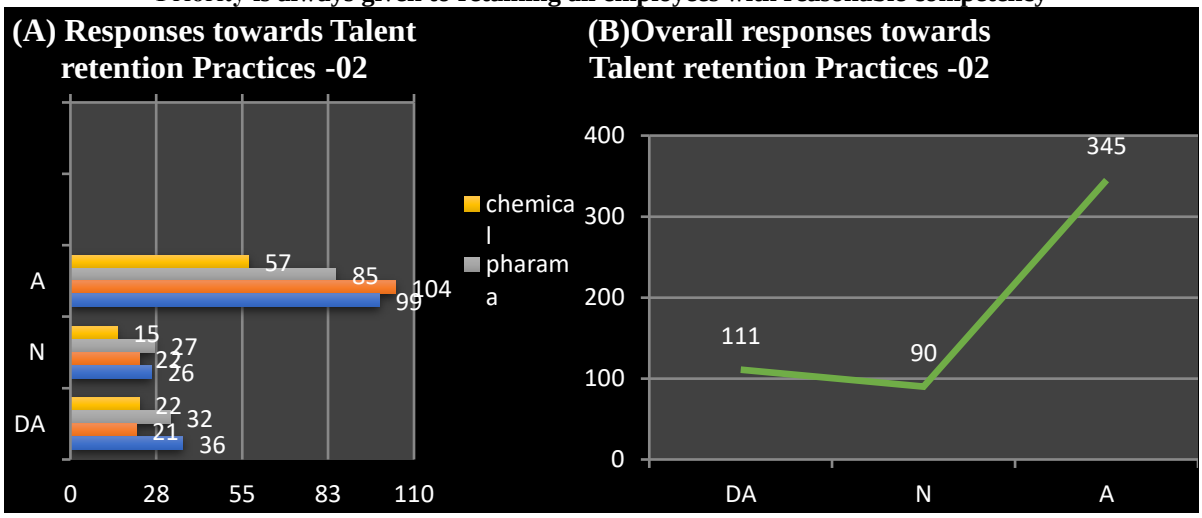
Conversely, the pharmaceutical and biotechnology industries faced some challenges in talent retention, as only 59 percent of employees responded positively. Additionally, the pharmaceutical and biotechnology sectors reported the highest percentage of negatively responded employees at 24 percent. These findings indicate a need for these industries to focus more on their recognition and reward programs to boost employee morale and retention.

In comparison, the chemical and petrochemical business and the agro and food industries fared relatively well, with 68 percent and 63 percent of positively responded employees, respectively. However, they should still pay attention to the 18 percent of negatively responded employees in the chemical and petrochemical sector and the 12 percent in the agro and food industries to ensure continued employee satisfaction and commitment.

In conclusion, recognizing and rewarding individual and group performance through competency analysis is crucial for talent retention and overall organizational success. The majority of employees responded positively to this practice, demonstrating its importance in fostering a positive and engaged workforce. However, the survey also revealed areas for improvement, such as communication gaps and dissenting opinions, which organizations must address to optimize their talent retention strategies. Industries with lower percentages of positively responded employees, particularly the pharmaceutical and biotechnology sectors, should consider investing more efforts in recognizing and rewarding their employees to enhance their employee retention efforts.

Graph Number: 4.36

Selected Employees ′responses towards various Talent Retention Practice-
"Priority is always given to retaining all employees with reasonable competency"



The research on talent retention through competence-based approaches in the company revealed significant insights into employees' perceptions. A majority of respondents, accounting for approximately 63 percent of the total data, expressed a favorable view towards competency-based retention strategies. This positive reception indicates that such approaches are well-received and considered important by a significant portion of the workforce.

However, it's noteworthy that not all employees responded favorably. There were 16 percent of individuals who reacted neutrally, and 20 percent who responded negatively to the concept of competence-based retention in the company. Understanding and addressing the concerns of these neutral and negative respondents could be crucial for further improving talent retention initiatives.

The study also highlighted variations in perceptions across different sectors within the company. The oil and gas business stood out with the highest percentage of favorably responding personnel, at around 70 percent. Nevertheless, it's important to note that there were still 14 percent of employees who answered negatively and 14 percent who replied neutrally. Identifying the reasons behind these responses can provide valuable insights into tailoring retention approaches for this specific industry.

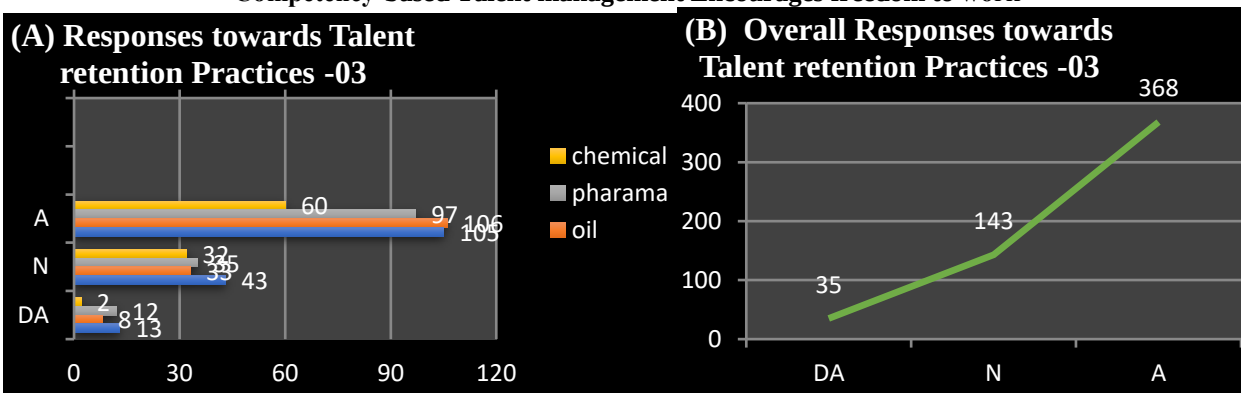
In contrast to the oil and gas sector, other industries within the company had approximately 60 percent of employees responding favorably to competence-based retention. The Agro and Food Industry, for instance, had 61 percent of favorably responding employees, 22 percent of adversely responding employees, and 16 percent of neutrally responding employees. The Pharmaceutical and Biotechnical business had 59 percent of employees replying favorably, 18 percent responding neutrally, and 22 percent responding adversely.

Interestingly, the Chemical and Petrochemical Industries had 60 percent of positively responded employees, 15 percent neutrally responded, and the highest number of negatively responded employees, accounting for 23 percent. This finding highlights the need for targeted efforts to improve talent retention techniques in these sectors, particularly among those employees who expressed negative sentiments.

In conclusion, the research shows that competency-based retention approaches are generally well-regarded by a majority of employees in the company, with the oil and gas sector leading in favorability. However, to ensure the overall effectiveness of such strategies, it is essential to address the concerns of neutral and negative respondents and to tailor retention techniques to suit the specific needs of different industries within the company. By doing so, the organization can better retain its talented workforce and foster a more motivated and engaged work environment.

Graph Number: 4.37

Selected Employees ′responses towards various Talent Retention Practice-
"Competency-based Talent management Encourages freedom to work"



In this criterion study, the main focus was on talent management and its relationship with company retention, with an emphasis on the competence basis as an anchor for talent management strategies. The researchers aimed to understand how providing employees with the freedom to work affects talent retention within the organization. The study found that the freedom to work, which involves offering employees flexibility in their roles and responsibilities, emerged as a primary determinant for company retention. This suggests that when employees feel empowered and have the flexibility to manage their work, they are more likely to stay with the company.

Among the respondents, approximately 67% of employees responded positively to the researcher's finding that competency-based personnel management would enhance flexibility in their work. This favorable response indicates that a majority of employees recognize the potential benefits of talent management practices centered around competence. It signifies that aligning talent management with employees' skills and capabilities can positively influence their commitment to the organization.On the other hand, a smaller percentage, specifically 6% of total employees, responded negatively to this statement, expressing some reservations or concerns about competence-based talent management. Additionally, 26% of the employees replied neutrally, indicating a level of uncertainty or lack of awareness about the advantages of talent management strategies in the company.

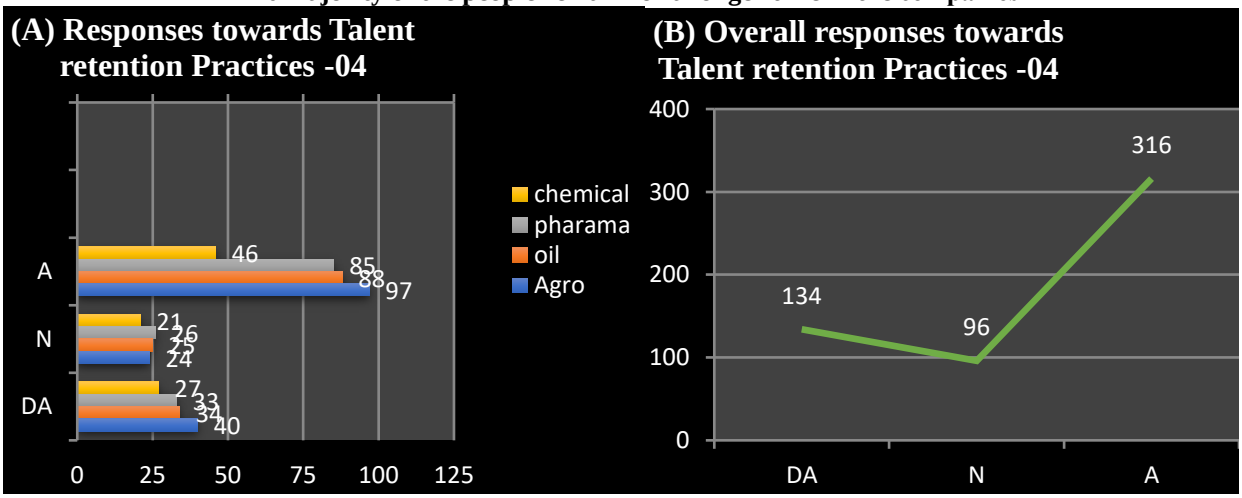
The study also delved into sector-specific responses to gauge how different industries perceive the relationship between competency-based personnel management and talent retention. In the Oil and Gas Industries, around 72% of employees responded favorably to this connection, highlighting a strong recognition of the importance of talent management practices.Similarly, the Agro and Food Industries showed a positive response from 65% of employees, while 8% replied negatively, and 26% remained neutral. This suggests that there is room for improvement in educating and creating awareness among employees in this sector regarding the benefits of competency-based talent management practices.

The Pharmaceutical and Biotechnology Business had 67% of employees responding favorably, 24% neutrally, and 8% negatively. Similarly, the Chemical and Biochemical Petrochemical Industries had 63% of positively responded employees, 34% neutrally responded, and only 2% negatively responded. These findings indicate that, across different sectors, talent management practices may require better communication and education to ensure employees understand the benefits fully.

In conclusion, this criterion study demonstrated that talent management practices anchored in competence can significantly impact talent retention when employees feel they have the freedom to work. The majority of respondents acknowledged the potential benefits, but there is still a need to address negative and neutral perceptions through increased awareness and education about the advantages of talent management strategies within the company.

Graph Number: 4.38

Selected Employees ′responses towards various Talent Retention Practice-
"The majority of the people remain for a longer time in the companies"



In this criteria study, the researcher aimed to assess the link between talent retention practices and their success in the company by using indirect questions. They wanted to understand why the majority of people stay in the company for a longer duration. The response revealed that approximately 57% of respondents had a positive perception of longer tenures, while 17% were unsure or unaware, and 26% responded negatively.

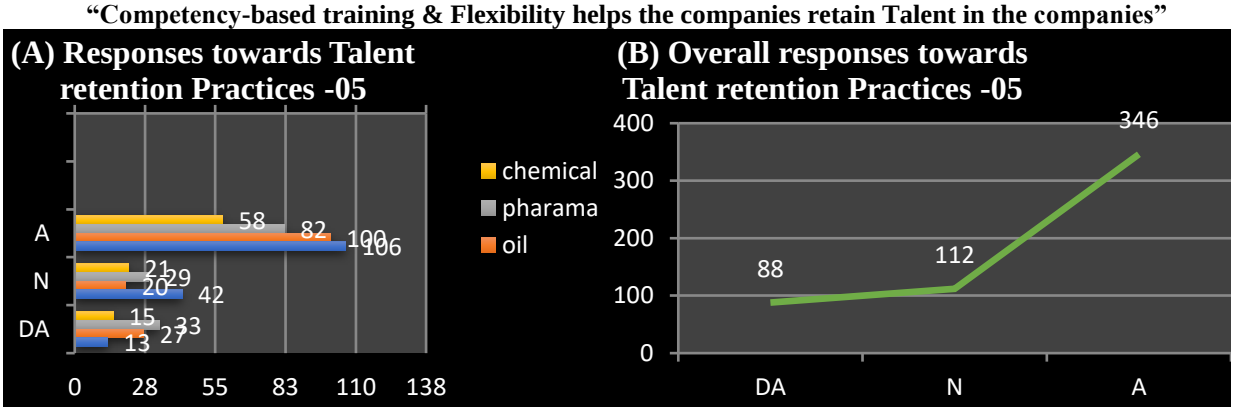
Specifically examining different industries, the Agro and Food Industry had 60% of employees with positive responses, 14% neutrally responded, and 24% responded negatively. In the Oil and Gas Industry, 59% of employees responded positively, with 17-18% providing neutral responses. The Pharmaceutical and Biotechnical Industry also had 59% of positive responses, with 17-18% neutrally responding.

On the other hand, the chemical and biochemical industries had only 48% of employees answering favorably, indicating a lower positive perception. This industry also had the highest number of negatively and neutrally reacting employees, with 28% responding negatively and 22% neutrally.

In conclusion, the study used indirect questions to explore the relationship between talent retention practices and success in the company. It showed that the majority of respondents had a positive view of longer tenures, but there were variations among different industries, with some showing lower positive perceptions and higher negative or neutral responses.

Graph Number: 4.39

Selected Employees ′responses towards various Talent Retention Practice-
"Competency-based training & Flexibility helps the companies retain Talent in the companies"



The researcher conducted a study on talent retention, specifically focusing on the impact of competency-based training and flexibility in the company. The majority of respondents, approximately 63 percent of employees, gave a positive response, indicating that this type of practice helps the company retain talent. However, there was a small portion of respondents (20 percent) who were unsure of the outcome. Some employees (16 percent) responded negatively, expressing that competency-based training and flexibility would not aid in talent retention. The Oil and Gas industry showed the highest proportion of favorable responses (68 percent), the lowest percentage of neutral responses (13 percent), and the highest percentage of negative responses (18 percent). In the Agro and Food Industry, 65 percent of employees responded positively, 8 percent negatively, and 26 percent were neutral. The Pharmaceutical and Biotechnical industries had 56 percent of positive responses, 22 percent negative, and 20 percent neutral. Similarly, the Chemical and Biotech Petrochemical industries had 61 percent positive, 22 percent neutral, and 15 percent negative responses. The results suggest that while there are fewer negative responses, the presence of more neutral responses indicates the need for the company to introduce competency-based training exercises to improve talent retention.

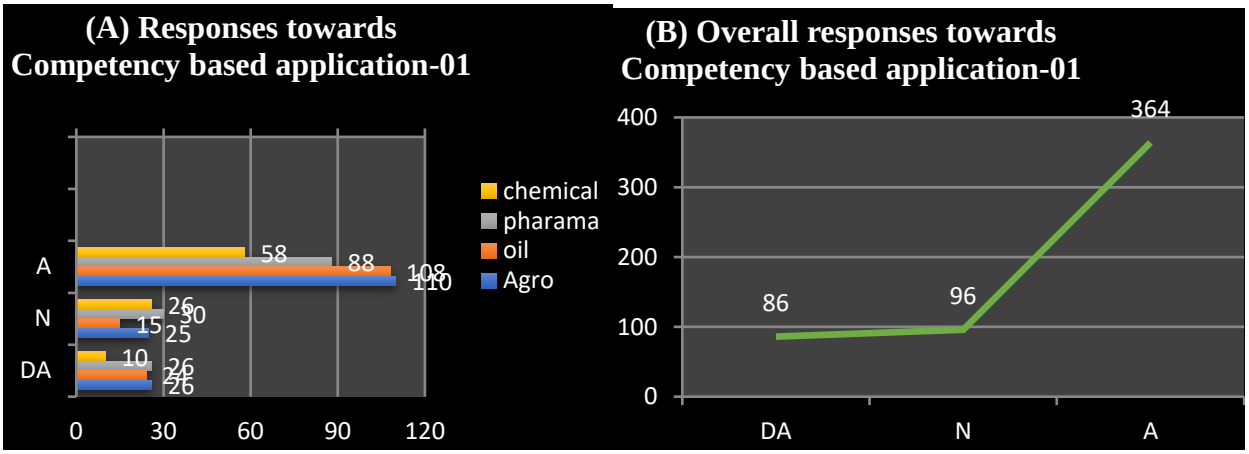
11: RESPONSES TOWARDS VARIOUS COMPETENCY-BASED APPLICATIONS :

Table Number: 4.17: Selected Employees' responses towards various Competency-based applications in the Company (Response & percentages)

Selected Statements	**Agro& Food Processing Industry**			**Oil & Gas Industry**			**Pharmaceuticals & Biotechnology Industry**			**Chemical & Petrochemical industry**			**Selected Manufacturing Industry of Gujarat State**		
	DA	N	A	DA	N	A	DA	N	A	DA	N	A	DA	N	A
The progress I made in my competence development gives me satisfaction	26 (16.15)	25 (15.53)	110 (68.32)	24 (16.33)	15 (10.20)	108 (73.47)	26 (18.06)	30 (20.83)	88 (61.11)	10 (10.64)	26 (27.66)	58 (61.70)	86 (15.75)	96 (17.58)	364 (66.67)
Continuous monitoring & feedback on the competencies are given to employees	26 (16.15)	31 (19.25)	104 (64.60)	19 (12.93)	26 (17.69)	102 (69.39)	21 (14.58)	29 (20.14)	94 (65.28)	17 (18.09)	16 (17.02)	61 (64.89)	83 (15.20)	102 (18.68)	361 (66.12)
Total Number of Employees	**161**			**147**			**144**			**94**			**546**		

Note:DA = Disagree, N = Neutral and A = Agree

Graph Number: 4.40
Selected Employees ′Responses towards Competency based application-
"The progress I made in my competence development gives me satisfaction"



The last section of the study focused on analyzing the application of competency-based approaches in various companies. The researcher sought statements regarding how these companies monitored competency-based practices. Among the respondents, approximately 66 percent expressed satisfaction with the progress they made based on competency, while only 17 percent remained neutral, and 15 percent responded negatively.

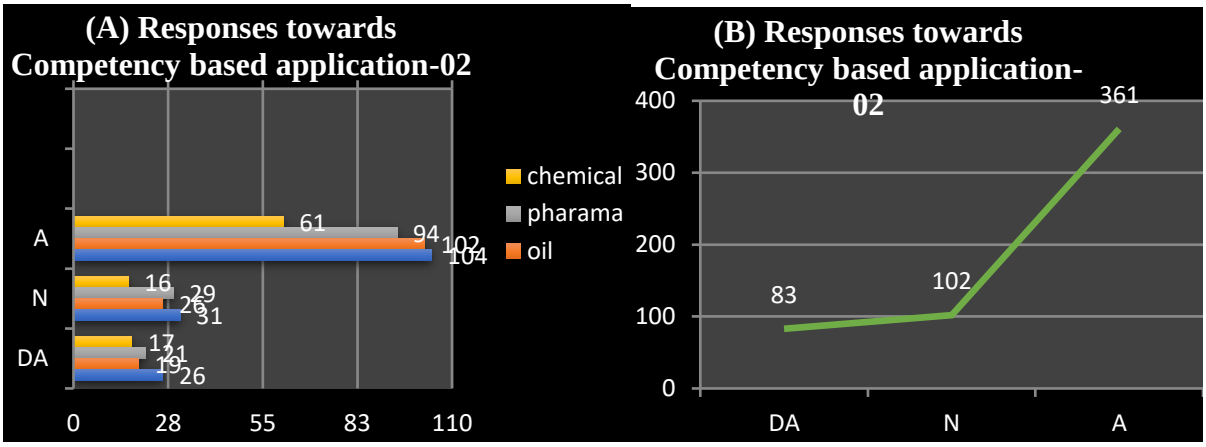
The Oil and Gas industry had the highest percentage of employees (73 percent) who responded favorably, and the fewest neutral responses. The proportion of negative reactions among employees ranged between 10 to 16 percent. In comparison, the Agro and Food Processing industry had 68 percent of respondents expressing positive views and 15 to 16 percent reacting negatively.

In the Pharmaceutical and Biotechnology industries, 61 percent of respondents showed a positive response, 20 percent were neutral, and 18 percent responded negatively. As for the Chemical and Petrochemical industries, 61 percent of employees responded positively, 27 percent neutrally, and 10 percent negatively.

Graph Number: 4.41

Selected Employees 'Responses towards Competency based application-

"Continuous monitoring & feedback on the competencies are given to employees"



The researcher examined the monitoring of competency-based practices in different industries and found that the majority of respondents (around 66 percent) in companies favored such monitoring. The Oil and Gas industry had the highest percentage of employees responding favorably (almost 69 percent), followed by the Food Industry (64 percent), Pharmaceutical Industry (65 percent), and Chemical and Petrochemical Industry (64 percent). Neutral responses were present in all industries, ranging from 17 to 20 percent, while negative responses varied from 12 to 18 percent. Overall, monitoring competency-based practices appeared to be well-received across these industries.