The purpose of the present study was to examine the various practices of organizations in developing the competencies of the employees to make them future-ready to meet the evolving business needs and its further influence on managing business by reducing the crises for talent search. In order to achieve this broad objective, the data was collected from top-level management (Founder/Business Head/Resident/Vice President/General Manager) and Middle-Level Manager” (Dean/Head of the Department/ Chief Manager/Area Manager through in-depth interview method. A request was made by directly approaching and through mail to CXOs, CEOs, CFO, Business Heads, CPOs and COOs of different infrastructure companies operating within India to participate in the current study. The present chapter discusses the findings, major findings, practical implications, suggestions and recommendations, limitation and future scope.

**Major Findings**

**First Objective**

*To explore major human resource competencies that address the changing business environment needs in the infra industry.*

In order to achieve this objective, the researcher extracted three major themes/questions from the responses of the respondents. The first question states that According to you what are various competencies you look for developing human resources to manage your evolving business needs? The major finding of the first question was that the majority of the employees feel that communication is a key variable that affects the functioning of an organization these days. Therefore, management should focus on developing the communication skills of the employees.
Further, the companies would also like to incorporate the leadership qualities in the employees, so that they can take up the new positions and challenges. They also like to develop their managerial problem-solving skills along with their cognitive and analytical skills, as it will increase the knowledge of the employees. Further, employees should be given proper training according to the needs and requirements of the employees so that new skills can be developed.

The second question/theme that was extracted from the responses of the participant was, “What are the highly relevant competencies that are lacking in the human resources in this industry so that to focus on those to develop to manage future business demands?” The major finding of this theme was that most of the employees are not so tech-savvy. Therefore, there is a need to develop this kind of competency in the employees by giving training to them. Further, the majority of the employees in the infrastructure industry are lacking decision-making skills. Therefore, they should be included in the decision-making procedure, which directly or indirectly affects them at the workplace. In order to develop the decision-making skills in them, the employer can make use of job enrichment technique, where you give more responsibility and decision-making power to the employee so that he or she can learn how to make managerial decisions. Further, the selection of the right candidate for the right job is also a challenge in this industry. For this, HR should select the right candidate and place them in accordance with their skills and capabilities. This will ultimately increase employee satisfaction and productivity. In addition to this, the culture of this industry (infrastructure) needs to be improved in order to attract new talent and to retain the existing talent.
The third question/theme that was extracted from the responses of the participant was “Can you please explain what kind of methods/models you adopt in addressing competency gaps?” The major finding of this theme was that different organizations make use of different methods or models in order to address the competency gaps. Many HR Professionals are employing a competitive competency model to strengthen nearly every facet of talent management – recruiting and performance management, to training and development, to succession planning and more. Creating a competency framework is critical for both employee and system success. An organization cannot produce and develop superior performers without first identifying what superior performance is. To do this, organizations develop behavioral interview questions, interview the best and worst performers, and review the interview data. One of the most common pitfalls that organizations stumble upon is that when creating a competency model they focus too much on job descriptions instead of the behaviors of an employee. Some of the steps that may be helpful in creating a competency model are:

i. Creating, reviewing or vetting and delivering the competency model.

ii. Identifying high-performer behaviors.

iii. Gathering information about job roles

iv. Interviewing subject matter experts to discover current critical competencies and how they envision their roles changing in the future

The process often involves researching performance and success, interviewing high performing incumbents, conducting focus groups and surveys. Some other methods include Competency Mapping, Critical Skills Inventory & Skill Matrix Management, Assessment & Development Centres, Training Need Identification
pertaining to Job/ Role/ Critical Success Factors, PMS (Mid & End Term Evaluation), Competency Gap Analysis, Feedback from Mentors/ HODs, etc.

**Second Objective**

*To understand the role of human resource competencies for organizational performance.*

In order to achieve this objective, the researcher extracted three major themes/questions from the responses of the respondents. The first question states that:

According to you what are various organizational performance indicators, which are the outcome of employee competencies in general? When an Organization has Competent Human Resources in it, it becomes easy to deliver the best to its customers. Thus, every organization in the Industry need to have competent people in the respective place to reach the targeted goals, those were set by the management based on the earlier studies/experiences. Thus, in the most competitive way, every organization started hunting for the right person from the existing Industry & started following innovative measures in improvising the capability levels of the existing Human Resources. Results showed that employee engagement emerged out to be one of the key performance indicators of employee competencies. This will further affect employee satisfaction levels and turnover intentions. Another important key outcome is increased in revenue generation per man as the return on manpower per employee is high where employee competencies are used optimally. In addition to this, the overall effectiveness and efficiency of the organization increases. Further, there is an increase in return on manpower per employee, return on workings hours, revenue generated per manpower, total revenue vs. total manpower cost, net profit vs. total manpower cost, return on investment on cost to company, business quarterly results, safety, and
quality of the products, employee engagement index, employees’ satisfaction baseline.

The second question/theme that was extracted for this objective from the responses of the participant was “What are various damages in terms of performance of the organization if an organization fails to develop the Human Resource Competencies?” If HR fails in selecting the right candidate, the organization will lose the functionality for the purpose the candidate is brought and thus it will have multiple effects on the business. The organization loses its credibility to the customer and penalties for late completion. Customer dissatisfaction will arise due to poor quality of human competencies, Cost of the projects will increase due to delay in the completion of Projects. There will be an increase in the wastage due to poor human competencies. The moral of the employees will be affected to a greater extent and there will be an increase in employee turnover intention, which ultimately affects the sustainable growth of the organization. Hence, a company with poor human competencies will not be able to sustain in this competitive business environment where talent attraction and retention has become a great challenge. Due to unskilled employees’ poor quality of projects construction will be there. An increase in the cost of projects due to delays in completion attracts a huge penalty. Further, if an organization fails to develop their human resource competencies then it will lead to high wastage, high labor turnover, low morality, low performance, lack of commitment among the employees, loss of credibility of the organization, loss of market share, value erosion to stakeholders, demotivation among employees, inconsistency in business deliverable, and out of competition – internal/external.
The third question/theme that was extracted for this objective from the responses of the participant was “Do you feel that "competency-based recruitment" and "competency-based performance assessment" add value in building the capabilities of the employees?” Focus on competencies of employees while recruitment and performance assessment is very critical for any organization for building the capabilities of the employees to align with the Vision and Mission of the organization. Results showed that competency-based recruitment gives more deliverable, retention, adopting best practices and quick knowledge sharing. Whereas, competency-based performance assessment resulted in best talent management practices, career management, and succession planning. Further, organization capability to drive high-end engineering and software jobs built a high performance-driven culture by adopting competency-based recruitment and performance assessment. The competency-based recruitment helps in identifying the right fit for each position via personality or psychometric tools. During recruitment, the candidate’s competencies should be tested for technical and behavioral competencies. At the managerial positions, the leadership qualities should be given additional emphasis. Performance assessment should be carried out on the basis of a balanced scorecard wherein the employees should be assessed for financial focus and acumen, adherence to internal business processes, learning and growth emphasis on customer focus and orientation.

Third Objective

To examine the implementation of various competencies development models and their influence on human capital development within the organization
In order to achieve this objective, the researcher extracted two major themes/questions from the responses of the respondents. The first question/theme was related to “What are the various competency models your organization adopts in developing human resources?” Results showed that different organization uses different competency model in order to develop their human resources.

A competency model may be described as a framework for defining the skill and knowledge requirements of a job. It is a collection of competencies that jointly define successful job performance. Competency models are widely used in business for defining and assessing competencies within organizations in both hard and soft” skills. Many organizations use various psychometric tests to evaluate the existing competencies of their human resources and to identify the hidden or untapped competencies. Many organizations use a leadership competency model, where they try to incorporate leadership skills among their human resources. Others use a mix of different models such as organizational competency models, job competency models, functional competency models, etc. Many organizations use on-the-job training methods to train and develop new skills among employees. Many organizations review the performance of the employees on a quarterly basis and understand the gaps in performance and work out a comprehensive action plan. Some organizations review their talent by nine-block model followed by multi-tier development plans. Some companies recognize and reward the best talent at regular intervals. Finally, it is a collection of competencies that jointly define successful job performance.

The second question/theme that was extracted for this objective from the responses of the participant was that the “People Capability Maturity Model PCMM is a tool that helps you successfully address the critical people issues in your
organization.” Please comment. PCMM is mainly used to improve the management of people in the organization. The P-CMM is a practical tool for improving the management of people in an organization because it provides a framework for motivating, recognizing, standardizing and improving good practice. However, it is designed for large rather than small companies. It reinforces the need to recognize the importance of people as individuals and to develop their capabilities. Of course, the complete application of this model is very expensive and probably unnecessary for most organizations. However, it is a helpful guide that can lead to significant improvements in the capability of organizations to produce high-quality software. Related to fields such as human resources, knowledge management, and organizational development, the PCMM guides organizations in improving their processes for managing and developing their workforces. The PCMM helps organizations characterize the maturity of their workforce practices, establish a program of continuous workforce development, set priorities for improvement actions, integrate workforce development with process improvement, and establish a culture of excellence. The results of the theme showed that the majority of the organizations believe that the People Capability Maturity Model helps in successfully addressing the critical people issues in the organization. The responses have shown that PCMM is not only useful in IT companies but also in infrastructure companies and PCMM has helped the organizations in for sustainable growth. PCMM helps in matching the maturity levels of employees to assimilate competencies required employees for the growing business demands. Further, it helps in understanding the requirement of the organization and its employees. PCMM reinforces the need to recognize the importance of people as individuals and to develop their capabilities.
Fourth Objective

To provide a suitable recommendation to the industry to focus on employee competencies to manage the evolving business environment

In order to achieve this objective, the researcher extracted one major theme/question from the responses of the respondents. The first question/theme was related to “Can you please suggest a few recommendations/steps that organizations need to be adopted to enhance the competencies of the human resources to manage the future business goals?” Some of the respondents suggested that the human resource department needs to identify & initiate measures to organize seminars / special training in various fields to related individuals, which enables them to upgrade their competencies / to get acquainted with various innovative operations of the day to day industrial practices. Every organization needs to allocate certain funds exclusively for conducting/organizing the said programs. This is going to help the organization in developing a competitive spirit & thereby achieving the targeted business goals. Finally, we need to extract the best out of the individual by way of appropriate encouragement. While awarding the annual benefits such as increments/promotions to the next levels, the organization also needs to act very transparently / ethically best.

Otherwise, there is a danger of losing the right candidate from the organization! Hence, the process needs to happen with the utmost care in such a way that no right official should get disappointed. Retaining the right existing candidate in the organization is equally important to the relevant HR division along with hunting for the right candidates for the right level for the rest of the cropped vacancies.
The respondents also suggested focusing on multiple skills development such as entrepreneurship skills, leadership skills, business communication skills, and transactional leadership skills to transformational leadership. There should be an urge to learn continuously among the employees. Human resource managers must be involved in strategic business meetings. Unless this is done, the HR people cannot understand the correct requirement and cannot select the right people for the business that is running. There should be periodic job rotations and role enhancement to reduce boredom and monotony. Also, it will enhance the existing skills of the employees. An employee at each level must be encouraged to learn new skills and techniques in order to develop the existing talent. The top performers must be recognized and awarded in order to motivate them to perform a better task. Management must conduct value workshops with dos and don’ts across all levels of employees so that there must be a clear cut idea among the employees that what is expected out of them and what they need to avoid. The vision and mission of the company must be defined in clear terms and the same must be communicated to employees to have effective communication. Competency mapping to be done on a periodical basis to match the gaps and impart training according to the requirement. Management can opt on the job or off the job training methods to give training to their employees. Every organization needs to allocate certain funds exclusively for conducting/organizing the said programs. This is going to help the organization in developing a competitive spirit & thereby achieving the targeted business goals.
Implications of the Study

The present study examines the various practices of organizations in developing the competencies of the employees to make them future-ready to meet the evolving business needs and its further influence on managing business by reducing the crises for talent search. In order to achieve this, the researcher collected qualitative data from CXOs, CEOs, CFO, CPOs and COOs of different infrastructure companies operating within India. The findings of the study will help the top management to plan their policies in such a way that will improve the competencies of their human resources to a greater extent. The management can use either a job-based approach, a future-based approach, a person-based approach or a value-based approach in order to develop the human competencies depending upon the requirement. Further, a direct linkage was observed between human resource development programs and their effect on employee effectiveness and performance (Tseng and McLean, 2008; Alagaraja and Shuck, 2015). Organization development, career development, training, and development emerged out to be as core areas of human resource development in the present study. Therefore, the HR manager should develop HRD interventions in such a way that it increases the overall effectiveness of the employees. Therefore, employees must be given appropriate HRD interventions after identifying the gap between acquired and required competencies, so that HRD interventions can be implemented in an effective way (Mulugeta, 2013). Further, in the present study, key competencies have been identified which are most essential for the effective working of an employee. Therefore, managers must give utmost attention to developing those competencies. Further, the study has highlighted a different kind of methods/models adopted by different companies in order to address the gap between required and actual human competencies.
Further, the result of the present study also makes aware of various damages the organization can face if they fail to develop the Human Resource Competencies. Therefore, a manager can avoid those dangers by working on the required competencies. Further, it was observed that different organizations make use of different competency models for developing the skills of the employees. Therefore, the selection of the competency model should be based on different criteria such as the current level of the employees, size of the organization, mission, and vision of the organization. Further, there should be a good relationship between employee and top management and top management should provide support and encouragement to its employees. This support and encouragement will further lead to high job satisfaction and productivity. In last, the findings of the current study suggested that the HRD interventions should be designed in such a way that encourages the employee to perform better and they are able to work effectively in a given situation by improving their individual competencies, which will ultimately lead to an improvement in organizational competencies.

**Limitations and Future Scope**

i. The data collected in this study is cross-sectional in nature. Therefore, there might be some issue of subjective biases in the data collected through a cross-sectional method. The future researcher could use a longitudinal study in order to collect the data.

ii. Our study has examined the employee competencies of only infrastructure companies. Therefore, these competencies might be different for other industries.
iii. As the data was collected from employees of infrastructure companies only, therefore the results of the present study cannot be generalized to other sectors. The future researcher could conduct a study in more than one sector/industry to have a comparative analysis among different sectors/industries.

iv. In the present study, the data has been collected from a homogeneous group of respondents. In future research, the researcher could collect the data from heterogeneous groups of respondents in order to have more diverse results.

v. The study is conducted in the Indian context only, therefore the results cannot be generalized to other countries. The future researcher could conduct a study in more than one country to have a comparative analysis among different countries.