

CHAPTER – 4

Results and Discussion

In this study, a detailed review of existing theoretical and empirical literature related to human resource competencies was performed where the study identified codes related to each objective from the respondents during an in-depth interview. The text analysis method using “R studio” was performed and the results were represented as a “Word Cloud” diagram and TDM (Text document matrix). R environment software is used for calculation of data, modeling and displaying it graphically. The word cloud is a graphical display of words that are shared across documents. Word with larger size displayed in the ‘word cloud’ is the word that was highly discussed across various literature. Further, the frequency of words repeated among various literature is presented as a frequency table.

The in-depth interview was conducted with twenty different senior-level corporate executives (subjects/participants positioning at top level and middle-level management in reputed Infrastructure Industry) exploring the major competency variables related to changing business environment, organization performances that influences human capital development within organization and suitable recommendations to the industry to focus on employee competencies to manage evolving business environment.

The interview was completely voice recorded and one on one following the request from the interviewee. Table 5 below contains the semi-structured questions (time slot for every question is also presented) asked by the interviewer (moderator)

to the interviewee. The major variables from the transcription of the interviewee's response related all the objectives are presented as the table below:

Table 5

Semi-structured questionnaire for In-depth interview

Time Frame	Questions
10 Minutes	Settlement – distribution of writing pads and pen, Introduction by moderator
15 Minutes	<p><u>Engagement question</u></p> <p>Defining the concept: “The combination of observable and measurable knowledge, skills, abilities and personal attributes that contribute to enhanced employee performance and ultimately result in organizational success”</p> <p>Defining the context: Individual characteristics of a person which result in an effective and superior performance in a job</p> <ul style="list-style-type: none"> • Can you think of various competencies you look for developing human resources to manage your evolving business needs?
15 Minutes	<p><u>Exploration Questions</u></p> <ul style="list-style-type: none"> • What are the highly relevant competencies are lacking in the human resources in this industry so that to focus on those to develop to manage future business demands? • Can you please explain what kind of methods/model you adopt in addressing competency gaps?
15 Minutes	<ul style="list-style-type: none"> • According to you what are various organizational performance indicators, which are the outcome of employee competencies in general?
10 Minutes	<ul style="list-style-type: none"> • What are various damages in terms of performance of the organization, if an organization fails to develop the Human Resource Competencies?
15 Minutes	<ul style="list-style-type: none"> • Do you feel that "competency-based recruitment" and "competency-based performance assessment" add value in building the capabilities of the employees? Please share your experience from the current/last organization you worked.
15 Minutes	<ul style="list-style-type: none"> • What are the various competency models your organization adopts in developing human resources? • The “People Capability Maturity Model” PCMM is a tool that helps you successfully address the critical people issues in your organization. Please comment.
10 minutes	<p><u>Exit question</u></p> <ul style="list-style-type: none"> • 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?

The responses were recorded using a voice recorder, one on one and the thick transcription was made from each respondent with the help of two subject experts in

the field along with the researcher. The transcriptions were then grouped together and major variables were identified. After removing the unrelated codes and duplicate codes final codes related to each objective and sub-objectives are presented as the table below:

Codes Developed Through In-Depth Interviews

Table 6

What are the various competencies you look for developing human resources to manage your evolving business needs?

Respondents	Responses
1	Business Acumen & understanding Strategic Thinking Agility Technology – Know-How Relationship Management/Working in Team Problem Solving & Innovation/Creative Mind
2	Functional Competencies - Domain Knowledge in respective business / technical functions Managerial Competencies – For Leadership Teams Behavioral Competencies - Communication Skills and Integrity oriented behavioral attributes
3	Today's competent world HR needs to check the physical/practical experience on the field on which the candidate is getting selected instead of counting the number of years or the Company brands the candidate has worked for.
4	Planning skills, Involvement of personnel to create awareness on changing business scenario. Analytical abilities and problem-solving Techniques. Transformation of employees through Training. Powerfull communication abilities.
5	Flexibility and openness to change, Desire to learn, Team Building Capability,

	Quality & cost-conscious.
6	<p>Business Communication</p> <p>Strategic Thinking and implementation</p> <p>Tech Savy</p> <p>Extraordinary interpersonal relations</p> <p>Depth of knowledge and width of knowledge of the functional domain</p> <p>Strong Management and Leadership skills</p>
7	<p>Analytical skills with good abilities with problem-solving Techniques.</p> <p>Involvement of personnel to create awareness on changing business scenario.</p> <p>Analytical abilities and problem-solving Techniques.</p> <p>Transformation of employees through Training.</p> <p>Powerfull communication abilities.</p> <p>Strategic Thinking & Technology – Know-How & Planning skills</p> <p>Relationship Management/Working with Team</p> <p>Problem Solving & Innovation/Creative Mind</p> <p>Transformation of employees through required / appropriate Training</p>
8	<p>Human Resources Knowledge: - Today's job seekers have access to more information than ever before. Therefore, the best HR professionals must be prepared to meet these informed candidates with the industry expertise of their own.</p> <p>A Commitment to Ongoing HR Learning: - Being receptive to new ideas, wherever they may come from. Demonstrate a commitment to ongoing learning by taking advantage of conferences, other colleagues in HR, or graduate studies.</p> <p>Communication Skills</p>
9	<p>Creating an employer value proposition/branding</p> <p>Creating a strong leadership/succession plan</p> <p>Align and drive the organization/employees towards its vision & mission</p> <p>Mentoring and coaching</p> <p>Team effectiveness</p> <p>Managing change</p>
10	<p>Business acumen and entrepreneurial</p> <p>Stakeholders engagement</p> <p>Innovation and creativity</p>
11	<p>Business communication skills</p> <p>Foresight skills,</p> <p>Adopting new technologies</p> <p>Strong leadership skills</p>

12	<p>Strategic thinking & technology – know-how & planning skills</p> <p>Relationship management/working with a team</p> <p>Problem-solving & innovation/creative mind</p> <p>Analytical skills with good abilities with problem-solving Techniques.</p> <p>Transformation of employees through required / appropriate Training.</p> <p>Required communication abilities.</p>
13	<p>Ability being strategic positioner</p> <p>A credible activist with business acumen & customer orientation</p> <p>Capability builder w.r.t. org culture, internal process & learning, and growth</p> <p>Change agent being hr champion</p> <p>HR Innovation & integration capability</p> <p>Tech savviness</p> <p>Leadership effectiveness</p>
14	<p>Strategic orientation</p> <p>Leadership development of construction/project management</p> <p>Project management with strict time and cost control</p> <p>Developing and managing a high-performance culture</p> <p>People management</p> <p>Client management</p> <p>Total Quality Management</p> <p>EHS management</p> <p>Performance analytics</p>
15	<p>Business outlook</p> <p>People drove</p> <p>Long term vision</p>
16	<p>Leadership skills</p> <p>Strategic initiatives and to understand the business dynamics</p> <p>Finance for non-finance</p> <p>To forethought the future business to plan accordingly to develop the technology and skills (Innovation)</p>
17	<p>Subject matter expertise</p>

	Willingness to contribute
	Relationship management
	Business thinking/ acumen
	Communication abilities
	Ethical practice
	Adoption to technology
18	Domain HR knowledge
	Commitment
	Communication skills
	Critical thinking skills
	Ethical approach
19	Commitment
	Communication skills
20	Intellect
	Interpersonal skill
	Adaptability
	Result orientation
	Composure
	Team leadership.

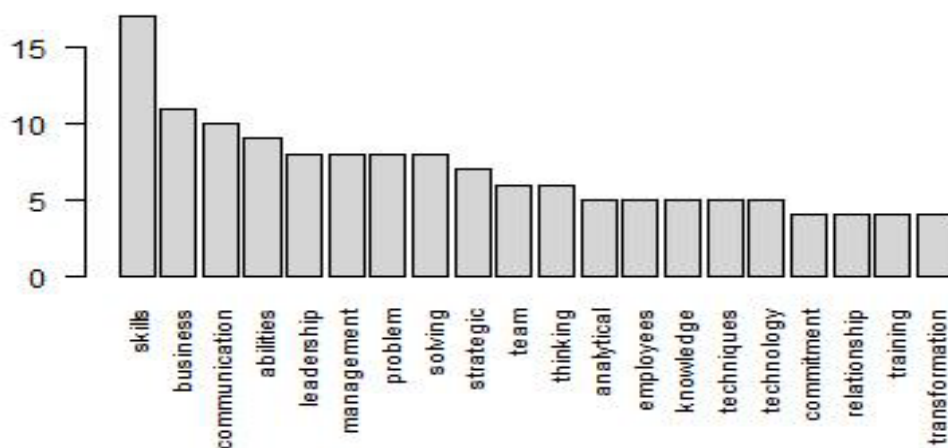


Figure 1
Bar Chart

Table 7

Frequency of the Words

Terms	Total
communication	10
skills	17
leadership	8
strategic	7
team	6
thinking	6
technology	5
abilities	9
employees	5
knowledge	5
problem	8
relationship	4
solving	8
acumen	3
analytical	5
change	3
commitment	4
domain	3
innovation	3
innovationcreative	3
know	3
management	8
managementworking	3
mind	3
orientation	3
planning	3
strong	3
techniques	5
training	4
transformation	4
appropriate	2
awareness	2
capability	3
changing	2
cost	2
create	2
culture	2

Table 8

What are the highly relevant competencies are lacking in the human resources in this industry so that to focus on those to develop to manage future business demands?

Respondents	Responses
1	Tech Savvy Willingness to learn/ I know it all attitude still prevails Corporate Governance –Adhering to Process/Safety Standards
2	Business Competence’ and ‘Consistent Performance
3	HR also needs to understand each activity of the business and keep those Experts for selecting the candidates so that the Right person can be selected. For Example: if you are selecting a candidate for Electrical business and selecting for a Procurement person, the candidate is a civil engineering base working in an electrical business company but doesn’t know the minimum checks he should have for dealing with a Cable manufacturer. Then the candidate’s contribution to the selecting company will be wasted.
4	Performance monitoring system. Resistance for change/ Focus on Training Placement of Right personnel for Right Job/ Focus on Talent acquisition
5	Personal effectiveness, Interpersonal skills, integrity and value relationships
6	Competencies such as culture management, Market-Driven connectivity, strategic decision Making, Rapid adaptability, Value chain knowledge, and HR technological know-how are absent.
7	Leadership skills Resistance for change/ Focus on Training Placement of Right personnel for Right Job/ Focus on Talent acquisition
8	HR professionals who never stop learning are well-positioned to translate well throughout industry trends and data into actionable insights.
9	Creating a strong leadership/succession plan Align and drive the organization/employees towards its Vision & Mission Mentoring and Coaching Team effectiveness Managing change
10	Financial & Time Management
11	Tech Savy Decision Making Transformational leadership Rapid adaptability
12	Willingness to learn and Concentration on Talent acquisition. Corporate Governance –Adhering suitable Safety Standards as required by industry. Performance Monitoring System.

	Resistance for change/ Attention on essential Training
	Appointment of Right personnel for Right Job
13	HR Innovation and Integration Capability Capability Builder w.r.t. Org Culture, Internal Process & Learning, and Growth HR Innovation & Integration Capability
14	Organizational Performance alignment and management. Influencing leaders and managers Developing a high-performance culture Competency-based HR practices Action planning based upon HR Analytics Leading organizational behavior transformation
15	Leading internal collaboration development initiatives Right Talent Acquisition
16	Strategy to Retain the Best Talent Knowledge of Business and Business Dynamics Relevant Technical / Functional Training OD strategies to develop bench strength Behavioral and Soft Skills Programs
17	Ethical Practices Communication abilities Willingness to contribute Managing relationships and groups
18	Inadequate skill Time management Priority Setting Work planning and scheduling Problem identification and solutions Assessing risks and decision making
19	Clear and analytical thoughts. Willingness to contribute Managing relationships and groups Inadequate skill
20	Decision making Assertiveness Creativity Learning habit Motivating others.

The results of table 8 show that the majority of the employees in the infrastructure industry are lacking decision-making skills. Further, the selection of the right candidate for the right job is also a challenge in this industry. In addition to this, the culture of this industry needs to be improved in order to attract new talent and to retain the existing talent. The industry should focus on acquiring talents, the talent which is consistent with the action plans and needs of the organization.

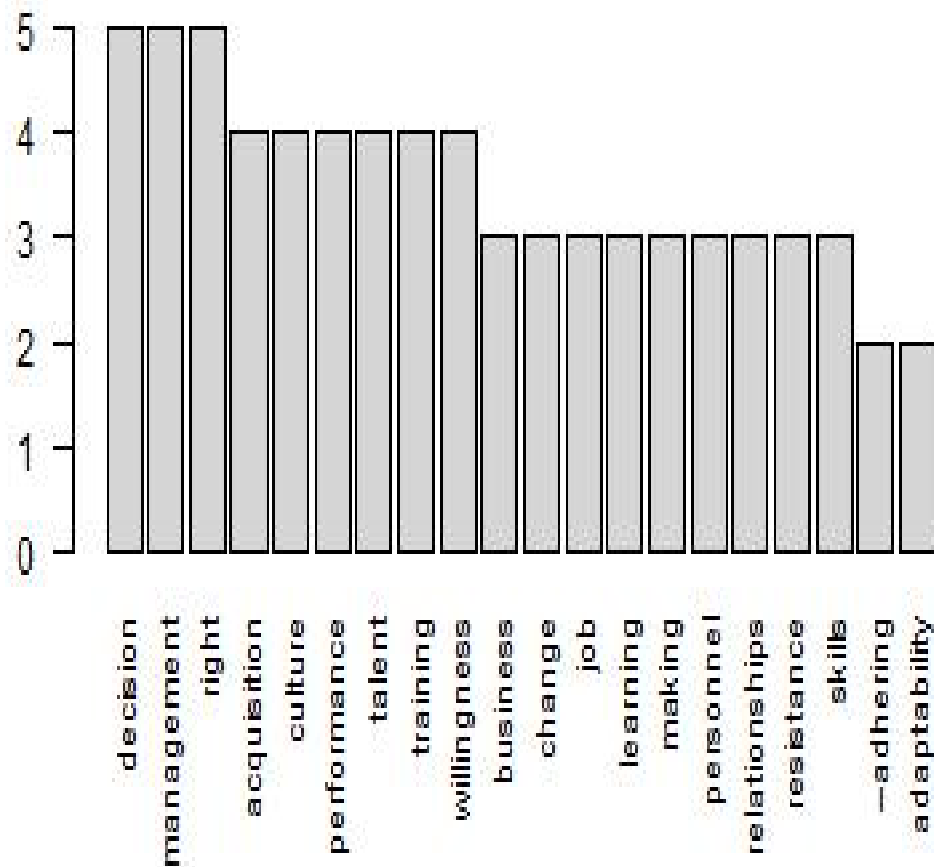


Figure 3

Chart



Figure 4:

Word Cloud

Table 9

Competencies required in human resources to manage the evolving business needs

S.N	Themes	Unique Codes
1	Communication Skills	Communication Skills Communication abilities Effective listening Ability to interact with others
2	Leadership Skills	Strategic Thinking Teamwork Initiative Team Skills Leadership Skills Foresight Value Creator Mentoring And Coaching Team Effectiveness Innovation Creativity Planning Skills Transformation Skills Integration Capability Self-Driven Long Term Vision Understanding Business Dynamics Commitment Interpersonal Skill
3	Soft Skills	Relationship Management Problem Solving Behavioral Competencies Integrity Analytical skills Trainable Flexible Learner Analytical skills Trainable Planning skills Relationship Management Willingness to contribute Intellect Composure
4	Entrepreneurial Skills	Entrepreneurial skills Customer orientation Project management skills Business outlook Ethical practice Critical thinking skills Adaptability Result orientation Ethical approach
5	Technical Skills	Technical knowhow Practical experience

		Tech-savvy Technical skills Domain expertise Adoption to technology
6	Managerial Skills	Business Acumen Functional Competencies Managerial Competencies Planning skills Quality conscious Cost-conscious Execution skills Interpersonal relations Functional knowledge Managerial skills Human Resources Knowledge Brand Conscious Succession planning Managing change Stakeholder’s engagement Capability builder Change agent People management Client management Total Quality Management Environment Health and Safety (EHS) management Performance analytics People drove

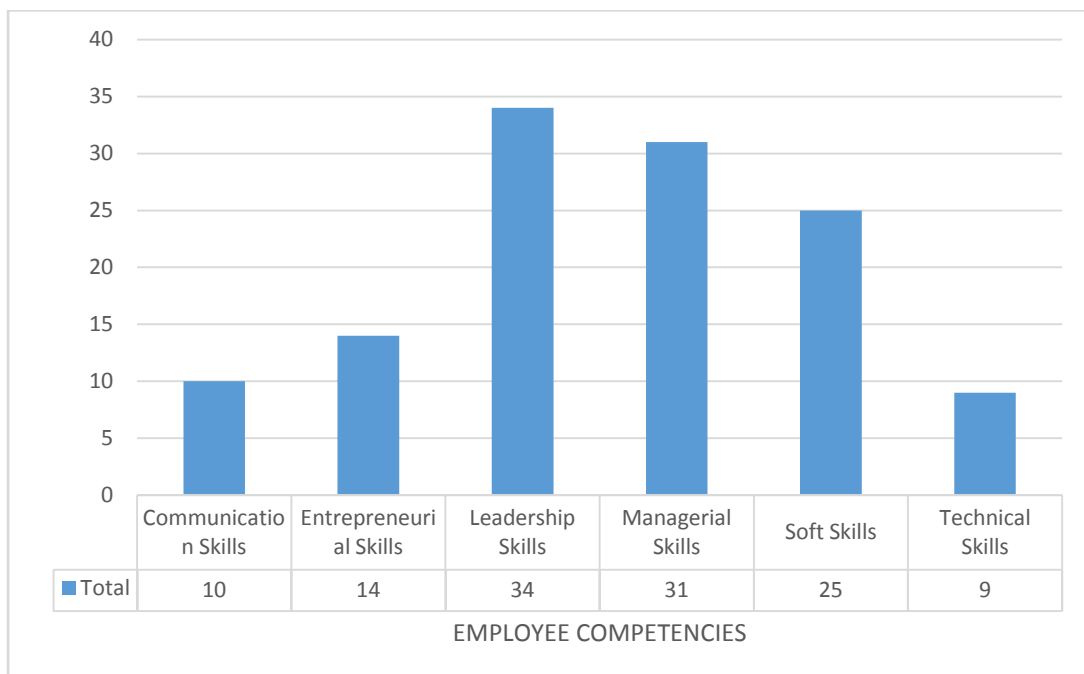


Figure 5

Frequency of Competencies required in human resources to manage the evolving business needs

Table 10

Frequency of the Words

Terms	Total
decision	5
management	5
right	8
acquisition	4
culture	4
performance	5
talent	5
training	4
willingness	4
business	6
change	3
job	3
learning	3
making	3
personnel	3
relationships	3
resistance	3
skills	3
-adhering	2
adaptability	2
competencies	2
connectivity	2
contribute	2
corporate	2
driven	2
focus	4
governance	2
groups	2
inadequate	2
industry	2
internal	2
know	2
knowledge	2
leadership	2
learn	2
makeing	2
managing	2

Middle-level managers must have good communication skills. Therefore, the top management should pay attention to develop the communication skills of the employees as communication is a key variable that affects the functioning of an organization these days. At the same time, technical competencies also play an important role. Therefore, management should give training to their employees so that they can learn new technologies. These types of training programs will transform the capabilities of the employee's into a new level.

Table 11

Can you please explain what kind of methods/model you adopt in addressing competency gaps?

Respondents	Responses
1	Awareness sessions Successful story sharing Do's & don't short videos
2	Case studies Roleplays Business games In-tray exercises Activity exercises Coaching Counseling Mentoring
3	Mentoring Coaching
4	Employee engagement Job description Key process area Fixation of key result areas (KRAs) Smart goals/ targets

	<p>Half-yearly performance appraisals and competency enhancement (PACE)</p> <p>Training needs analysis</p> <p>Scheduling training across the projects</p>
5	<p>Online survey</p> <p>Competency ratings</p> <p>Self-development</p> <p>Leadership</p> <p>Innovation</p> <p>Professional judgment</p> <p>Relationship development</p> <p>Self-assurance</p>
6	<p>Recruiting and performance management</p> <p>Training and development</p> <p>Succession planning</p> <p>Interview method</p> <p>Identifying high-performer behaviors</p> <p>Gathering information about job roles</p>
7	<p>The top-down approach of cascading goals and reviewing on a quarterly basis</p> <p>Employee engagement</p> <p>Job description</p> <p>Fixation of goals</p> <p>Half-yearly performance appraisals and competency enhancement (PACE)</p> <p>Training needs analysis</p>
8	<p>Key performance indicators</p> <p>Employee assessments</p> <p>Role-play</p> <p>Focus-group discussions</p> <p>Interviews</p> <p>Follow-up questions</p> <p>360-degree review</p> <p>Bench-marking</p>
9	<p>Continuous learning</p> <p>Training</p> <p>Adapting for change</p>
10	<p>Customized skill enhancement</p> <p>Personalized skill enhancement</p>
11	<p>Training</p>

	Focus groups discussions Surveys
12	Conducting awareness sessions between the internal teams Explaining do's & don't short video periodically Engaging top employees in short surveys with small questions to respond to generate ownership Employee engagement Detailed job description Fixation smart goals/ targets as may require to the industry Periodical performance appraisals and competency enrichment Training needs analysis Forecast required training across the projects
13	Competency mapping Critical skills inventory & skill matrix management Assessment & development centers Training needs identification pertaining to job/ role/ critical success factors Performance management system (mid & end-term evaluation) Feedback from mentors
14	9 box model Talent ship model Jack Philip model
15	Skill enrichment Robust performance management system
16	Competency assessment Performance appraisal (360 degrees) Individual development plan (IDP) Coaching & mentoring
17	Key performance indicators (KPI) Employee assessments 360-degree reviews Benchmarking performance Observation
18	Sharing of responsibility Training course In-house mentoring Giving rewards recognition or extra compensation to the top achievers
19	Identification of individuals capabilities need

	Training and development
	KRA review
	The right person at the right task
20	Hire for attitude
	Train for skill and knowledge

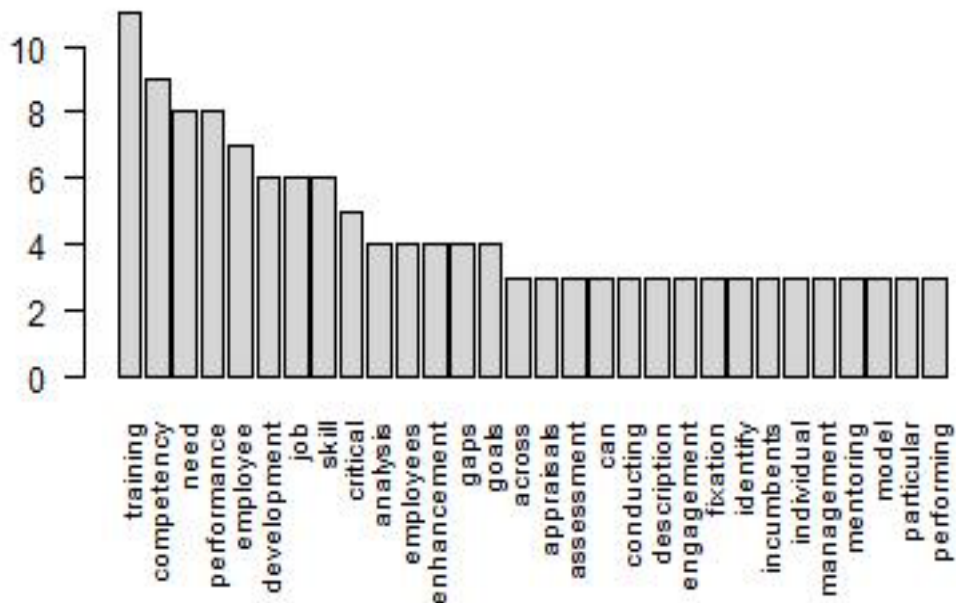


Figure 7
Bar Chart

The results of table 11 show that creating a competency framework is critical for both employee and system success. For this, they use different models so that the gap between the desired and actual competence of the employee is filled. Many companies are focusing on filling the critical skill gaps for key positions by following the leadership competency model which focuses on areas like self-development, leadership, innovation, professional judgment, relationship development, and self-assurance. For this, many organizations do employee assessment to identify the skill gaps. Other approaches include focus-group discussions and interviews. The 360-Degree Review approach is also a good way of getting qualitative data. Another

approach to identify skill gaps in the workplace is by benchmarking the performance of the organization's top performers. Periodically measure the Performance Appraisals and Competency Enrichment (PACE) parameter. For this, the supervisor should analyze the performance of each employee and then identify the low performers. Accordingly, the manager should use a different method/model to fill the gap between the desired and actual outcomes of the low performers. After giving the required training to these employees again the performance of these low performers must be assessed to check whether the given training was effective or not. Some of the ways through which we can assess this gap is by:



Figure 8

Word Cloud

Key Performance Indicators (KPI)

- i. Employee Assessments
- ii. 360-degree reviews
- iii. Benchmarking Performance
- iv. Observation
- v. Individual Development Plan (IDP)
- vi. Coaching & Mentoring
- vii. Feedback from Mentors/ HODs/ IS
- viii. 9 Box model
- ix. Performance Appraisals and Competency Enhancement (PACE)

Table 12

Frequency of Word Count

Terms	Total
training	14
competency	19
need	9
performance	12
employee	9
development	7
job	8
skill	6
critical	7
analysis	4
employees	6
enhancement	4
gaps	6
goals	6
across	3
appraisals	3
assessment	3
can	5
conducting	3
description	3
engagement	3
fixation	3
identify	3
incumbents	3
individual	4
management	6
mentoring	3
model	8
particular	3
performing	3
projects	3
related	3
smart	3
surveys	3
take	4
targets	3
trainings	3

Table 13

What are the various organizational performance indicators, which are the outcome of employee competencies in general?

Respondents	Responses
1	Business Quarterly Results. Project Time line/ Cost/Safety/Quality. Employee Engagement Index. Attrition Rate.
2	Effective Employee Engagement. Sense of Belonging.
3	An Employee working for Procurement function is expected to have competencies in the selection of Right supplier, To supply in Right Time with Right Quality and Quantity but at an optimal Cost / Right Cost to company.
4	Selection of Right personnel for Right job. Conducting Training at Project Level. Establish and Implement a Performance monitoring system. Work environment. Inter personnel Relations.
5	Recruitment procedure. Compensation and benefits. Organization values. Employee engagement. Management development programs are organizational performance indicators w.r.t employee competencies.
6	Return on investment on Cost to company. Business Quarterly Results. Project Time line/ Cost/Safety/Quality. Employee Engagement Index. Attrition Rate. Employees' satisfaction baseline.
7	Continuous focus on enhancing core competencies of the organization by providing necessary training to employees to match the required competency to drive an organization's core competencies. Selection of Right personnel for Right job via personality profiling. Conducting Training at Project Level. Establish and Implement a Performance monitoring system.
8	Return on manpower per employee. Return on workings hours. Revenue generates per manpower. Total Revenue vs Total Manpower cost. Net Profit vs Total Manpower cost.
9	Employer Value Proposition
10	Operational KPIs. Customer service. Business /Financial KPIs. Employee Engagement, satisfaction. Build v/s Acquire- Talent building. Leverage Internal Talent.
11	Annual Business Results. On-time delivery Project Timeline/ Cost/Safety/Quality. Highly motivated workforce. Less Attrition Rate. Increase Employee satisfaction baseline.
12	Business Quarterly Results, Timeline for the complication of Projects within the

	<p>agreed Cost/full Safety & Security and quality. Employee Engagement Index & Attrition Rate for each project. Selection of Right personnel for the Right job on time. Conducting Training at Project Level periodically. Establish and Implement a Performance monitoring system. Create a good Work environment between inter-department in the projects. Inter personnel Relations between the inter departments.</p>
13	<p>Financial Performance. Customers Orientation. Internal Process Improvement. Learning & Growth Domain.</p>
14	<p>Effectiveness of the organization. The efficiency of the organization. The relevance of the organization.</p>
15	<p>Business KRAs to align with Employee' KRAs. Leveraging the available internal Talent and development. Attract, Develop and Retain (ADR) the Talent.</p>
16	<p>Periodical review of the KRAs and outcome, improvement plans. Accountable and Measurable Achievements against agreed SMART Goals. Proactive Action plans instead of Responsive Actions.</p>
17	<p>Effectiveness of the organization. The efficiency of the organization. The relevance of the organization. Financial Viability of the organization.</p>
18	<p>"New employee satisfaction rate with the recruiting process. Percentage of new employee retention after x time. Percentage job offer acceptance rate. Percentage of vacancies filled within x time. Average Number of Interviews from Submitted applications/ CVs. Recruitment source ratio – internal -v- external applicants. Recruiting fee as a percentage of annual salary. Percentage of new employees with a recruiting fee paid. Performance evaluation scores on hired candidates after, a given period. The average time that transpires from the moment a candidate is submitted to a hiring manager to receiving initial feedback from the hiring manager. Average cost to recruit per job position. Average open time of job positions An average number of responses for open job positions. An average number of interviewees for open job positions within a given measurement period. Average time to recruit".</p>
19	<p>Customer /stakeholders were the people responsible for the Growth of the Organization in increasing or decreasing the business profits. Whether the Organization is production-oriented or Service-oriented, the Growth of the Organization is directly the proportional business it obtained during the year under consideration. The more is the profit the more will be the Growth. The growth graphical representation can be obtained by knowing the profits earned by organizations of similar nature in the Industry with similar capital investment. Thus, a sort of competition will always be there among similar natured Organizations to have more profits. Ultimately profits will be more when we supply qualitative product/service. When an Organization has Competent Human Resources in it, it becomes easy to deliver The Best to its customers. Thus, in the Industry the spirit got developed to search & survey to get the competent team of human resources to take the Organization to the Top-level forever. Continuous efforts were required to achieve this target in the Industry. Thus, every organization in the industry needs 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</p>

	Resources.
20	Turnover. Productivity. Financial performance.

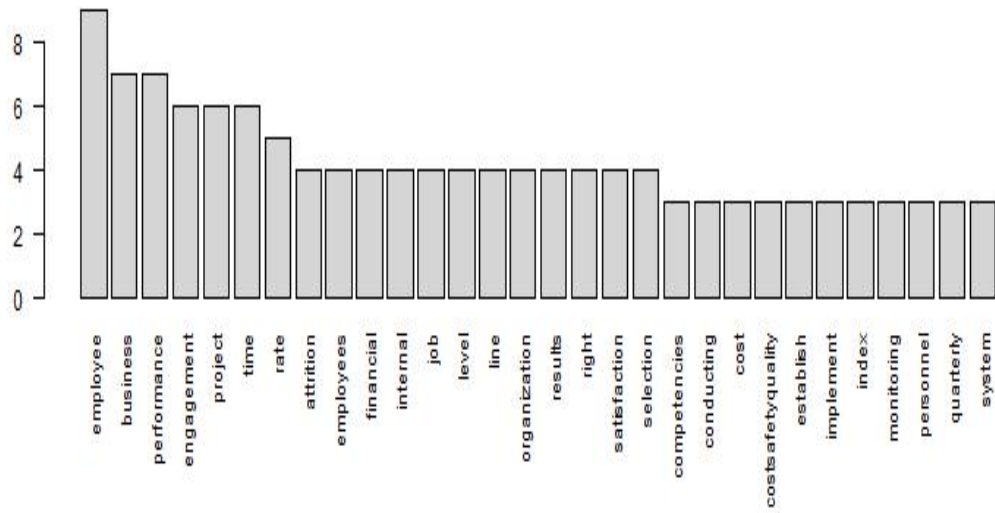


Figure 9
Bar Chart



Figure 10
Word Cloud

Table 14

Frequency of Word Count

Terms	Total
employee	11
business	8
performance	7
engagement	6
project	7
time	12
rate	6
attrition	4
employees	4
financial	4
internal	4
job	8
level	4
line	6
organization	15
results	4
right	10
satisfaction	4
selection	4
competencies	4
conducting	3
cost	5
costsafetyquality	3
establish	3
implement	3
index	3
monitoring	3
personnel	5
quarterly	3
system	3
trainings	3
agreed	2
annual	2
base	2
continuous	2
customer	2
customers	2

The results of table 14 show that employee engagement is the key performance indicator of employee competencies. Further, the employee satisfaction level increases and the attrition rate decreases. Another important key outcome is increased in the revenue generation per man as the return on manpower per employee is high where employee competencies are used optimally. Further, there is an improvement in the recruitment procedure, which further leads the right person at the right job. Another key performance indicator is high compensation and benefits drawn by the employees. The working conditions play a vital role and if a good working condition is provided it can lead to a sense of belongingness among the employees. In addition to this, the inter-personal relationship of the employees also improves in a good working condition. These all will lead to the overall effectiveness of the organization as a whole.

Table 15

What are various damages in terms of performance of the organization, if an organization fails to develop the Human Resource Competencies?

Respondents	Responses
1	Status Quo – Getting Struck Out of competition – Internal/External Demotivation among employees Losing talent to market
2	Lack of ownership and drive from the top management Lack of defined vision and focus
3	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. For example: If you have selected a wrong person for procurement function and if he cannot get the right quality or quantity in time, the organization cannot complete the project in time or contract may get closed with penalty and therefore the investment brought in will be blocked and wasted thus will have effect on the

	balance sheet.
4	Customer dissatisfaction due to poor quality of construction Cost of the projects will increase due to delay in completion of Projects Increase of Waste Increase in Labour Turn overdue to Low morality Damage in Sustainable growth
5	Inconsistency in business deliverable Cannot sustain the market competition Talent attraction and retention becomes a challenge
6	Status Quo – Getting Struck Out of competition – Internal/External Demotivation among employees Losing talent to market The high attrition rate, Damage to the brand of the organization
7	Customer dissatisfaction due to poor quality of construction The cost of the projects will increase due to the delay in the completion of Projects. Increase of Waste Increase in Labour Turn overdue to Low morality Damage in Sustainable growth and brand of the organization
8	Non Alignment of Employees towards the Organization / Industry needs Not willing to Change Ineffective - Rewards and Recognition
9	Not Understanding the Organization / Industry needs Non Alignment of Employees towards the Organization / Industry needs Not willing to Change Ineffective - Rewards and Recognition
10	Lose of competitive edge Retention of Customers Performing lower than expectations Lower Financial Performance Retention of deadwood talent
11	High attrition

	Business loss may cause damage in Attracting talent and retaining talent Image of the organization in the talent market at stake
12	Demotivation among employees losing skilled employees Due to un-skilled employees' poor quality of projects construction Increase the cost of projects due to delay in completion attracts huge penalty Increase of left-over & materials used in the production
13	Becomes obsolete May follow outdated practices Lose internal customers attention Dent on org's brand image Organization core talent drain Impact on organizations quality, timelines & cost factors
14	High probability of failures of goal accomplishment in an ecosystem of low predictability of performance and results, causing business continuity risks.
15	Lack of focus on business competitiveness Retention of non-performers Lack of commitment from top management Retention of value customers
16	Competencies skill set to support business operations Industrial harmony to build organization climate Feedback mechanism (through surveys) Expectations shared during open house sessions to the employees The financial position of the company to share with employees for better understanding Top to bottom communication about the performance of the organization
17	Value erosion to stakeholders Financial Loss to the organization Business objectives may not be achieved Loss of credibility of the organization Legal and Governance issues Loss of market share
18	Multi-national operations - They become a reflection of local cultures manifested in micro-corporate cultures that never spin up to the cohesiveness any organization may profess to its customers or shareholders. Outsourcing - outsourcing removes people from one company and places them inside a company they did not choose to work for. Those left behind may

	experience a heightened sense of purpose, but they also feel emotionally and organizationally distanced from those they worked with more directly the day before.
	Contingent staffing - In the soft economy contingent staff have become the go-to workforce because they don't require benefits, notice before letting them go, morale events or competitive compensation reviews.
19	If an organization fails to develop human resource competencies, that particular organization fails to stand in the race with the other competitors in the market and thereby lose the business in the Industry slowly.
20	Cooperative and Competitive Relationship with other Organizations Financial performance and at times its very existence.

The results of table 15 showed that if an organization fails to develop its human resource competencies then it will lead to a high probability of failures of goal accomplishment by the organization, which will result in loss of competitive edge. This will result in low financial performance. Further, the business loss may cause damage to attracting talent and retaining talent. Due to unskilled employees' poor quality of projects construction will be there. Increase the cost of projects due to delay in completion attracts a huge penalty. In addition to this, there will be dissatisfaction among the customers due to poor quality of products. Further, if an organization fails to develop its 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. If an organization fails to develop human resource competencies, that particular organization fails to stand in the race with the other competitors in the market and thereby losing the business in the Industry slowly.

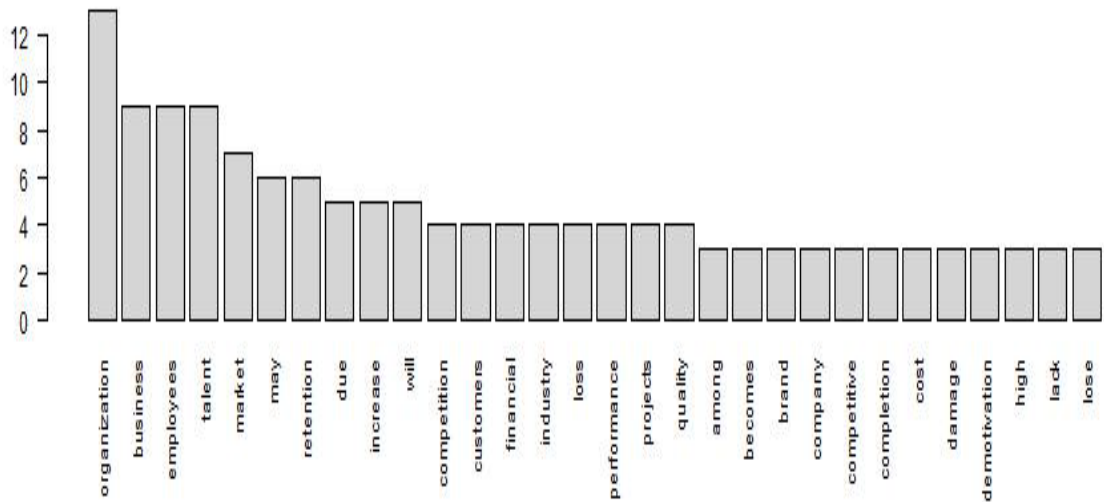


Figure 11
Bar Chart



Figure 12
Word Cloud

Table 16

Frequency of Word Count

Terms	Total
organization	13
market	7
talent	9
employees	9
may	6
competition	4
customers	4
financial	4
performance	4
quality	4
retention	6
among	3
becomes	3
brand	3
competitive	3
completion	3
cost	3
damage	3
demotivation	3
high	3
industry	4
lose	3
non	3
top	3
alignment	2
attraction	2
attrition	2
challenge	2
change	2
company	3
competencies	2
construction	2
credibility	2
customer	2
delay	2
deliverable	2

Table 17

Do you feel that "competency-based recruitment" and competency-based performance assessment" add value in building the capabilities of the employees?

Please share your experience from the current/last organization you worked.

Respondents	Responses
1	At LANCO INFRATECH Group, we use LEO Frame Work. LEO Framework is a set of competencies, which defines leadership, entrepreneurship & ownership competencies. There isa total of 24 competencies for top management, 23 competencies for senior management, 16 competencies for middle management & 12 for junior management to follow. All human resource processes may be recruitment, performance management system, Hi-Pot identification, training & development; succession planning is all moves/hover around the LEO framework.
2	Talent acquisition teams should determine true to themselves whether they are bringing an "asset" or "liability" into the organization. In my past employment, as well as my current organization, I have never compromised. And also, in my assessment of the performance of any employee or employees, I had never given scope for nepotism nor vested interest.
3	I have been working in this company for the last 8.5 years and while I joined this company again, HR has taken me into the team while counting the number of years I have worked for the function that I should take up. While performing the job I will able to be the best contributor towards completion of various projects in time and many in record time and saved lots of money to the organization visibly (of course it is my Job). In this process,the organization has got a lot of reputation in the market and thus a lot of Investments started coming and the organization has grown up by Multiple times. Similarly, when I have joined this organization I have Joined @ Rs. 24 Lakhs per Annum and today my pay pack has become Rs. 80.00 Lakhs per Annum this besides getting Driver facility and company car and this year Company has given me a gift of Benz car worth Rs. 60 Lakhs now I am a proud owner of BENZ. This is the employer and employee Benefit. Another side of it: The company has become No.1 in the renewable energy sector with a kitty of 4.5 Giga Watts Power generators including the World's single largest Solar plant in Kurnool in a world's record time of 4.5 months for the 816 MW solar plant. Me: I have been recognized in 2016 as Excellence in Supply chain across India and an award is given through NATCOM which is Prime Minister's Program. 2017, I have got another Award from CE World Wide for the Excellence in Supply chain. Now for the year 2018, I am getting selected for Excellence in SCM for the above referred Solar plant which is coming from Asian Procurement Achievers.
4	Yes, the recruitment of competent personnel is a challenge to human resource personnel. As project management is dynamic and in view of fast changes in technology, getting the right personnel is difficult, but the human resource person by using his relations with other industries can bring competent persons which are a greater advantage and value addition to the organizational growth. Understanding the KPAs and fixation of KRAs through concerned HODs is a challenge to human resource personnel. The PACE (Performance Appraisal and Competency Enhancement) plays a major role inthe sustainable growth of the organization.
5	Competency-based recruitment has given us more mileage w.r.t deliverable, retention, adopting best practices and quick knowledge sharing. Competency-based performance assessment resulted in best talent management

	practices, career management, succession planning.
6	At GMR Group, the Balanced Score Card approach has shown significant results in assessing employee performance and rewarding them in a transparent manner. While recruiting we use Thomas profiling (DISC model) for all middle and Sr. managing hiring.
7	Identifying the right fit for each position via personality or psychometric tools. In many organizations, human resources may fail to create awareness performance management systems among employees continuously. This may drive to fail the PMS within the organization. The PACE (Performance Appraisal and Competency Enhancement) plays a major role in the Sustainable Growth of the Organization.
8	Boost competitiveness among knowledge circles
9	Brings more transparency in System Boost Employees Satisfaction & Morale
10	Moved organization capability to drive high-end engineering and software jobs, built high performance-driven culture by adopting competency-based recruitment and performance assessment (Ingersoll Rand India Engineering and Technology Center). Enhanced organization capability by 2.5 times and getting prepared to handle fast-growing business by strengthening the right fit for the right job in areas of competency-based recruitment and performance assessment.
11	At IVRCL, we have homegrown talent, we recruit fresh talent from campus and train and nurture them for future needs and we evaluate the entire workforce on KRA/KPI basis linking project objectives. We provide feedback to the employee on a quarterly basis to improve their performance. We reward and promote high performers who consistently displayed the performance for two years in the fast track.
12	Any manufacturing/construction industry management is dynamic and in view of swift changes in expertise, getting the right personnel is very difficult, but the human resource team by using their influence with other industries will bring skilled folks which are of greater advantage and value addition to the organizational growth automatically. Implementation Performance appraisal and capability enhancement periodically with understanding the KPAs and fixation of KRAs through the concerned Dept. Heads / Team leaders a big challenge to the human resource team. The human resource team will play a major portion for the Sustainable Growth of the Organization long run.
13	Brings more transparency in System Boost Employees Satisfaction & Morale Boost competitiveness among knowledge circles
14	Yes, they do. Most of my clients tend to ignore this and practice gut feeling based hiring. There is a high level of self-denial by the managers towards competency-based HR practices.
15	Successfully could roll out competency-based recruitment for Leadership positions by adopting Psychometric assessments, resulting in attracting potential performers (SEW Infrastructure Ltd). Successfully implemented a 360-degree Performance assessment model to understand various behavioral traits of various layers in the hierarchy (Hindalco Industries Ltd).
16	In GMR Aero Technic Limited, the business runs only on required competencies. As the business mainly deals with the repairs and maintenance of wide-body aircraft, it is mandatory to recruit the competent, certified and licensed skill set to support the business operations. There is no other go in such kind of businesses. Hence, the assessment will be followed based on the performance of the individuals.
17	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. During recruitment, the candidate's competencies were tested for technical and behavioral competencies. At the managerial positions, the leadership qualities were given additional emphasis.

	Performance assessment was carried out on the basis of the Balanced Score Card wherein the employees were assessed for
	Financial focus and acumen
	Adherence to Internal Business Processes
	Learning and Growth emphasis
	Customer focus and orientation
18	Yes, they add value in capability building of the employees in terms of leadership, communication, innovation, delivery, and people management.
19	Yes. These two factors play a vital role in taking the organization to higher levels. We need to put our best efforts into selecting the right candidate for the right place. And also assessing their capabilities periodically based on their competency levels i.e. once in a quarter year i.e. by three ways i.e. self-assessment & also assessment by supervisor & reviewer. Finally, the individuals' career benefits will be finalized based on the assessment sheets of Four quarters of the year in a very transparent way i.e. The final conclusion need to be agreeable to all three levels i.e. (Assesse, Assessor & Reviewer). This type of finalizing the career benefits will be giving a very good amount of motivation & every individual will try to perform much better in future assignments.
20	It is generally seen that in competency-based recruitments, the assessment is job-specific and the performance assessment is also job-specific. Selection based on knowledge, skill, ability, attitude, work-related values, and beliefs may enhance organizational competency. Such a workforce will probably be an asset to the organization.

Results of table 17 showed that when organizations recruit new employees based on their competencies and performance assessment then the overall performance of the employee increases. Such employees can complete the task in the given time slot and save both time and resources for the organization, which ultimately leads to an increase in market share and competitive edge. As the organization gains, the employees also gain. It became a win-win situation for both employee and employer. Further, this type of recruitment helps the organization in retaining talent and attracting new talent. Also, these employees bring their own knowledge and working skill, which helps the organization in developing new skills and completing the task in a timely manner. In addition to this, it will increase employees' satisfaction and morale. Further, this type of recruitment will help the fast-growing business by strengthening the right fit for the right job in areas of

competency-based recruitment and performance assessment. In last, this recruitment based on competencies will help the HR manager in the assessment of job requirements. Selection based on knowledge, skill, ability, attitude, work-related values, and beliefs may enhance organizational competence. Such a workforce will probably be an asset to the organization.

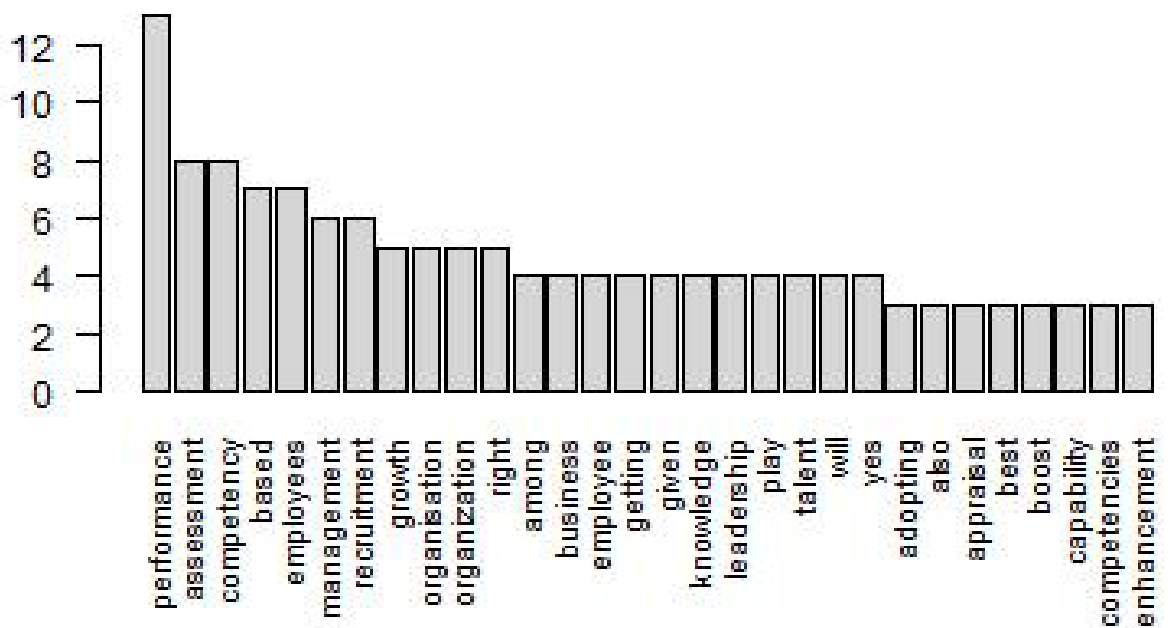


Figure 13
Bar Chart

Table 18

Frequency of Word Count

Terms	Total
performance	18
assessment	13
competency	10
based	12
employees	9
management	11
recruitment	8
growth	8
organisation	8
organization	8
right	7
among	4
business	6
employee	4
getting	5
given	5
knowledge	4
leadership	4
play	4
talent	5
will	7
yes	4
adopting	3
also	4
appraisal	3
best	4
boost	4
capability	4
competencies	9
enhancement	3

Table 19

What are the various competency models your organization adopts in developing human resources?

Respondents	Responses
1	We use the LEO competency framework as mentioned above for all human resources processes. It operates as pivotal to all aspects of the human resources life cycle. At GMR, we used the PCCMM model and got the process maturity over a period of three years to comply and achieve the desired outcome.
2	CCL – Centre for Creative Leadership Model – Singapore Iceberg Model
3	We encourage the fresher as GETs and after checking various functionalities for one year we post them to the place where we feel they are better.
4	Use of Psychometric instruments used for selecting the right candidates Performance monitoring system. Training on wheels at the project level
5	MBTI model for senior management positions Continuous training for middle and junior management
6	At GMR we used the PCCMM model and got the process over a period of three years to comply & achieve the desired outcome. We successfully achieved crossing level 2 of PCMM and implemented Level 3 across all the group business verticals. Also, implemented the BOD model to nurture Sr. management teams.
7	Use of psychometric instruments used for selecting the right candidates. Performance monitoring system Training on wheels at the project level TNI through PMS
8	Key performance indicators how a person contributes to the business as an employee Employee assessments include practical assessments and role-play Group discussions and interviews and their feedback 360-degree review approach
9	Core Competency Model
10	Talent review by Nine Block Model followed by Multi-tier Development Plans
11	Psychometric tools, Thomas profiling, Strength finders test
12	GMR Group implemented the PCCMM model & succeeded process maturity over a period of 3 / 4

	years to achieve the required result.
	Training on the job at sites at all the construction projects.
13	Leadership Competency Models Organizational Competency Models Functional Competency Models Job Competency Models
14	I recommend various hybrid models considering the maturity level of the organization and the capability and budgeted resources of each client.
15	Review of performance on a quarterly basis and understand the gaps in performance and work out a comprehensive action plan. Recognize and reward the best talent at regular intervals.
16	Thomas DISC Profiling On Job Training Hay Group Job Evaluation IDPs (Transform, YLP, ELP, and LDP)
17	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. Our organization has broadly adopted the SHRM competency model in assessing and developing the competencies for the organization.
18	Organizational competency model Functional competency model Job competency model Leadership competency model
19	Organizational competency model Job competency model Leadership competency model
20	Training for knowledge skill development job-based competency

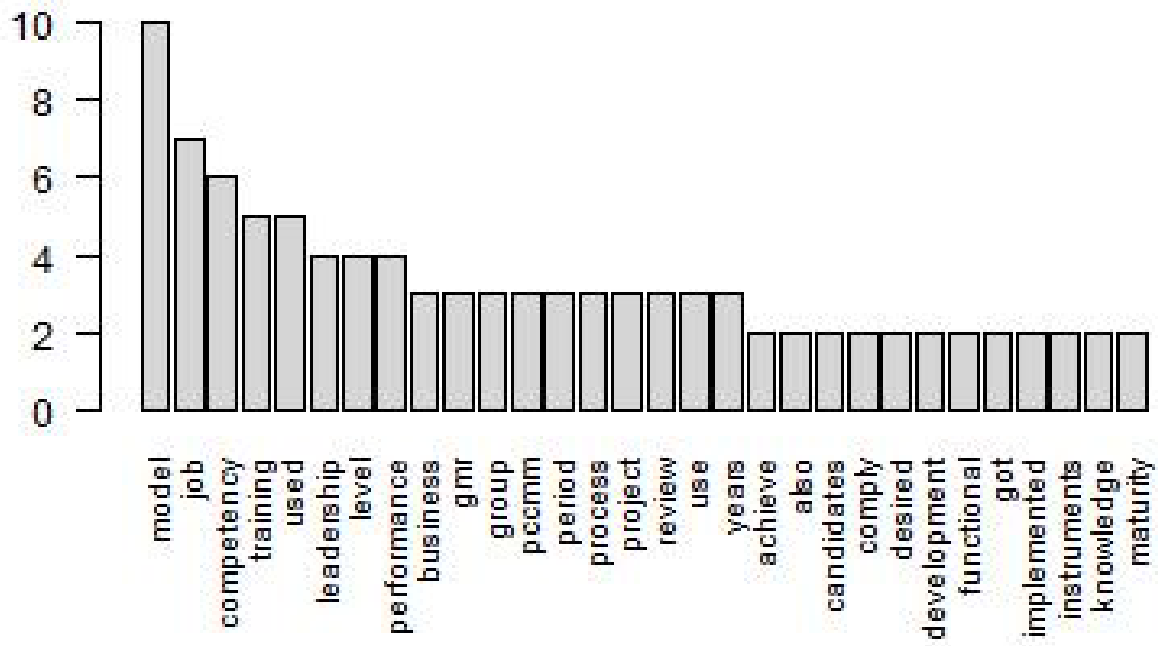


Figure 15

Bar Chart

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 on regular intervals. Finally, it is a collection of competencies that jointly define successful job performance.

Table 20

Frequency of the Word Count

Terms	Total
job	9
competency	14
training	5
used	5
leadership	4
level	5
performance	5
business	3
gmr	3
group	3
pccmm	3
period	3
process	3
project	3
review	3
use	3
years	3
achieve	2
also	2
candidates	2
comply	2
desired	2
development	2
functional	2
got	2
implemented	3
instruments	2
knowledge	2
maturity	2
metric	2
models	5
monitoring	2
organisational	2
organization	3
outcome	2
profiling	2
psycho	2

Table 21

The “People Capability Maturity Model PCMM is a tool that helps you successfully address the critical people issues in your organization”. Please comment.

Respondents	Responses
1	In the absence of an in-house established competency framework, the PCMM works out very well & lays the foundation for “High-Performance Management Culture”.
2	I agree, but PCMM I consider as a process than a tool. It helps to address critical people issues.
3	Yes, It helps a lot.
4	Yes PCMM is a major tool that helps the organization for sustainable growth.
	Ultimately strong people build a strong organization.
5	We are sustaining inconsistency management by repeatable practices and able to adopt change.
6	In India, there is a common thought that the PCMM works out very well in IT Industry only but we at GMR though being a non-IT Organization has experienced good results which have created a good foundation for “High-Performance Management Culture”.
7	Yes PCMM is a major tool that helped the organization for sustainable growth and creating wonderful branding to the organization an employer of choice. PCMM will help to match the maturity levels of employees to assimilate competencies required employees for the growing business demands.
8	Yes, it helps in understanding the requirement of the organization and its employees.
9	Is the organization prepared and willing to change Benchmark with other companies in the industry Understand the requirement of the organization and its employees
10	Not necessary by PCMM tool
11	Yes, it will address in improvising the competencies of the workforce in a systematic manner in a highly intellectual workgroup rather than in the construction industry. It has proven good results in the IT and Services Industry. My experience a couple of Infra organizations have implemented in India and witnessed good results in terms of creating a good brand for attracting talent.
12	In the absence of an in-house established competency framework, the PCMM works out very well & lays the foundation for “High-Performance Management Culture”.
	Yes PCMM is a major tool that helped the organization for sustainable growth.
	Skilled People will build strong & sustainable organizations.
13	Very much but, we still okay with CMMI Model due to various in-house reasons and soon we may adopt PCMM as well Must be more responsible at every stage after stage up-gradation business success factors may be re-defined to achieve excellence. Always better to have an outside-in perspective more than being an inside-out approach. This ensures more about the rationality part.
14	Yes, I agree. Every organization should quickly strive to move on to a competency-based platform as in level 3 of the PCMM.
15	I think it is a tool to make the organization a people and system-oriented organization with an opportunity to develop level by level and through which address of people issues would be an integral part of the model.
16	“The People CMM is useful for the organization to develop internal critical talent by way of continuously improving individual competencies, developing effective teams, motivating improved performance and shaping the workforce in line with the organization's needs to accomplish its future business plans.
17	PCMM is mainly used in Software companies to improve the management of people in

the organization.

The five levels in the PCMM are:

1. Initial Ad hoc, informal people management practices
2. Repeatable Establishment of policies for developing the capability of the staff
3. Defined Standardisation of best people management practice across the organization
4. Managed Quantitative goals for people management
5. Optimizing Continuous focus on improving individual competency and workforce motivation

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, like all capability models created by the SEI, 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.

18	It is a maturity framework that focuses on continuously improving the management and development of the human assets of an organization. It describes an evolutionary improvement path from ad hoc, inconsistently performed practices, to a mature, disciplined, and continuously improving the development of the knowledge, skills, and motivation of the workforce that enhances strategic business performance. 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.
19	Yes, it will address in improvising the competencies of the workforce in a systematic manner in a highly intellectual workgroup rather than in the construction industry. It has proven good results in the IT and Services Industry. My experience a couple of Infra organizations have implemented in India and witnessed good results in terms of creating a good brand for attracting talent.
20	This model is mostly used in software or information system organizations. The benefit of P CMM is in narrowing the scope of improvement activities to those practices that provide the next foundation for an organization's workforce development. It includes practices in such areas as work Environment, communication, training, competency development, career development, and team-building".

PCMM is a maturity framework that focuses on continuously improving the management and development of the human assets of an organization. It describes an evolutionary improvement path from ad hoc, inconsistently performed practices, to a mature, disciplined, and continuously improving the development of the knowledge, skills, and motivation of the workforce that enhances strategic business performance. The results of theme 8 showed that the majority of the organization believes that 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 attaining 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. 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.

Table 22

Frequency of Word Count

Terms	Total
pcmm	17
organization	13
tool	10
people	17
yes	7
address	6
management	10
organisation	10
workforce	9
industry	7
maturity	6
performance	5
capability	6
competencies	4
competency	4
creating	4
critical	5
foundation	4
framework	4
good	9
helps	6
issues	5
model	4
practices	6
well	4
will	4
high	3
business	3
change	3
comment	3
culture"	3
develop	3
developing	3
employees	4
growth	3
helped	3

Table 23

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

Respondents	Responses
1	Be open and transparent Develop a positive work culture – HPMC – High-Performance Management Culture Learnability – adapting to new technology/process/standards to be the best Develop the talent in the house instead of lateral hiring Develop Entrepreneurship & Leadership Skill at all level Reward & recognize the Talent
2	A ‘Top Management driven’ and committed HR Process and devotion towards the meticulous formulation and implementation of judicious Employee-friendly as well as Company’s compliant HR Policies and Procedures to be in place. Ensuring ‘Employee Engagement’ and ‘Morale’.
3	Generally, the Organizations are ignoring HR to involve them in the 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. Human resources also need to understand the business model and what is the organizations' goal in order to achieve the goal that what kind of people to be recruited who can be helpful in achieving this.
4	Selection process Identification of training needs and training Performance monitoring system
5	Conducting value workshops with Dos and Don'ts across all level of employees
6	Develop a positive work culture – HPMC – High-Performance Management Culture Encourage continuous learning culture among the workforce at all levels– adapting to new changes i.e. technology/process/standards to be the best Develop the in house talent rather lateral hiring Focus more on developing leaders and identify high pots and high performers as a continuous process rather one-time affair in the organization.
7	Leadership skills Business communication skills Transactional leadership skills to transformational leadership Continuous learning
8	Identification of training needs and training
9	Commitment by the management
10	Focus on multiple skills development Job rotations Role enhancement Focused approach on employability of resources Versatility

	Flexibility in the deployment of resources.
11	Empower the leaders Delegation of authority The robust methodology should in place to identify top performers Involve HR in business to align business objectives
12	Be open & transparent all the Company applicable policies Develop own team talent in the house instead of hiring consultants Develop a performance management system Develop entrepreneurship & leadership skill at all level employees Periodically conduct reward & recognize the skilled team Transparent employee selection process with IJP Identification of training needs and training to develop skills
13	<ul style="list-style-type: none"> • After deep primary research, it must run as an OD intervention in lines with organizational business objectives • Implementation must be with strong involvement of top management and it should be rolled out as part Top-Downtown Strategy • Deep intervention study analysis requires at every stage of <ol style="list-style-type: none"> 1) PDCA 2) Input – Process – Output analysis mode in every stage of research.
14	I recommend various hybrid models considering the maturity level of the organization and the capability and budgeted resources of each client.
15	Competency Mapping to be done on a periodical basis to match the gaps and impart training Analyze the employee job and his competencies and address the gaps Focused approach on employability of resources Job Rotation and Multi-tasking
16	To attend business-related workshops/seminars To be a part of committees engaged in business operations Strategic initiate team established in the organization to develop future business plans Outcomes of the periodical reviews, the management shall take an appropriate decision depending upon the business dynamics All Businesses planned based on the regulatory requirements and adhere to corporate governance
17	Define the vision and mission of the company and communicate the same effect to the employees Map the objectives of the company to the competencies required to achieve the objectives Map the required competencies to the available competencies of the employees and arrive the gap analysis Enhance the competencies of the employees to the required levels by proper training and development plan In case the employees do not come up to the required competencies in terms of skill levels, plan a replacement of these employees.

18	<p>“Technical competencies include HR knowledge areas such as recruitment, compensation, benefits administration, safety, employment law, etc.</p> <p>Interpersonal competencies focus on relationship management, communications, as well as global and cultural effectiveness.</p> <p>Business competencies are in the areas of business acumen, critical evaluation, and consultation.</p>
19	<p>Leadership competencies refer to ethical practice, leadership, and navigation.</p> <p>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.</p> <p>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.</p> <p>Finally, we need to extract the best out of the individual by way of appropriate encouragement.</p> <p>While awarding the annual benefits such as increments/promotions to the next levels, The organization also needs to act very transparently / ethically best!</p> <p>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!</p>
20	<p>Encourage involvement and decision making</p> <p>Givethe opportunity to share their honest opinion</p> <p>Encourage employees to bring their whole self to work (this will improve retention and performance)</p> <p>Recognition for accomplishment (will gives a sense of belongingness and increase Motivation).</p> <p>Conduct training programs to develop knowledge and Skill.</p>

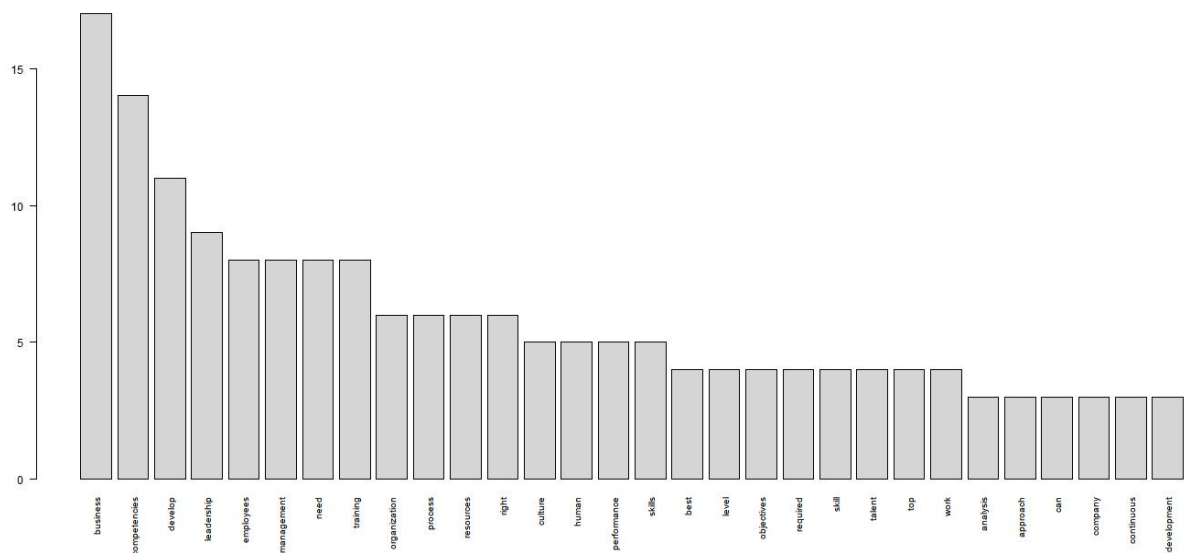


Figure 19

Bar Chart



Figure 20
Word Cloud

Results of table 23 showed that some of the respondents 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.

Table 24

Frequency of Word Count

Terms	Total
business	17
management	8
competencies	14
process	6
training	8
develop	11
human	5
leadership	9
performance	5
resources	6
employees	8
level	4
need	8
skill	4
approach	3
best	4
can	3
development	3
employability	3
employee	3
enhance	3
focus	3
focused	3
future	3
goals	3
hiring	3
house	3
identify	3
objectives	4
related	3
resource	3
skills	5
talent	4
top	4
work	4
achieve	2