

## **ABSTRACT**

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

As the emphasis on talent acquisition and development in organizations has increased significantly, with a focus on cultivating Human Age leadership qualities. Leaders of the future need to acquire and refine new competencies to navigate modern complexities, both in business and managing individuals and groups.

The objective of this research is to explore and suggest talent management strategies grounded in Competency-Based HR Functions. The study aims to shed light on how organizations can proficiently recognize and cultivate competencies to nurture and enrich talent within their workforce. By focusing on developing competencies and integrating them with human resources strategies, the study will offer valuable insights into the design and execution of effective talent management strategies. The ultimate goal is to achieve favorable outcomes and elevate the overall workforce quality, enabling organizations to flourish in an ever-changing and dynamic work environment.

#### **1.0: Number ONE: An Introduction**

The first chapter on ‘Introduction’ provides a comprehensive look at Human Resource Management. It deals with various aspects and details of Human Resource Management, its past and present scenarios & expected future growth. The researcher has tried to understand the meaning of 'Human resource Management' and throw light on the term 'Talent Management' & 'Competency Management'; while reviewing the current scenario of Human Resource Management. The researcher has put efforts to offer a Bird-Eye View of Talent Management & Competency Management at the Global level and its Indian context. The researcher has reviewed diverse areas concerning Talent Management & Competency Management viz., the Evolution of the word Talent & Talent Management, its Growth-Personnel to Strategic Human Resource to Talent Management, Components, and finally reviewing, the Functions of Talent Management and its functions, and recent most essential trends in Talent Management. The researcher has also studied various areas concerning Competencies, viz., the Evolution of the word Competency, its Growth and Characteristics, Classification of Core Competency and Workplace Competency, Competency Management, and finally, reviewing the different Human Resource Functions where the Competency-Based tools are used. In the end, the researcher has also analysed the Impact of Competency Mapping.

#### **2.0: Chapter Number Two: Review of Literature:**

The researcher has attempted to offer a concise review of literature on the selected areas viz., Competencies, Competency Management & Talent Management the Typology offering a Conceptual Model developed and used in this research study.

The researcher has also considered reviewing of diverse areas, viz., Awareness of Competencies, various factors of Talent Management, the Need for Talent management, and the relationship between Competency Management & Talent Management. The researcher has conceptualize the Model of the research study by browsing, classifying, compiling, and critically reviewing earlier Ph.D. Theses; Dissertations as well as Research Articles; Research Papers; Empirical Studies; Research Reports, and results of Empirical Field Surveys conducted by other researchers in India and Worldwide. The researcher has made use of Reference Books and the Publication of Proceedings and Edited Books Seminars, Conferences, and Workshops relating to the chosen area of the research study. Thus, the researcher had put efforts to identify the gaps with the help of an in-depth review of the literature to decide upon the objectives of this research study.

### **3.0:Chapter Number Three: Research Methodology:**

The chapter number three of this research study has provided details and explanations on various procedural and methodological aspects followed in the conduct of this research study. It has explained primary data collection methods and statistical tools and techniques applied for data analysis and interpretations.

The researcher had deployed efforts to outline in brief various methodological and procedural steps and conceptual aspects concerning the 'Research Methodology', which has mainly included viz., the Basic Terms of the research study, Rationale of the research study, Scope and Coverage of the research study; Research Design of the research study; Objectives of the research study; Hypotheses of the research study; the Conceptual Model used in the research study; sources of secondary data; and sampling decisions followed in conduct of this research study. It has outlined in brief Chapteriastion of the Ph.D. Thesis at the end of it.

### **4.0:Chapter Number Four: Data Analysis & Interpretation of the Research Study:**

The chapter four, entitled 'Data Analysis and Interpretation of the Research Study', has provided results of the research study based on analysis and interpretation of the primary data that were collected using a structured non-disguised questionnaire from amongst the selected employees of the Manufacturing industry of four key sectors located in the State of Gujarat.

The researcher had carried out primary data analysis with the help of the Statistical Software SPSS-21 Version. It has provided factual data and its analysis and interpretations on selected aspects viz., the Profile of Selected Employees; the level of their awareness and use of Competencies; Adoption of Competency & Talent Management Practices in the selected companies; frequency of Competencies Viz Communication Skills, Imitativeness, Flexibility, Quality Concern, Information Seeker, Inter-Personal Skills, Learning and Empathy; Competency-based HR Function Viz. Recruitment, Selection, Training, Performance Appraisal, Compensation & Succession Planning.

The results of data analysis have been presented in Percentages, Averages, and Frequency Distribution supported by its Graphical Presentation,

#### **5.0: Chapter Number Five: Findings & Implications of the Research Study:**

The chapter number five, called as 'Findings and Implications of the Research Study', has presented the results of Tests of Significance (or) Testing of Hypotheses with the help of different statistical tools and techniques to bring out Business and Strategic Managerial Implications of this research study. The researcher has offered the findings and importance of the research study considering the inferences made based on the data analysis using Correlation; Chi-Square, T-Test; One-Way ANOVA; and Structural Equation Modelling (SEM), respectively.

#### **6.0: Chapter Number Six: Conclusions, Recommendations, and Suggestions of the Research Study:**

The chapter number six offers an abridged form of the entire Ph.D. Thesis. It has provided the Recommendations, and Suggestions of the research study as well as Limitations of the research study, and Future Directions of the research study. It contains the researcher's own annotations expressed in the form of Conclusions, Recommendations, and Suggestions of the research study.

Based on the researcher's learning, insight, and empirical evidences that are systematically inferred through this research study have been offered as a set of Recommendations of this research study supported with some invaluable Suggestions of this research study that have emerged during the conduct this research study. The researcher has also put forward her 'Concluding Remarks' based on the results of the data analysis and interpretations as well as findings and implications of this research study based on collected primary data from the total number of 546 employee who were conveniently drawn from the four key sector of the Manufacturing industry Viz. Agro& Food Processing Industry, Oil & Gas, Pharmaceuticals & Biotechnology a, and Chemical & Petrochemical industry located and functioning in the State of Gujarat. An attempt is also being made to suggest some significant areas where Employees expect improvement in applying and adopting a Competency-Based Talent Management System.

The diverse source of secundary source and Informations put to use to conducting this research study has been listed in the end of Chapters as "Selected References" and at the end as Bibliograhly.

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