

**STUDY ON LEVEL OF COMPETENCIES AND ITS
IMPACT ON ORGANIZATIONAL EFFECTIVENESS
WITH SPECIAL REFERENCE TO EX-SERVICEMEN OF
INDIAN ARMY**

Thesis
Submitted for the Award of the Degree of

DOCTOR OF PHILOSOPHY

in

Department of Management

By

Suresh Kumar Dhaka
(Registration No.: 41800785)

Supervised By:
Dr. Shikha Goyal UID: 22744
Associate Professor, LPU

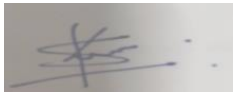


**LOVELY PROFESSIONAL UNIVERSITY
PUNJAB**

2022

DECLARATION

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which to a substantial extent has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgment has been made in the text.



Signature of Research Scholar

Name: **Suresh Kumar Dhaka**

Registration No.: **41800785**

CERTIFICATE

Certified that Mr. **Suresh Kumar Dhaka** (Registration No.: **41800785**) has worked for the Ph.D. degree on the topic entitled “**Study on Level of Competencies and its Impact on Organizational Effectiveness with Special Reference to Ex-Servicemen of Indian Army**” under my supervision. It represents his original contribution to the subject. It is complete in all respects and fit for submission and evaluation for the Ph.D degree of the Department of Mittal School of Business, Lovely Professional University, Phagwara, Punjab.

Signature of Supervisor



Dr. Shikha Goyal

Associate Professor

Lovely Professional University, Phagwara, Punjab

ABSTRACT

The present study aims to measure level of competencies possessed by ex-servicemen of Indian Army. Also, this work intends to assess the skill sets required by ex-servicemen for service sector organization for creating organizational effectiveness and to measure the level of organizational effectiveness with respect to ex-servicemen of service sector. Furthermore, it examines a best fit between Level of competencies level and skill Requirement of ex-servicemen by Service sector organizations for creating organizational effectiveness. The Study will cover 40 service sector organizations of Silicon Triangle and 400 individual ex-servicemen working there and 55 HR managers from the same organizations whereby sufficient representation will be given to the organization of different sizes and belonging to different industries. Stratified Sampling Technique will be used so as to divide the strata of PBOR (Persons below Officers Rank) and further simple random sampling can be used on each stratum. The results will be weighted & combined thereafter. In-depth Interviews with HR managers will be conducted to understand the gaps and the constructs to be used for the questionnaire.

The study has conducted literature review of relevant studies to understand the research gap. Variables have been captured at various stages of the research process. The data was transformed using Microsoft Office Excel 2019 in order to use statistical tools such as frequency tables and SPSS (version 24) was utilized for analysis. In order to examine the data, relevant statistical procedures, such as descriptive statistics, the T-test, the ANOVA, the reliability test, and regression analysis, among others, were used. In the research, it was analyzed that ex-servicemen with higher ranks have a better chance of level of competencies than those with lower positions. Findings shows that the supply curve in terms of second-career opportunities and financial returns gradually rise with higher ranks, whereas the demand curve in terms of ex-servicemen responsibilities towards their wives, children, and close relatives gradually declines. As a result, higher-ranking ex-servicemen profit twice: they get greater second-career returns against decreasing obligations, while lower-ranking ex-servicemen get zero or worse returns against increasing responsibilities. Furthermore, when qualitative examination of the level of skills of ex-servicemen retiring in a given period from two unequally developed states (regions) is done, we

have noticed elements such as year of retirement and state (region) providing deeper insight into the situation. Result shows that there are various additional social groups that have similar characteristics to those that regulate ex-servicemen while analyzing the variables that govern degree of skills. As a result, a comparison examination of two or more occupational groups defined by competency levels can be more informative. Similarly, a comparative analysis of different regions can shed new information on this field of study. Similarly, studying cultural responses to the level-of-competences process can be enlightening. Cultural influences have a significant impact on the total level of competence of ex-servicemen, despite the fact that they operate in a very subtle manner. They cultivate a culture-friendly environment for them. As a result, even if an ex-serviceman needs to wait a while to locate a suitable second career, he does not feel out of place in a familiar and favourable environment. As a result, the stresses of unemployment are reduced, and he feels more secure than his peers who live in hostile or indifferent environments. One of the primary goals of developing a typology of competency levels has been to provide an accurate assessment of ex-servicemen.

ACKNOWLEDGEMENTS

Throughout the writing of this thesis I have received a great deal of support and assistance. All through this journey, I have constantly thanked almighty for blessing me with wonderful and learned people. All these years of my PhD were filled with innumerable moments that will always remain with me in my memory lane. Today I would like to take this opportunity to thank all my well-wishers, friends and family members who helped me in fulfilling my dream of achieving a Ph.D degree.

First of all I would like to extend my heartfelt gratitude and respect for my mentor and guide, Dr. Shikha Goyal, who, from the very beginning of the Ph.D tenure motivated me to work hard to learn new techniques of research. She not only motivated me to remain focused towards my work but also helped me in my overall development by continuously working on my weaknesses and honing my skills. Her unique way of pushing me out of my comfort zone has actually helped me a lot in not just finishing my work on time but also in various other aspects of my life. I feel extremely blessed to have a mentor like her who has taught me some extremely precious lessons for life which I would always keep in my mind. She is a mentor in true sense, who not only focuses on work but gives equal importance to the mental and physical health of his students. Despite of her extremely busy schedule and the time difference in the working hours, she has always encouraged, comforted and supported me whenever I was in need. My words fall short in expressing my respect and gratitude towards her.

I would like to express my gratitude towards Lovely Professional University to select me as Ph.D research scholar. I would also thank Hon'ble Chancellor and Vice Chancellor for developing such a beautiful and serene environment in the campus along with upgraded facilities of the department, which helped in reducing stress and in focusing on my research work. I wish to acknowledge the infrastructure and facilities provided by Mittal School of Business Studies, Lovely Professional University.

I would like to take this opportunity to extent my heartfelt thanks to all the faculty members of the departments who taught me during the course work session. My Ph.D would not have started without the efforts put on by the course work

faculties whose immense knowledge made it extremely easy for me to understand those subjects and pass my course work.

I would like to express my thanks to all the faculty members and staff of Centre for Research Degree Programme for providing support. My thanks to all the Ph.D scholars of Department of Management and my various friends for maintaining a positive and fun filled environment.

Last but not the least, I would like to express my deepest regards and gratitude towards my parents and other family members who have always allowed me to dream as high as possible and have helped me in fulfilling those dreams as well. They have lived my dreams with me and had experienced much more anxiety and tension than I had. I thank all of them for providing me all the mental, physical and financial support I needed. I deeply thank my wife and son who constantly remained by my side throughout my Ph.D tenure and tried their best in providing me all the mental support possible so that I can work comfortably. I thank to Indian Army for allowing me to pursue Ph.D.

Suresh Kumar Dhaka

PREFACE

The present study aims to measure level of competencies possessed by ex-servicemen of Indian Army. Also, this work intends to assess skill sets required by ex-servicemen for service sector organization for creating organizational effectiveness and to measure the level of organizational effectiveness with respect to ex-servicemen of service sector. Furthermore, it examines a best fit between Level of competencies level and skill Requirement of ex-servicemen by Service sector organizations for creating organizational effectiveness. The Study covers 40 service sector organizations of Silicon Triangle and 400 individual ex-servicemen working there and 55 HR managers from the service sector organizations whereby sufficient representation will be given to the organization of different sizes and belonging to different industries. The study has conducted literature review of relevant studies to understand the research gap which has been discussed in detail in chapter 2.

In-depth Interviews with HR managers were conducted to understand the gaps and the constructs to be used for the questionnaire. Questionnaire was designed according to the variables and sub variables identified. The reliability test like Cronbach's alpha test was done after the pilot study for the further finalization of the questionnaire. In the research, it was analyzed that ex-servicemen with higher ranks have a better chance of level of competencies than those with lower positions. Findings shows that the supply curve in terms of second-career opportunities and financial returns gradually rise with higher ranks, whereas the demand curve in terms of ex-servicemen responsibilities towards their wives, children, and close relatives gradually declines. As a result, higher-ranking ex-servicemen profit twice: they get greater second-career returns against decreasing obligations, while lower-ranking ex-servicemen get zero or worse returns against increasing responsibilities.

CHAPTER 1 – INTRODUCTION

In this chapter author sets the stage for study and introduces the concept of organization and its effectiveness, Concept of level of competencies, Ex-servicemen of Indian army and their services in the organizations. Furthermore, objectives and hypothesis of the study, rationale of the study, overview of the study and contribution

of the study is also presented in the chapter. The study also seeks to find the causal relationships between the variables identified.

CHAPTER 2 – LITERATURE REVIEW

In this chapter author presents various relevant review of literature. Literature covers the concept of an organization and its effectiveness, concept of level of competencies, Ex-servicemen of Indian army and their services in the organizations, Influencing factors, conclusion and research gap.

CHAPTER 3 – RESEARCH METHODOLOGY

This chapter covers the methodology conducted to fulfill the stated objectives. Study is descriptive in nature, where researcher will not have any control on the variables and it will be cross- sectional in nature, where information will be gathered from respondents at a particular point of time. The Study covered 40 service sector organizations of Silicon Triangle and 400 individual ex-servicemen working there, 55 HR managers from the same organizations whereby sufficient representation will be given to the organization of different sizes and belonging to different industries. These ESM will be divided into different strata Stratified Sampling Technique will be used so as to divide the strata of PBOR (Persons below Officers Rank) and further simple random sampling can be used on each strata. In-depth Interviews with HR managers were conducted to understand the gaps and the constructs to be used for the questionnaire.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

This chapter contains the Data Analysis and Interpretations derived on the basis of the research methodology and discussions are made based on the research and the findings. The Microsoft office excel 2019 was used to transform the data to apply statistical techniques such as frequency table and SPSS (version 24) used for analysis. Data was analyzed by appropriate statistical tools such as descriptive, T-Test, ANOVA, reliability test, regression analysis, etc. The reliability test like Cronbach's alpha test was done after the pilot study for the further finalization of the questionnaire. There are sub variables for Different Competencies which are independent variables and the Organization Effectiveness is the Dependent Variable.

Tools to be used are descriptive analysis are factor analysis, and Multiple Regression analysis.

CHAPTER 5 – DISCUSSIONS AND FINDINGS OF THE RESEARCH

This chapter covers the findings derived from the Results and Discussions for potential researchers looking to explore this area. In the research, it was analyzed that ex-servicemen with higher ranks have a better chance of level of competencies than those with lower positions. To summarize the point in a nutshell, we discovered that the supply curve in terms of second-career opportunities and financial returns gradually rises with higher ranks, whereas the demand curve in terms of ex-servicemen responsibilities towards their wives, children, and close relatives gradually declines. As a result, higher-ranking ex-servicemen profit twice: they get greater second-career returns against decreasing obligations, while lower-ranking ex-servicemen get zero or worse returns against increasing responsibilities.

CHAPTER 6: CONCLUSION, FUTURE PROSPECTS & LIMITATION

This chapter covers the limitations of the study as well as limitations faced by researcher during his research work. It also contains the future prospects of the study which can be utilized by future researchers, various government departments as well as various industries. In the end the study is concluded by the conclusion of the research work.

TABLE OF CONTENTS

Topic	Page No.
INNER TITLE PAGE	i
DECLARATION	ii
CERTIFICATE	iii
ABSTRACT	iv-v
ACKNOWLEDGEMENTS	vi-vii
PREFACE	viii-x
TABLE OF CONTENTS	xi-xvi
LIST OF TABLES	xvii-xxi
LIST OF FIGURES	xxii-xxiii
LIST OF ABBREVIATIONS	xxvi-xxvii
CHAPTER 1: INTRODUCTION	1-38
1.1 Concept of an Organization and its Effectiveness	1
1.1.1 Concept of an Organization	1
1.1.2 Features of an Organization	3
1.1.3 Significance and the Benefits of an Organization	5
1.1.4 Concept of an Organizational Effectiveness	7
1.1.5 Factors Affecting OE	9
1.1.6 Organizational Effectiveness – Six Systems	10
1.2 Concept of Level of Competencies	12
1.2.1 Meaning & Areas of the Term “Competencies”	12
1.2.2 The Organization’s Competence Stages	17
1.2.3 Meaning of the Level of Competencies	19
1.3 Ex-servicemen of the Indian Army and their Services in the Organizations	23
1.3.1 Ex-servicemen of the Indian Army	23
1.3.2 Services of Ex-servicemen in the Organizations	27
1.4 Objective of the Study	33
1.5 Hypothesis of the Study	33
1.6 Research Question	34

1.7	Scope of the Study	36
1.8	Research Methodology	37
1.8.1	Research Design	37
1.8.2	Population of the Study	37
1.8.3	Sampling Unit	37
1.8.4	Sampling Size	37
1.8.5	Sampling Technique	37
1.8.6	Data Collection	37
1.8.7	Variables Used	38
1.8.8	Statistical Tools	38
CHAPTER 2: LITERATURE REVIEW		39-61
2.1	Concept of an Organization and its Effectiveness	39
2.2	Concept of Level of Competencies	41
2.3	Ex-servicemen of the Indian Army and their Services in the Organizations	47
CHAPTER 3: RESEARCH METHODOLOGY		62-92
3.1	Introduction	62
3.2	Need and Scope of the Study	63
3.3	Research Gap in the Study	64
3.4	Objective of the Study	67
3.5	Conceptual Model Framework	67
3.6	Hypothesis of the Study	68
3.7	Objective Wise Research Design	71
3.8	Sample Size	73
3.8.1	Determination of Sample Size	73
3.8.2	Determination of Precision of Outcomes	74
3.8.3	Determination of Confidence Level	74
3.8.4	Estimation of Population Variability	75
3.8.5	Estimation of the Response Rate	75
3.8.6	Results of Sample Size Determination	75
3.8.7	Discussion on Determination of Sample Size	76
3.9	Method of Data Collection	76
3.9.1	Qualitative and Quantitative Research	77

3.9.2	Collection of Data through Questionnaires	78
3.9.3	Depth Interviews	79
3.9.4	Interviews Implementation	80
3.9.5	Questionnaire Construction	82
3.9.6	Survey Implementation	82
3.9.7	Response Rate	83
3.10	Sources of Data for the Study	83
3.10.1	Sources of Primary Data	84
3.10.2	Sources of Secondary Data	84
3.11	Design of the Questionnaire	85
3.12	Measurement of Variables: Reliability and Validity Analysis	87
3.12.1	Analysis of Reliability	88
3.12.2	Analysis on Validity	89
3.12.3	Discussion on Reliability and Validity	90
3.13	Research Design Purpose	91
CHAPTER 4: DATA ANALYSIS AND INTERPRETATION		93-205
4.1	Objective 1: To Measure the Level of Competencies Possessed By Ex-servicemen of the Indian Army	93
4.1.1	Profile & Age Group of Ex-servicemen	94
4.1.2	Education Qualification of Ex-servicemen	95
4.1.3	Salary of Ex-servicemen	96
4.1.4	Level of Job Army of Ex-servicemen	97
4.1.5	Generic Competencies Acquired by Ex-services Man	98
4.1.6	Threshold Competencies acquired by Ex-servicemen	104
4.1.7	Differentiating Competencies Acquired by Ex-servicemen	109
4.2	HR Managers of the Service Industry	115
4.2.1	Generic Competencies Acquired as per HR Managers	115
4.2.2	Threshold Competencies Acquired as per HR Managers	121
4.2.3	Differentiating Competencies Acquired as per HR Managers	125

4.3	Objective 2: To Assess the Skill Sets Required by Ex-servicemen for Service Sector Organizations to Create Organizational Effectiveness	134
4.3.1	Skill Sets Required for Non-Supervisory and Supervisory (Team Leaders) Employees as per your organization	134
4.3.2	The Methods Adopted to Measure Organizational Effectiveness	136
4.3.3	Models Adopted for Organizational Effectiveness	137
4.3.4	Sentimental Analysis of the Usage of Model	137
4.3.5	Comparison between Personal, Technical and Non-technical Competencies Score	138
4.4	Objective 3: To Measure the Level of Organizational Effectiveness with respect to Ex-servicemen of the Service Sector	151
4.4.1	Organizational Effectiveness	151
4.5	Hypothesis Testing	160
4.5.1	Hu1: Generic Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	160
4.5.2	Hu2: Threshold Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	162
4.5.3	Hu3: Differentiating Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	164
4.5.4	Hu4: Management Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	166
4.5.5	Hu5: Communication Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	168
4.5.6	Hu6: Leadership Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	170

4.5.7	Hu7: Thinking Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	172
4.5.8	Hu8: Team Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	174
4.5.9	Hu9: Decision-Making Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	176
4.5.10	Hu10: Analytical Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector	178
4.6	Objective 4: To Create a Best Fit between Level of Competencies Level and Skill Requirement of Ex-servicemen by Service Sector Organizations for Creating Organizational Effectiveness	185
4.6.1	Comparative Analysis between Correlation and Mean Variation between the Competencies Level of Both HR and Ex-Servicemen	185
4.6.2	Comparative Analysis between Correlation and Mean Variation between the Competencies Skill Level of Both HR and Ex-Servicemen	187
4.6.3	Comparative Analysis between Mean Variations between the Generic Competencies Acquired of Both HR and Ex-Servicemen	191
4.6.4	Comparative Analysis between Mean Variation between the Threshold Competencies Acquired of Both HR and Ex-Servicemen	194
4.6.5	Comparative Analysis between Mean Variation between the Differentiating Competencies acquired of both HR and ex-Servicemen	197
4.6.6	Best Fit between Level of Competencies Level of Ex-servicemen by Service Sector Organizations for Creating Organizational Effectiveness	201

CHAPTER 5: DISCUSSIONS AND FINDINGS OF THE RESEARCH	206-226
CHAPTER 6: CONCLUSION, FUTURE PROSPECTS & LIMITATIONS	227-234
6.1 Conclusion	227
6.2 Future Recommendations	231
6.3 Limitations	233
BIBLIOGRAPHY	235-244
APPENDICES	245-254

LIST OF TABLES

Table No.	Name of Table	Page No.
Table 4.1	Age group of Ex-Servicemen	94
Table 4.2	Education Qualification of ex-servicemen	95
Table 4.3	Salary of Ex-servicemen	96
Table 4.4	Level of job army of ex-servicemen	97
Table 4.5	Reliability test of generic competencies acquired	98
Table 4.6	KMO & BT of generic competencies acquired	98
Table 4.7	Communalities of generic competencies acquired	99
Table 4.8	TVE of generic competencies acquired	101
Table 4.9	Rotated Component Matrix of generic competencies acquired	102
Table 4.10	Reliability test of threshold competencies acquired	104
Table 4.11	KMO & BT of threshold competencies acquired	105
Table 4.12	Communalities of threshold competencies acquired by Ex-servicemen	105
Table 4.13	TVE of threshold competencies acquired	107
Table 4.14	Rotated Component Matrix of threshold competencies	108
Table 4.15	Reliability test of differentiating competencies acquired	109

Table No.	Name of Table	Page No.
Table 4.16	KMO & BT of differentiating competencies acquired	109
Table 4.17	Communalities of Differentiating competencies acquired	110
Table 4.18	TVE of Differentiating competencies acquired	112
Table 4.19	Rotated Component Matrix	113
Table 4.20	Reliability test of generic competencies required	115
Table 4.21	Reliability test of generic competencies required	115
Table 4.22	Communalities test of generic competencies required	116
Table 4.23	Total Variance Explained of generic competencies acquired	118
Table 4.24	Rotated Component Matrix of generic competencies acquired	119
Table 4.25	Reliability test of threshold competencies required	121
Table 4.26	Reliability test of threshold competencies required	121
Table 4.27	Communalities of threshold competencies required	122
Table 4.28	Total Variance Explained of threshold competencies acquired	123
Table 4.29	Rotated Component Matrix of threshold competencies acquired	124

Table No.	Name of Table	Page No.
Table 4.30	Reliability test of differentiating competencies required	126
Table 4.31	KMO & BT of differentiating competencies required	126
Table 4.32	Communalities of differentiating competencies required	127
Table 4.33	Total Variance Explained of differentiating competencies acquired	129
Table 4.34	Rotated Component Matrix of differentiating competencies acquired	130
Table 4.35	Non-Supervisory and Supervisory	134
Table 4.36	Descriptive Analysis	138
Table 4.37	ANOVA Test	139
Table 4.38	Identified Competencies of ex-servicemen in Service Sector working at Supervisory Level	140
Table 4.39	Identified Competencies of ex-servicemen in Service Sector working at Managerial Level	143
Table 4.40	Identified variables of Organizational Effectiveness used in the Service Sector	145
Table 4.41	Various categories of the competencies	148
Table 4.42	Reliability test of organizational effectiveness	152

Table No.	Name of Table	Page No.
Table 4.43	Items Statistics of organizational effectiveness	152
Table 4.44	KMO & BT of organizational effectiveness	153
Table 4.45	Communalities of organizational effectiveness	154
Table 4.46	Total Variance Explained of organizational effectiveness	155
Table 4.47	Rotated Component Matrix of organizational effectiveness	157
Table 4.48	Descriptive Statistics of hypothesis 01	160
Table 4.49	Model Summery of hypothesis 01	160
Table 4.50	ANOVA test of hypothesis 01	161
Table 4.51	Coefficient's test of hypothesis 01	162
Table 4.52	Descriptive statistics of hypothesis 02	162
Table 4.53	Model Summary of hypothesis 02	163
Table 4.54	ANOVA test of hypothesis 02	163
Table 4.55	Coefficient's test of hypothesis 02	164
Table 4.56	Descriptive statistics of hypothesis 03	164
Table 4.57	Model Summary of hypothesis 03	165
Table 4.58	ANOVA test of hypothesis 03	165
Table 4.59	Coefficient's test of hypothesis 03	166

Table No.	Name of Table	Page No.
Table 4.60	Descriptive statistics of hypothesis 04	166
Table 4.61	Model Summary of hypothesis 04	167
Table 4.62	ANOVA test of hypothesis 04	167
Table 4.63	Coefficient's test of hypothesis 01	168
Table 4.64	Descriptive statistics of hypothesis 05	168
Table 4.65	Model Summary of hypothesis 05	169
Table 4.66	ANOVA test of hypothesis 05	169
Table 4.67	Coefficient's test of hypothesis 05	170
Table 4.68	Descriptive statistics of hypothesis 06	170
Table 4.69	Model Summary of hypothesis 06	171
Table 4.70	ANOVA test of hypothesis 06	171
Table 4.71	Coefficient's test of hypothesis 06	172
Table 4.72	Descriptive statistics of hypothesis 07	172
Table 4.73	Model Summary of hypothesis 07	173
Table 4.74	ANOVA test of hypothesis 07	173
Table 4.75	Coefficient's test of hypothesis 07	174
Table 4.76	Descriptive Statistics of hypothesis 08	174
Table 4.77	Model Summary of hypothesis 08	175

Table No.	Name of Table	Page No.
Table 4.78	ANOVA test of hypothesis 08	175
Table 4.79	Coefficient's test of hypothesis 08	176
Table 4.80	Descriptive statistics of hypothesis 09	176
Table 4.81	Model Summary of hypothesis 09	177
Table 4.82	ANOVA test of hypothesis 09	177
Table 4.83	Coefficient's test of hypothesis 09	178
Table 4.84	Descriptive statistics of hypothesis 10	178
Table 4.85	Model Summary of hypothesis 10	179
Table 4.86	ANOVA test of hypothesis 10	179
Table 4.87	Coefficient's test of hypothesis 10	180
Table 4.88	Descriptive Statistics with t-test of Competencies level	186
Table 4.89	Correlation of Competencies level	187
Table 4.90	Descriptive Statistics with t-test of Competencies skill level	188
Table 4.91	Correlation of Competencies skill level	189
Table 4.92	Group Statistics between the Generic Competencies acquired by both HR and ex-Servicemen	191
Table 4.93	Group Statistics between the Threshold Competencies acquired as per HR and ex-	94

Table No.	Name of Table	Page No.
	Servicemen	
Table 4.94	Group Statistics between the Differentiating Competencies acquired as per HR managers and ex-Servicemen	95

LIST OF FIGURES

Figure No.	Name of Figure	Page No.
Figure 1.1	Share of the service sector in GDP & Employment	35
Figure 3.1	Share of the service sector in GDP & Employment	65
Figure 4.1	Age group of Ex-Servicemen	94
Figure 4.2	Education Qualification of ex-servicemen	95
Figure 4.3	Salary of ex-servicemen	96
Figure 4.4	Level of job army of ex-servicemen	97
Figure 4.5	Non-Supervisory and Supervisory	135
Figure 4.6	Major themes for Supervisory & Non-Supervisory skills	135
Figure 4.7	Major themes for measures of Organizational Effectiveness	136
Figure 4.8	Major Models used for Organizational Effectiveness	137
Figure 4.9	Sentiment Analysis of Usage of model	137
Figure 4.10	Line chart of competencies	139
Figure 4.11	Word frequency of Identified Competencies of ex-servicemen in Service Sector working at Supervisory Level	142
Figure 4.12	Word frequency of Identified Competencies of ex-servicemen in Service Sector working at Managerial Level	145
Figure 4.13	Identified variables of Organizational Effectiveness used in the Service Sector	147
Figure 4.14	Model fit diagram for the different acquired competencies	201
Figure 4.15	Model fit diagram for the different skill acquired competencies	202

LIST OF MODEL/ FLOW CHART

Model / Flow Chart No.	Name of Model/Flow Chart	Page No.
Mode: 3.1	Conceptual Model	68
Flow Chart: 3.1	Hypothesis Testing Flow Chart	70

ABBREVIATIONS

Sr. No.	Full Form	Abbreviation
1.	Army Placement Agency	APA
2.	Balanced Scorecard	BSC
3.	Bartlett test	BT
4.	Competency Mapping	CM
5.	Cronbach alpha	CA
6.	Department of Defence	DOD
7.	Director General Resettlement	DGR
8.	District Soldier Board	DSB
9.	Eigen values	EV
10.	Emotional Intelligence	EI
11.	Equity, diversity, and inclusion	EDI
12.	Ex-servicemen	ESM
13.	Ex-Servicemen Contributory Health Scheme publishes	ECHS
14.	Factor analysis	FA
15.	Gross Domestic Product	GDP
16.	Human resource management	HRM
17.	Human Resources	HR
18.	Indian Air Force	IAF
19.	Indian Armed Forces	IAF
20.	Information Technology	IT
21.	Kaiser-Meyer-Olkin	KMO
22.	Kendriya Sainik Board	KSB
23.	Key Result Areas	KRA
24.	Key Skill Areas	KSAs
25.	Knowledge, skills, and abilities	KSA
26.	Market research	MR
27.	Ministry of Defence	MOD
28.	Model Summery	MS
29.	National Skill Development Agency	NSDA
30.	National Stock Exchange	NSE

31.	Organizational Effectiveness	OE
32.	Performance Management	PM
33.	Personal-organization	P-O
34.	Person-environment	P-E
35.	Personnel below Officers Rank	PBOR
36.	Rajay Sainik Board	RSB
37.	Rotated Component Matrix	RCM
38.	Skill Gaps	SGs
39.	Statistical Package for Social Science	SPSS
40.	Structural Equation Model	SEM
41.	Succession Planning	SP
42.	Ministry of Defence	MOD
43.	Total Variance Explained	TVE
44.	Training & Development	T & D
45.	United States Department of Defence	USDOD

CHAPTER 1

INTRODUCTION

1.1 CONCEPT OF AN ORGANIZATION AND ITS EFFECTIVENESS

1.1.1 Concept of an organization

The formation of a group of people in today's world to attain aims and objectives is known as an organization. The concept of an organization has existed since the beginning of civilizations to develop and achieve objectives. The term "organization" has a long deep history in China, dating previous back to the time of the emperors and continuing until the time of Egyptian civilization when the construction of a single pyramid necessitated hundreds of workers. As a result, good planning and organization were essential for the pyramid's construction. In today's modern culture, organization has become one of the most critical tools for accomplishing a task.(Berkowitz, H., & Dumez, H. 2016).

Additionally, huge, and sophisticated organizations operate effectively in every sector of human activity, regardless of cultural, ideological, or other distinctions. The organizational notion has significantly impacted the quality of life in society. Thus, it is critical to study the concept of organizations to accomplish goals to comprehend human behaviour. The concept of an organization can be viewed from two angles. These are referred to as Micro and Macro. In the organizational paradigm, the micro viewpoint denotes an emphasis on the person, implying the interaction of the individual with groups and factors used to quantify the individual's reaction, (A. K. 2004)

Additionally, it encompasses an individual's learning curve, his motivating elements, and his entire research pattern. As a result, the micro viewpoint can be considered to be applied as a metric for organizational behaviour discipline. On the other hand, the macro view of the organization indicates that an organization is a unit that functions with the assistance of many people. It is associated with the organization's objectives, structure, technologies, and manner in which the organization interacts with its environment. Thus, Organizational Theory is recognized as a distinct subject that

studies the macro viewpoint of organizations in general. Consequently, when taken into consideration together, these two aspects produce a holistic image of the investigation as well as the idea of an organization. In the modern era, the organization's theory is defined as a group of people or members of a group working towards a common purpose. The organizational idea is highly dynamic, evolving in response to the changes in objectives, aims, strategies, demand and supply, and the changing environment. Since various organizational theorists have highlighted distinct qualities of organizations, the term "organization" has been interpreted in several ways.(Kijkuit, B., & Van Den Ende, J. 2007).

"Organization is a social unit deliberately constructed and reconstructed to seek specific goals."

—Talcott Parsons (1958)

"Organization is defined as a corporate group. A corporate group is a social relation that is either closed or limits the admission of outsiders by rules... its order is enforced by the actions of specific individuals whose regular function is."

—Max Weber (1921)

"Organizations are defined as collectivities that have been established for the pursuit of relatively specific objectives on a more or less continuous basis. Organizations have fixed boundaries, a normative order, authority rank, a communication system and an incentive system which enables various types of participants to work together in the pursuit of common goals."

—W.R. Scott (1995)

"Organization is defined as the form of human association for attaining common objectives."

—Mooney and Reiley (1931)

"Organization can be defined as the process of identifying and grouping the work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives."

—Louis A. Allen (1958)

1.1.2 Features of an Organization

In today's environment, each organization has its own goals, objectives, and policies. As a result, each organization has unique characteristics based on its framework. These include the following:

1. **Achievement of Common Objectives:** It is a well-known reality that an organization is a deliberate and purposeful formation of its members. Additionally, it serves to achieve the company's common goals and objectives. As a result, to fulfill the enterprise's key goals, the different parts of the organization's objectives are in charge of leading the charge. Furthermore, the organizational structure must be structured around the organization's clearly defined and shared goals, or it will fail. Thus, it contributes to the correct achievement of objectives.(Xiaofei, W., et al.,(2021)
2. **Deliberate and Conscious of Creation and Recreation:** Organizations, as social units, are primarily created or recreated. As such, it is the deliberate coordination of the activity of two or more individuals. As a result, social units are distinct from organizations. Additionally, if the member's performance meets the necessary standard, the member enters the organization via a contract; however, if the member's performance falls short of the standard, the member may be dismissed. So, the relationship between organization members and the organization is based on a contract. As a result, the organization employs strategies such as promotions and demotions of persons within the organization and recreation of groupings to achieve its goals.(Xiaofei, W., et al.,(2021)
3. **Composition of Interrelated Individuals:** One of the characteristics of an organization is that it is an aggregation or a combination of interconnected persons. They are connected individuals rather than just a collection of unconnected persons. The interconnected collection of individuals is responsible for defining the organization's boundaries. Consequently, the organization is distinguished from the other elements that exist in its surroundings and is recognized as a distinct entity.(Xiaofei, W., et al.,(2021)

4. **Coordination:** One of the characteristics of an organization is its ability to coordinate its activities effectively. In addition to the distribution of tasks, coordination is just as crucial. Integration and harmonization can be achieved through this process of collaboration. Because of coordination, there is no information redundancy or delays in the organization. This is because many functions within the organization are interdependent, which helps improve the overall performance of the individuals who work there. As a result, unless and until all segments are effectively integrated, the organization's overall performance will be negatively affected.(Studer, S., & Von Schnurbein, G. 2013)
5. **Division of Work:** One of the most essential characteristics of an organization is the division of labour into smaller parts. The various tasks are then delegated to different people so they can be completed on time. This indicates that there is a division of labour. Since a single person cannot perform multiple or all functions, it is essential to specialize in different activities to increase productivity and efficiency. To perform the task of assigning work to diverse persons, an organization assists in separating the job into related tasks that are necessary to complete the task.(Brown, A. 2001)
6. **Well-Defined Authority &Responsibility Relationship:** An organization has a hierarchy of roles and responsibilities, each with well-stated authority and accountability. Due to a central authority, an organization's chain of command is always constrained. The positional hierarchy largely determines the flow of information and the structure of interpersonal connections.(Brown, A. 2001)
7. **Co-operative Relationship:** The organization facilitates the development of cooperative relationships among the different members of the organizational groups. Although it is well known that a single individual cannot control an organization, it involves the leadership of two or more individuals to carry out its functions. This contributes to the expansion of a valid conclusion to work. The structure of coordination among the current members of the different divisions of an organization should be both vertical and horizontal in nature, and it must be both formal and informal. To effectively encourage employees,

the structure must be planned in such a manner that the work is completed correctly. (Håkansson, H., & Henders, B. 2014)

8. **Performance:** A successful performance can only be achieved through the development of human resources, which is the primary purpose of the organization. Organizational development strategies should be implemented so as to maximize employee creativity and motivation at the workplace. Organizational performance includes characteristics such as job enrichment, job enlargement, as well as work satisfaction. Specialization, in particular, is beneficial in the efficient fulfillment of one's duties.(Corvellec, H. 2018).
9. **Group Behaviour:** An organization is believed to be a collection of individuals or a group of individuals. Organizational performance is determined by the behaviour of its individuals and the group that makes up that organization. Furthermore, individual or group behaviour, as well as organizational structures, serve as the foundation for group behaviour. A group's interactions are developed on a personal level and also on a subordinate level, including between subordinates and with the superior. Organizations, both official and informal, are responsible for developing appropriate group behaviour. The group's behaviour has paved the way for teamwork, which is widely regarded as the most efficient type of organization. Team spirit, team awards, team success, and teamwork are all characteristics that have taken on increased significance in large organizations since the beginning of the twenty-first century. Groups are more productive and efficient at their jobs in an organization than individuals. Consequently, they are capable of accomplishing more than they could individually.(Bratton, J. 2020)

1.1.3 Significance and the Benefits of an Organization

Relationships between employees are influenced by the organizational structure. Only a clearly defined organization can carry out responsibilities like leadership, collaboration, and control. In order to fulfill the company's objectives, management will be unable to demonstrate their managerial abilities effectively if the organization's organizational structure is unclear.(Wolniak, R. 2013).

1. **Contributes to the most effective utilization of technological developments:** A good organization's performance can be evaluated by looking at how well it adapts to continuously changing contexts. Every now and again, technical advancements occur, and management is needed to take advantage of them in order to compete in today's market. Furthermore, in order to meet all emerging requirements, the organization's nature must be adaptable. Organizations must re-schedule and re-adjust their activities and responsibilities in order to assess how well they are adapting to new circumstances. Consequently, in order to make the greatest possible use of technical advancements, it may be necessary to delegate new authorities.
2. **Assists in Management & Administration:** An organization must establish a solid basis before it can exercise effective administrative control. Functions such as coordination & control necessitate a suitable division of different responsibilities and the assignment of those responsibilities to appropriate individuals. Even effective ideas can go wrong when they're not carried out effectively. The distribution of responsibility among diverse individuals must be done in an efficient manner because adequate authority will be required in order to perform the functions in a methodical manner. A successful system, on the other hand, is a valued asset for management since it assists in the accomplishment of organizational goals through the use of effective controls. As a result, an organization serves as a medium for better management to occur.
3. **Supports Growth & Expansion:** A business's scope and operations expand when it has a cohesive organization. There will always be a demand for additional personnel as a result of growth and expansion. A versatile organizational structure enables hiring more personnel without interfering with current operations.
4. **Proper Co-ordination:** There is a requirement to coordinate the activities of distinct segments. A well-run organization will correctly divide and subdivide its functions to complement the tasks of various segments. As a result, the business will automatically coordinate.

5. **Training & Development of the Organization's Human Resources:** A successful organization provides opportunities for people's growth and training. A well-defined authority sets up a structure for how talent can be used. There will be enough time to try out new ideas to improve the organization's work. New recruits receive adequate training for their jobs. They are paired with experienced individuals who teach them as they perform different tasks. In comparison to classroom training, on-the-job training is far superior and produces superior outcomes. A well-designed organizational structure will give adequate opportunities for new trainees for employee training.(Ahrne, G., & Brunsson, N. 2011)

1.1.4 Concept of an Organizational Effectiveness

There is a concept of organizational effectiveness in an organization. It is frequently utilized in both organizational research and practice. The concept of organizational effectiveness originated during the modern management and industrialization eras when the primary objective was to maximize productivity. Other synonyms for OE include organizational success or value, which refers to the ability of an organization to accomplish specified goals.(Daft, R. L.2015) In other words, organizational effectiveness is described as a notion used by an organization to determine how effectively its aims and objectives are accomplished within the constraints of available resources without causing undue hardship to its employees. Thus, the organization's collection of rules, policies, procedures, goals, and objectives must be well defined for effectiveness. Additionally, to achieve organizational success, the organization must establish an efficient, effective, and supportive atmosphere for its human resource. There are a variety of ways that can be used to create an effective organization. These are described in greater detail below:

1. **Goal approach:** It is a strategy that focuses on maximizing profit by providing superior services that result in increased productivity. Besides the benefit, this approach has a disadvantage in that it makes it somewhat difficult to distinguish between the ideal and real goals.(Jones, G. R., & Jones, G. R. 2013)

2. **System-resource approach:** In this approach, procedures that match the organization's current work environment are interdependent. It involves the exchange of human, economic, as well as physical resources through input-output interactions. However, in addition to its advantages, it has some disadvantages, like the fact that it aligns resource acquisition from the environment with the organization's objective, making it very comparable to the approach of goal-oriented.(Lecy, J. D., et al.,2012)
3. **Functional approach:** In this approach, the objectives and aims of the organization have already been set. After which, the emphasis is on how well the organization can reach them. The disadvantage of these methods is that the organization has the power to do things on its own to reach its objectives.(Li, S., et al., 2006).

The effectiveness of the organization is measured in a financial or non-financial way. It also indicates the attainment of the company's mission, vision, and goals, along with profitability, productivity, and employee satisfaction. It has been noted that when individual and organizational vision and goals align with the organization, both automatically achieve a higher degree of effectiveness. When evaluating organizational effectiveness, several elements must be considered, including the style of leadership, organizational commitment, employee level of satisfaction, level of customer satisfaction, variety of tasks, and quality assurance. These considerations are significant not just for a typical civilian working in a service industry company. Still, they are also vital for ex-servicemen who, after retiring from the military at the age of 30-45, want employment in the civil sector. The researcher believes that after serving their nation, these men should have a smooth transformation from the army to civilian life so that both the ex-servicemen as well as the organization for which he is working benefit, and that this can only be achieved by having the right competencies in the right places in order to achieve organizational effectiveness, which is what he is working towards. The literature review revealed that the terms organizational effectiveness and organizational performance are frequently used interchangeably. While organizational performance is a short-term indicator, organizational effectiveness is a longer-term metric.(Hussain, M., & Hoque, Z. 2002)

(Hackney, et al, 2022)has conducted a considerable study on Organizational Performance and Productivity, focusing on numerous instances from both the commercial and governmental sectors to support his findings. According to the author, the researcher in organizational effectiveness has attempted to uncover many contextual aspects that can affect individual and organizational efficacy.

(Biswas, Giri, et al.2009) looked into how organizational culture affects employee productivity and how well a company works together as a whole. The research was done at nine different Indian businesses, four from the manufacturing industry as well as five from the service industry. An assessment devised by the researchers was used to assess organizational culture.

(Shet, S. V., et al., 2019)The organization's efficacy will be evaluated using a scale created and the results of managerial self-reports were used to calculate organizational effectiveness scores. The results found support for the positive relationship between organizational culture and organizational effectiveness, as had been hypothesized. Individual and organization-level criteria, including employee performance and organizational effectiveness, were found to be significantly influenced by culture, which was determined to be an organization-level structure.

1.1.5 Factors Affecting OE

There are a variety of elements that determine the efficiency of an organization. These are described below:

1. **Casual variables:** It's primarily the things that the organization and its managers and leaders change. These are policies, leadership, skills & behaviour, and corporate strategies that are changed. When an organization grows, these "casual variables" come into consideration.
2. **Intervening variables:** These are variables in the organization that include motivation, performance standards, attitudes, commitment, and behavior & attitude of employees, as well as their ability to make effective decisions. These intervening variables represent the health of an organization.

3. **End-result variables:** These are the variables that encompass loss, cost, revenue, and efficiency. Essentially, these end-result variables indicate an organization's overall success.(Kamilah, N., et. al.,2020)

1.1.6 Organizational Effectiveness – Six Systems

The six systems set up conditions are necessary in order to create a high-performing organization. These include the following:

1. **Leadership:** For an organization to be effective, it is critical to building leadership among its levels. Leading their firm's vision means developing, defining, improving, and implementing essential business procedures, converting corporate values into strategies, and taking action, which is also considered responsible. There are three questions that a leader must address, which are as follows:
 - ❖ **Value:** The benefit & value provided to customers in exchange for gaining a market advantage
 - ❖ **Approach:** The satisfaction of the specific requirements of his stakeholders, as well as the development of a strategy that supports the vision for gaining competitive advantage.
 - ❖ **Alignment:** The alignment of procedures, techniques, strategies, organization structures, and culture, and also the establishment of the best possible circumstances for the achievement of the company's goal.
2. **Communication:** The continuous sharing of information necessitates a well-functioning communications network in every firm. Leaders who can convey their ideas to others are more likely to be successful. In a firm, everything takes place when information is shared, which is why strategic communication is essential to the success chain. It ensures that the communication's impact is consistent with its desired impact, resulting in a more comprehensive and accurate understanding of the message. Keeping track of your words and communicating effectively is essential, so pay attention to what, where, when, & how. It is critical for an organization's success to ensure that the leader is

aligned with his or her team members and routinely instructs them. When the leadership communicates openly, it helps to retain the emphasis on a single goal while reducing confusion, preventing excuses, and empowering people to take ownership of their actions and beliefs.

3. **Accountability:** The notion of accountability is critical to the organization's success. Individuals and groups should be held accountable for their work for the firm's good. Accountability is the determining factor in the efficiency with which employees carry out their responsibilities. To define the goals of the firm and connect incentives and repercussions with real accomplishments, organizations should put in place performance accountability mechanisms that are both transparent and effective.
4. **Delivering Goods with Minimal Wastage:** The distribution of goods and services is the next stage in the six systems of organizational performance. Companies must be likely to transfer and react to keep up with the rapid pace of consumer and market development and the rapid rate of technological development. A clear distribution method will secure the delivery to the proper customers and their involvement. This is why large corporations aim to design basic procedures which are adaptive and responsive. There is no opportunity for intricacy since the obligation is to satisfy the consumer experience. When businesses align initiatives and procedures to use effective techniques, they may pursue advancements in crucial areas and develop prospective capability.
5. **Performance:** Considering that HR (human resources) are the most precious asset of a company, it is necessary to place a strong emphasis on recruiting and employing only the most qualified candidates. It is critical to locate the best people for the position and help them grow their knowledge and skills with training and other learning techniques to maximize the business's efficiency. Employers place a high value on recognizing and rewarding employees for their skills and experience to raise productivity and, eventually, improve the bottom line.

6. **Measurement:** It is necessary to assess an organization's effectiveness. A corporate entity must create a proper set of metrics and construct a system of evaluations and standards to examine and monitor activities, initiatives, productivity, behaviour, procedures, and results to succeed in the long run. (Jamrog, J. J., & Overholt, M. H. 2004)

1.2 CONCEPT OF LEVEL OF COMPETENCIES

1.2.1 Meaning & Areas of the Term “Competencies”

“Competency” has various connotations in the management development area, as well as in the context of corporate organizational structure. Competencies are necessary for individuals to be successful in their occupations. Job competencies are distinct from job tasks. Competencies are comprised of all the associated information, skills, talents, and characteristics that contribute to a person's work performance. In this array of context-specific traits, higher job performance is associated with the presence of certain characteristics. These characteristics can be used as a benchmark for evaluating work performance and developing, employing, and hiring personnel. All employees in a company can benefit from these competency models. An organization's efficiency can be enhanced by determining a worker's strengths and weaknesses. They work best as part of a company's HR department. A company's essential capabilities, which distinguish it from the competitors, are the basis of its competitive advantage. (Klieme, E., et al., 2008)

The impact of competence mapping and evaluation on the most important organizational elements affecting performance has to be consistently stressed (Waiker et al. 2022) Indeed, it is widely considered that this paradigm can be used by the HR system for connecting human resources with weaker objectives and a larger vision and purpose of firms. (2022; O'Brien et al)

Strategic competency is an organization's key competence. Organizations can use competencies to describe in behavioural terms. The employees' behaviour should be directed and aligned with desired outcomes and compatible with the organization's culture. The definition of competencies inside a company helps employees understand what they must do to increase productivity. When skills are specified, they enable organizations to ascertain the degree to which employees' behaviours are

demonstrated and the areas in which they may be lacking. Employees can acquire abilities in the areas where they are deficient. This makes it possible for businesses to decide what resources they would need to help a person grow and acquire those abilities. Competencies may help your organization stand out and separate itself from the competition. However, even though two firms may have similar financial results, how the outcomes were achieved may vary depending on the appropriate competencies for their respective strategies and organizational cultures. Finally, using competencies can give a formal paradigm for integrating management techniques across the firm. Training, development, and incentive strategies support the company's core principles.(Clardy, A. 2008)

According to some experts, competence can be defined as being appropriately or exceptionally qualified and able to perform one of the functions which constitutes a mix of practical and theoretical knowledge, cognitive ability, behaviour and value utilization in order to improve performance. (2022 Coombe et al.)

Competence may include systems thinking, emotional intelligence, persuasion and negotiation skills, and managerial competences, (Bemmami et al. 2021)

The procedure of developing competencies is a never-ending cycle of doing and evaluating. Because competencies relate to careers and professions, continuous competency development is a management approach connected to personal growth. It also necessitates a unique setting in which the rules are important for newcomers to learn, but more experienced users will routinely defy the restrictions when necessary. Learning organization, knowledge production, self-organization, and empowerment is all synonyms for this environment. Competence is widely praised within a specified company or professional community. In most cases, these skills are required in a business meeting. However, there is another way to look at it today. Broad areas of occupational skill must be demonstrated to maintain a position or obtain a promotion. All organizations and communities have a series of primary responsibilities to which qualified people must constantly contribute.(Bauman, A., & Lucy, C. 2021). For a college student, for instance, the major responsibilities may include the following:

- Theory of Handling
- Techniques of Handling

- Managing the assignment's data

The four broad categories of competency are as follows:

Meaning Competency	Accurately assessing someone's ability to recognize an organization's or community's goals is essential in determining whether or not they are capable.
Learning Competency	People who are being evaluated must be able to generate and search for scenarios that allow them to explore the set of possible solutions which allow them to perform the major tasks and give feedback on the experience
Relation Competency	The potential to build and maintain relationships with the key stakeholders is required.
Change Competency	When it comes to promoting the organization's or community's mission and bringing the desired future to life, the individual being evaluated must be able to behave in novel ways.

Organizations can use competency models to better connect their objectives with their corporate strategy. Organizations can hire and retain workers more effectively by matching their competencies with their business strategy. Companies use competencies to differentiate between excellent and average or below standard results. This is because competencies go beyond defining and assessing job performance by measuring baseline attributes and/or skills. Along with recruiting and selection, a comprehensive Competency Model enables a performance management system, succession planning, and career development.(Campion, M. A., et al.,. 2011)

Paths to Career Success: Formation of stepping stones required for advancement and long-term professional development.

- Defining the necessary abilities, expertise, and traits for the career or role in question and for any subsequent jobs.
- Determines the required proficiency levels for subsequent jobs.

- Enables the detection of unambiguous, logical, completely justifiable, and attainable standards for employees to progress upwards.

Removes the element of surprise from conversations about advancing one's career.(Verbruggen, M., et al.,2015)

Assessing and filling skill gaps (SGs): Determining whether or not a company's staff can handle its strategy.

- Allows individuals to conduct competency exams in order to discover the individual as well as overall SGs.
- Whenever self-assessments are incorporated, individuals get an internal motivation to overcome their own SGs.
- Determines whether individuals need to retrain or upgrade their skills or whether they should think about changing to a different work role.

Makes sure that organizations can respond swiftly, assist their employees, and maintain a competitive edge.(Angafor, G. N., et al.,2020)

Performance Management (PM): Ensures regular monitoring of certain behaviours and results related to critical job competencies.

- Provides a common understanding of the things to be tracked, assessed, and acknowledged.
- Ensures that the topic of performance & development is focused and facilitated properly.
- Focuses on the investigation into how an individual behaves at work.

Assists in creating achievable objectives for essential development activities and overall performance.(Rao, T. V. 2004)

Selection: Using behavioural interviewing & evaluation to determine whether or not potential employees have the essential job competency profiles is an excellent idea.

- A realistic overview of the job criteria is provided.

- It helps to ensure that only people who are probably successful on the job are selected and interviewed.
- Reduces money & time spent on individuals who may not live up to the company's standards.
- Makes the interview as well as screening procedure more systematic & reliable.
- Facilitates the differentiation between competencies that can be learned after recruiting or those that are harder to obtain.

(Cheng, M. I., et al., 2005)

Succession Planning (SP): Careful, meticulous planning aimed at retaining and expanding the competency profiles required for the business to exist and thrive.

- Assesses whether a person is ready for the job.
- Emphasizes training & development plans on skills that aren't there or that aren't as good as they should be.
- Enables an organization to assess its “bench strength”—the number of high-potential workers on its payroll and the skills and experience required to move higher.
- Creates a competency model for transmitting essential knowledge, abilities, and experience before a person is ready to step down. It also helps candidates prepare for this transfer through instruction, mentoring, and coaching.
- Contributes to the development of curriculum for leadership development programs, which is a critical part of managerial support.(Mkumbo, L. S. 2013).

Training & Development (T&D): Formulation of individualized learning programs centred on the “gaps” between job requirement competencies and the candidate's competency profile for individuals or groups of personnel.

- Ensures that T&D plans address gaps in capabilities or increase proficiency levels.
- Facilitates the concentration of people's efforts on the knowledge, abilities, skills, and qualities that influence job performance.
- Makes certain that T&D programs align with the organization's demands.
- Maximizes the effectiveness of time and money spent on T&D.
- Identifies competencies that can be used for continuing evaluation and mentoring for both development and corrective purposes.

(Cron, W. L., et al., 2005)

1.2.2 The Organization's Competence Stages

An in-depth study of the four stages of competence with illustrations of how each could appear in the working place is provided herein

Unconscious Incompetence

This is the stage in which you are unaware of your incompetence on the job. For lack of a better expression, you don't understand what you do not even understand. Being unaware of one's incompetence is one of the most difficult situations. One cannot focus or pay attention to the area of improvement without knowing their concern. Persons do not identify problems even if they arise. As a result, they are less likely to seek assistance. Your team member may be asked to write several articles for an individual customer and optimize them to appear high in Google search results. The team members believe they are completing the tasks efficiently and are unaware of when to seek assistance. After viewing the outcome, you understand they did not receive adequate instruction and that the articles will need to be revised.

Conscious Incompetence

At this point, you begin to become more conscious that you don't understand anything. This stage can be difficult since it requires you to recognize and accept your inadequacies. On the other hand, identifying your deficiencies drives you to continue

forward and acquire skills so that you can move on as quickly and efficiently as possible from this stage of development. The member of your team proceeds into the conscious incompetence stage after examining the assignment with him or her and presenting instances of what the article should have. This is similar to the example from the first stage. They are conscious that they haven't acquired the tactics for optimizing an article for a Google search, but since they are aware of their errors, they are taking steps to improve their knowledge and abilities. (Cannon, H. M., et al., 2010)

Conscious Competence

The platform to enhance a skill develops and manifests itself after devoting yourself to its progress via professional training, frequent practice, and involvement in activities. When you reach this stage, you have studied and practiced enough to complete a task with a high-quality level and flexibility. Because the work demands concentration and attention, you will be slower than someone with greater ability. There is also a risk of poor performance due to interruptions and sometimes timeline constraints. In other words, if you lose concentration, your ability to complete the task may deteriorate. This is the level at which team members have honed their writing talents and learned how to optimize content for Google searches. The task requires a lot of concentration, and the workers still rely on a checklist to ensure they do not miss anything. (Cannon, H. M., et al., 2010)

Unconscious Competence

The last stage involves recognizing the knowledge required to complete a task and honing your practical abilities to a high level of proficiency. You will also no longer be required to concentrate or think actively. You will be able to execute the needed activities with ease and efficiency. Moreover, you can guide team members at an earlier phase in the learning model. Whenever a team member reaches this point, they have done a fine job writing for search engine results and can do it comfortably and confidently. They are aware of the advanced tactics necessary to be effective at the assignment and are training other team members to aid them in their efforts. If you're teaching others, encourage the team to prevent boredom and upgrade their knowledge and skills current by providing them with resources. To ensure that they are paying attention to what they're doing while performing crucial activities, motivate them to

use checklists and standard practices. Urge them to search for ways to further their education and training. (Lilleväli, U., & Täks, M. 2017)

1.2.3 Meaning of the Level of Competencies

Core, behavioural, and Technical competencies are three alternative names for the same level of competencies. Core competencies are the most basic level of competencies. In order to comprehend the value of each competency in distinct clusters, it is necessary to group these abilities at different levels. Seema Sanghi (2016) identified several levels of competency mapping in terms of scope and workplace conditions. These levels of competency mapping (CM) include:

Level 1	Here, two distinct types of people exist beginners, who are typically referred to as untrained persons with limited or no decision-making responsibilities, and those who show skill in doing essential and routine jobs.
Level 2	This level utilizes expertise in various skills and highly sophisticated work tasks performed in diverse circumstances. Usage of this skill level in accomplishing projects or tasks of considerable technological intricacy regularly.
Level 3	Intermediate can be defined as a practitioner who assumes a large amount of responsibility & independence in the course of their work. He also utilizes competency in the course of carrying out the entire task of departmental responsibilities. Work tasks are complicated, advanced, and not of the routine type, but they are performed regularly.
Level 4	The developer is another synonym for advanced. Significant personal autonomy, It is often necessary to take formal responsibility for the work of others, in addition to the distribution of resources across the various organizational units or departments.
Level 5	High levels of personal autonomy & responsibility for others' work, in addition to the allocation of substantial resources, are the

	characteristics of a specialist or trainer. Uses competence to various organizational activities and applies competence to managing difficult operations with many facets.
--	--

The level of competencies is a determining factor for the successful performance of the individual and the organization. Competencies and performance are integral parts of an organization. The need arises to conduct extensive research into how competencies can affect the performance of ex-servicemen of the Indian Army. The level of competencies comprises clusters of expertise, abilities, and personal traits that affect an individual's skills and abilities to perform. Competence is defined by Boyatzis (2008) as "A Level of competencies is a set of behaviour that describes excellent performance in a particular work." Competencies are often used as a framework for evaluating and developing employees, and they can serve as a reference point for identifying the knowledge, skills, and abilities needed for success in a particular role. They can be used for recruitment and selection, performance management, career development, and training and development initiatives. (Moore, D. R., et al., 2002). The three categories of competencies Kumar (2013) includes functional and technical knowledge and cognizance of business & their competitors. The technical skills include awareness of competitors, and managerial skills include consumer orientation, planning skills, multi-functional skills, quality work achievement, decision making, leadership, risk-taking, delegating and supporting organization subordinates for coordination and human attributes, which includes team working & interpersonal effectiveness, communication, integrity, and transparency. The above-given attributes are needed for examining the acquired and required competencies by ex-servicemen during and after the Indian Army services, thereby leading to the organization's effectiveness in financial and non-financial ways. A person's level of competencies measures how well they can do their job and get the job done in a way that fulfils the jobs and the organization's needs. The level of competencies is a determining factor for successful performance for a person and the organization as a whole. Competencies and performance are integral parts of an organization. There is a need to do thorough research on how competencies can affect the performance of people who used to be in the Indian Army. A level of competencies is a grouping of knowledge, skills, and abilities (KSAs) qualities that

impact a people's capacity and skills to manage. Competencies have been suggested for the military by several different agencies as behaviour or set of behaviours that show good work in a certain situation (role, function, or position in a job Role, Position, or Function). It is necessary to apply these features to explain norms and expectations. One or more KSAs that a person should have or acquire (or conditions that must occur) in order to accomplish one or more activities in a certain job setting are described as levels of competencies. A set of behaviours which include KSAs and personal traits, are important for a person to do a good job at work. There are descriptions of what employees know and how they can do their jobs. This helps them do their jobs well. Companies and industries have used various techniques to recruit personnel during their existence. Because of the critical lack of competency-based techniques for analysis and the development of workers, there has been a considerable increase in the number of such methods.

As a result, organizations have shifted their attention away from skill development and evaluation and toward the Level of competencies modeling approach, which is used to determine the demands of businesses and employers. (Yukl, G. 2012).

As per Armstrong (1999), "Level of competencies based human resource management utilizes the concept of Level of competencies analysis to inform and improve the processes of recruitment and selection as well as performance management."

(Lewis, R. E., & Heckman, R. J. 2006) In recruitment and selection, as well as performance management, the concept of level of competencies provides a structured and objective framework for evaluating and managing employee capabilities. It helps ensure that employees possess the required competencies for their roles and provides a basis for identifying areas for improvement and development. This can result in more effective HR management practices that align with the organization's goals and help drive overall performance and success. The various uses of the Level of competencies Study are to get superior performance in a given job/role with optimum utilization of individual ability to perform and to contribute towards effective managerial performance. Level of competencies mapping helps to perform a task or an activity efficiently. It can be effectively used for various HR processes such as

recruitment, selection, placement, T&D, PM, Rewards systems, and Job Design. Competencies are “Performance Enablers,” which help people perform better. They are a collection of skills and personal characteristics or attributes essential for exceptional performance. The performance of an individual can be defined as the attainment of predetermined objectives and goals by a person. Hence, competencies are the key to superior performance. As a result, competencies are essential for achieving exceptional performance. Competencies encompass the ability to perform a specific task and the willingness to do so consistently.

(Dai, G., et al.,2011) divides the level of competencies into three categories:

- **Human Attributes:** It includes:
 - ❖ Team Working & Interpersonal Effectiveness
 - ❖ Communication
 - ❖ Integrity
 - ❖ Transparency
- **Managerial Skills:** It includes:
 - ❖ Customer orientation
 - ❖ Skills of Planning
 - ❖ Cross-Functional Outlook
 - ❖ Concern for Excellence
 - ❖ Decision-making Skills
 - ❖ Leadership Qualities
 - ❖ Risk-taking Abilities
 - ❖ Assigning & supporting organization subordinates for coordination

- **Technical or Functional Knowledge:** It includes:
 - ❖ Knowledge of the Business
 - ❖ Technical Skills
 - ❖ External Connectivity

These above-given attributes are needed for investigating the acquired as well as required competencies by ex- servicemen during and after the Indian Army services, thereby leading to the organization's effectiveness in terms of financial and non-financial way.

1.3 EX-SERVICEMEN OF THE INDIAN ARMY AND THEIR SERVICES IN THE ORGANIZATIONS

1.3.1 Ex-servicemen of the Indian Army

In India's Armed Forces, the term "ex-servicemen" refers to anyone who has served the nation or country in any position, either as a combatant or a non-combatant. People who have served their country and earned a pension before retiring or being discharged from service are included in this category. Also included are individuals discharged from military service due to medical reasons related directly to military service or situations beyond their control and offered a disability or medical pension, including those who were released from military duty as a consequence of the decrease in an institution or the particular time of engagement besides at his request, or as a result of discharge or dismissal based on wrongdoing or ineffectiveness and given a gratuity for their service. However, individuals who have served in the Lok Sahayak Sena and fall into the following categories are included; those who have served in the General Reserve Engineering Force, the Defence Security Corps, the Lok Sahayak Sena, and the Paramilitary Forces are excluded(Government of India, Ministry of Defense rule book)

- First and foremost, those receiving pensions for a long period.
- Second, some have suffered a disability because they served in the military.
- Third, some have received a gallantry medal.

Members of the Ex-service can adapt to the changing needs of the military retirees they serve. They've accumulated an impressive set of abilities and knowledge during their time in the military. They learn a wide range of interpersonal and technical abilities. It is the characteristic and culture of organized hard effort that distinguishes them in every sector, and this is something that is learned during training. Because of their unmapped competencies, many ex-servicemen are underutilized after they leave the military. It results in a significant waste of the nation's money invested in their training. From a national perspective, these ex-servicemen with high-quality HR must be exploited to the greatest extent possible. (Sharma, M. R., & Jain, D. 2020)

This can only be accomplished by comparing and contrasting the competencies obtained while serving in the Indian Army with the competencies needed in organizations to achieve the best results and bridge the gap between the two, with both ex-servicemen and organizations benefiting from the process. There has been very little research related to this topic because the Indian army has security concerns that make it hard for people to do research. This is why the researcher did a research study. In this case, the research will be more of an exploratory one because there isn't much research done in this field of investigation.

(Singh, O. 2005 & Yuvraj, 2011) said in his article that the level of CM is needed at all levels: the organization, managers, and employees.

Organization

- To support a company's goals, strategic planning, vision, mission, and culture.
- To implement a systematic strategy for performance evaluation for career development that leads to increased job satisfaction & enhanced staff retention.
- Making training and professional development programs more successful by tying them to success criteria will help to boost their performance.
- To ensure a transparent and two-way exchange of information.
- To understand better the roles & responsibilities.

- To provide uniform norms and the same nature of the task at equal levels, allowing employees to transfer between departments and perform in different areas of the organization.

HR Managers

- To determine performance levels in order to enhance the validity of the recruitment & selection procedure.
- To establish more reliable performance benchmarks.
- To maintain effective communication.
- To strengthen the relationship between the employer and the employee.
- To minimize career-related concerns.

Employees

- To determine the essential skill that the organization requires.
- To establish clear targets, roles, & responsibilities.
- To recognize the areas for improvement.
- To give a systematic method for enhancing one's abilities.
- To enhance Job Satisfaction.

(Curtis, G. E., & Karacan, T. 2002) stated in his work that the diverse armaments and services within the Army are designed to work together in a coordinated manner to achieve the Army's mission. The Army's armaments and services are organized, trained, and equipped to effectively carry out a wide range of missions and tasks, ranging from combat operations to humanitarian assistance and disaster relief efforts.

Saxena (2010) stated in his thesis, "The Army is composed of a variety of armaments and services." These are as follows:

Armoured Corps	Corps of Engineers	Regiment of Artillery
Military Nursing Service	Army Dental Corps	Infantry
Corps of Signals	Army Service Corps	Mechanised Infantry
Army Medical Corps	Corps of Electrical and Mechanical Engineers	Remount and Veterinary Corps
Military Farms Service	Intelligence Corps	Army Ordnance Corps
Army Education Corps	Judge Advocate General Department	Corps of Military Police
Pioneer Corps	Army Physical Training Corps	Army Postal Service Corps, Defence Security Corps

The Army also has Depots, Records Office, Boys Institutions, Center for Selection & Training and Recruitment Units.

The army has six strategic area commands:

- The Northern Command is located in the J&K district of Udhampur
- The Western Command is located in Chandigarh at the Chandimandir
- The Central Command is located in U.P. at Lucknow
- The Eastern Command is located in Calcutta
- The Southern Command is located in Maharashtra at Pune
- The South-Western Command is located in Rajasthan at Jaipur

1.3.2 Services of Ex-servicemen in the Organizations

Today's enterprises must overcome several obstacles to remain competitive in the digital age. In order to improve HRM (human resource management), all firms must have a large number of talented and skilled staff. These competent individuals are completely aware of their efficient job performance and understand how to carry out their responsibilities following their acquired competencies. As a result, the need for Competency Mapping arises, which is critical for the general population and Indian Army Ex-servicemen. To become multifunctional in a certain job setting, some army soldiers must have or acquire certain generic skills in KSAs. (Rajagopal, G., et al., 2008)

In her research paper, K. Sudha (2018) briefs about Indian Defence Force's employment, which needs brave and courageous soldiers who can survive the problems with a fearless attitude. It was established that to maintain the Indian army's youthful profile, over 70,000 people retire in their late 30s or early 40s, referring to them as ex-servicemen of the Indian Army.

(Maharajan, K., & Krishnaveni, R. 2016) highlights the resettlement of ex-servicemen of India. The article describes the satisfaction of ex-servicemen's relocation for the given facilities provided by the government. The sustained attributes and the organized work culture acquired during grooming in the army are of tremendous use to society or the companies they work for. These ex-servicemen, after retirement, are taken care of for resettlement by agencies like the Directorate General of Resettlement DGR & APA, an online portal for facilitating them to get jobs and helping them for entrepreneurship. It was found during a few types of research that these ex-servicemen are underutilized due to unmapped competencies. This needs to be addressed by examining the acquired competencies during the services of the Indian Army and the required competencies in the organizations to achieve the best for both ex-servicemen and the organization, as both are mutually benefited by the same. DGR has a robust scheme for training which is extended through the online portal for all grades of the army, and it also mentions the amount and period of training along with the names and categories of training. The training is provided during service and after retirement until five years after registering through the DGR portal.

Globally, there is a shortage of skilled manpower resources, and it is very difficult to find the right people for the right job in the organization. According to a global survey, India is placed 78th in terms of its human capital resource efficiency, indicating that the country has a workforce shortage. However, in today's environment, one of the country's key challenges is recruiting individuals fit for a certain position. But, this deficit is confined to the highly skilled category and moderate crafts such as carpenters, plumbers, and electricians, which have topped the global list of jobs difficult to fill. Moreover, at the higher level, demographic shifts, changing economic conditions, motivations, and preferences are categorized as the factors affecting HR placements and profoundly affecting the individual choice and the role of customer sophistication and the technological revolution.(Walia, S. S., & Verma, R. 2022)

As a consequence, the Indian government and corporations are implementing various initiatives to tackle the current trends in manpower shortages in the country. This entails implementing strategic migration laws, integrating economically inactive people into a more comprehensive labour market, expanding educational and vocational training opportunities, and retaining qualified and experienced skilled people. According to reports, India is falling behind other nations regarding training programs. However, the Sarva Shiksha Abhiyan inauguration and significant progress were made in literacy, the high prevalence of illiteracy in the workforce persists even now. According to government statistics, only 2 per cent of the nation's workforce gets formal learning skills. Additionally, 80 per cent of new workers lack access to skill training, and just around 8 per cent of the overall workforce between the age group of 15 and 59, or 431 million people, is structured. Additionally, the organized industry considers only 25 per cent of all Indian experts competent. On the other hand, the unorganized sector lacks a formal mechanism for developing and improving skills. (Singh, 2005).

Given the skill shortage that the corporate sector is experiencing, it is critical to prioritize satisfying its human resource needs from the vast resource pool inside the IAF (Indian armed forces) as one of its primary strategies going forward. Functioning as a team is a critical component of military service. Armed forces personnel form bonds of friendship that do not exist in the civilian workforce. As a result of their time

in the military, many military personnel forms strong social relationships with their fellow service members, which they anticipate to be replicated in their workplaces. As a result, ex-servicemen seem to feel more relaxed in workplaces where cooperation & companionship are emphasized. They often express frustration or confusion when they are absent from civilian companies, which can result in job discontent. Military personnel can be better integrated into the workforce by implementing group dynamics that make use of this ability & preference for teamwork. Military personnel receive specialized training to deal with the high levels of anxiety and stress common in combat situations. They find a way to deal with and work in conditions where they have little influence over their everyday routine; they experience severe training from drill instructors; they adhere to high standards; and they receive specialized training in areas like firearms handling. As a result, they acquire the ability to endure in the face of hardship and strain, which helps them to enhance their coping mechanisms. Grit, toughness (hardiness), resilience, perseverance & dependability, and dedication are all characteristics of soldiers who have learned to cope with stress while serving in the military. These traits are important for managing stress at work.(Maharajan, K., & Subramani, B. 2015)

Grit: The word “grit” has been habituated to describe a determination to achieve prolonged objectives regardless of the difficulties encountered. If linked to civilians, grit is associated with task accomplishment, completion of initial military training, and retention. It is also found to be more prevalent among West Point cadets compared to civilians and associated with better achievement levels.

Toughness (Hardiness): Military service also helps to develop mental toughness, which is essential for managing stress. As a “psychological style” or personal attribute, toughness is related to dedication to professional and personal life, active participation and control over one’s surroundings, and the willingness to face obstacles. Researchers have looked at hardiness inside the military and found that it is connected to better health, dealing with strain, and completing Special Forces training programs.

Resilience: Resistance to hardship and combat skills & experience help to develop resilience. It is a form of emotional maturation and the ability to return promptly from hardship. These characteristics to stay focused on an objective, see impediments as

challenges to be overcome rather than as a barrier, be tough, and be competent all help with the demands of the profession.

Perseverance & Dependability: Lastly, military service sends a message to employers that the individual will persevere and be dependable. Discipline, perseverance, grit, tenacity, and perseverance are some of the abilities gained via military service associated with coping and resilience. Perseverance and the capacity to manage are transferrable skills that may be applied in various civilian working contexts, and they give military personnel a distinct advantage when confronted with difficult circumstances. For instance, it has been discovered that having military experience gives police personnel a benefit in coping with stress and emotional exhaustion. As a result, employees who have served in the military are more likely to exhibit high levels of demand-ability, person-job, and person-vocation fit in inherently uncertain occupations. It is expected that military personnel will work in teams and deal with stress better than their non-military co-workers because of their military experience.

Following reports published by the “Society for Human Resource Management,” military personnel who contribute strong leadership abilities to companies greatly value human resources. Various management scholars have defined the military and leadership as inseparable units that develop leadership skills. Also, the ex-servicemen have been described as the resource with valuable leadership and managerial skills in the organization. Because of this, military data have been used in various studies, including those on leadership & management. A lack of distinct military-specific leadership abilities and styles and factors underlying their development, as well as how these styles might be applied to civilian organizations, is a challenge with the available literature. Military leadership, as per the Department of Defence, is the fundamental alignment of people to achieve a single purpose that can be assessed in terms of the number of lives lost or saved. Military personnel who hold leadership roles both in the enlisted and officer ranks receive leadership training. However, in many organizations, lower-level employees must take on assigned responsibilities. Training is offered to military officers to strengthen their leadership skills and raise their chances of becoming managers in the future. There are several military

leadership styles that are similar to those covered in management courses. (Mathis, R. et al.,2016)

Furthermore, the self-esteem value of the military is similar to that of a person with high leadership qualities in the organization. The military values are consistent with the attributes such as trustworthiness, the need to serve, stewardship, and community building. Military leaders, under their command, tend to be responsible for serving the needs of all men and women. Therefore, these leaders take responsibility and make themselves accountable for their work and financial issues. Responsible leadership is provided by military personnel since they don't delegate duties that they are unable to complete themselves. A powerful leadership style is created due to the development of trusting connections among stakeholders, which are founded on an internal responsibility to do the correct way towards others. Military employees seeking leadership positions can transition their military leadership talents to a civilian context with the assistance of their employers and other resources. The Military veteran's position will be related to the qualities and benefits of a servant, such as moral standards, responsible leadership, etc. Additionally, military personnel are more comfortable in workplaces where the leadership styles are more in line with what they learned in the military, especially the style of leadership of their immediate supervisor. Because of their time in the military, they respect their bosses and leaders and are loyal to them. More importantly, irrespective of their previous managerial or leadership experiences in the military, military employees are more likely to integrate into organizations with the assistance of management and leadership who demonstrate leadership styles consistent with servant-leadership and authentic conduct and responsible leadership principles. (Chemers, M. M.,et al., 2000)

Employees with more years of experience have stronger relationships with managers and supervisors with honest and ethical leadership styles. For military personnel, it is crucial to have positive job experiences. It is significant for people who serve the greater good, like people who have worked in the armed forces. Furthermore, people who have core beliefs, do their duty, serve others, and give up their time and money need meaningful work to help them. Additionally, having significant work is related to a rise in self-esteem, as seen by military personnel who discovered useful work within their self-defined lives. Additionally, military personnel considers useful work

more significant than obtaining employment. For military personnel, engaging in work in organizations, occupations, professions, and vocations will boost their self-esteem and add meaning to their life. Compared to civilians, military personnel place a higher premium on exploring and choosing careers that allow for self-expression via productive work. Ex-servicemen prefer to seek out, respect, and choose vocations and careers that allow them to assist others. As a result, a career that embodies these traits benefits military employees' needs-supplies, etc. Also, employees with more experience are more likely to act and think positively at work when they find these things in their jobs and careers.(Hamidifar, F. 2010)

Organizations must move beyond merely expressing interest in recruiting military personnel and instead concentrate on ensuring effective coordination and participation. For this objective, our system gives two possible beginning points. We used the P-E fit outlook to find value systems, standards, and belief systems prevalent in both militaries and civilian organizations and KSAs suitable for particular professions and places of employment. This should help managers show their military personnel that they care about their diverse experiences, like their military vocation, principles, and KSAs. Additionally, supervisors should consider the importance military members place on being a part of something “greater than themselves” and having decent jobs. By broadening their diversity viewpoint, managers should assess if military personnel is included in their equity, diversity, and inclusion (EDI) initiatives and activities. These strategies may involve focused recruitment in order to boost applications as well as recruiting rates. Military personnel adjustment can be facilitated by on-boarding programs that include group training and guidance by experienced positive examples or mentors immediately following their time frames. For new and experienced military personnel, EDI management programs like affinity clubs can help create social capital by creating networks and strong ties with other military members and civilians who have worked with military personnel. EDI training that demonstrates ex-servicemen' distinct military identities, values, customs, and beliefs can assist civilian employees in better understanding and relating to military co-workers. These ways to socialize and manage EDI may help a person fit in better with his or her group, gain more social capital, and get more organizational support. (Sotomayor, A. C. 2014)

1.4 OBJECTIVE OF THE STUDY

The objectives of the study are as follows:

1. To measure level of competencies possessed by ex-servicemen of the Indian Army.
2. To assess the skill sets required by ex-servicemen for service sector organization for creating organizational effectiveness.
3. To measure the level of organizational effectiveness with respect to ex-servicemen of the service sector.
4. To create a best fit between the Level of competencies level and skill requirement of ex-servicemen by service sector organizations for creating organizational effectiveness.

1.5 HYPOTHESES OF THE STUDY

The following hypotheses have been formulated in light of various studies identified through the review literature and the aims of the current deep study:

H1: Generic Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H2: Threshold Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H3: Differentiating Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H4: Management Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H5: Communication Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H6: Leadership Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H7: Thinking Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H8: Team Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H9: Decision-making Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H10: Analytical Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

The above-given Hypothesis will be tested using the multiple regression method in SPSS analytical tool.

1.6 RESEARCH QUESTION

The service sector is booming, not just in India but around the world, with a 60 per cent increase in India alone. Only 25% of the workforce is employed by it, which is a cause for concern for the current generation. India needs to pay greater attention to this because it can no longer thrive on low-value services. IT/ITES services, healthcare, tourism, banking, and other financial services are among the many areas of the Indian service sector with room for expansion in the years ahead. On the graph below, you can see a breakdown of GDP growth by country, as well as the contribution of the service sector. This demonstrates that the service sector must have capable and skilled employees to continue growing yearly. It also ensures that ex-servicemen employed in the service sector are employed based on their acquired competencies during their service or through training provided by DGR or APA.

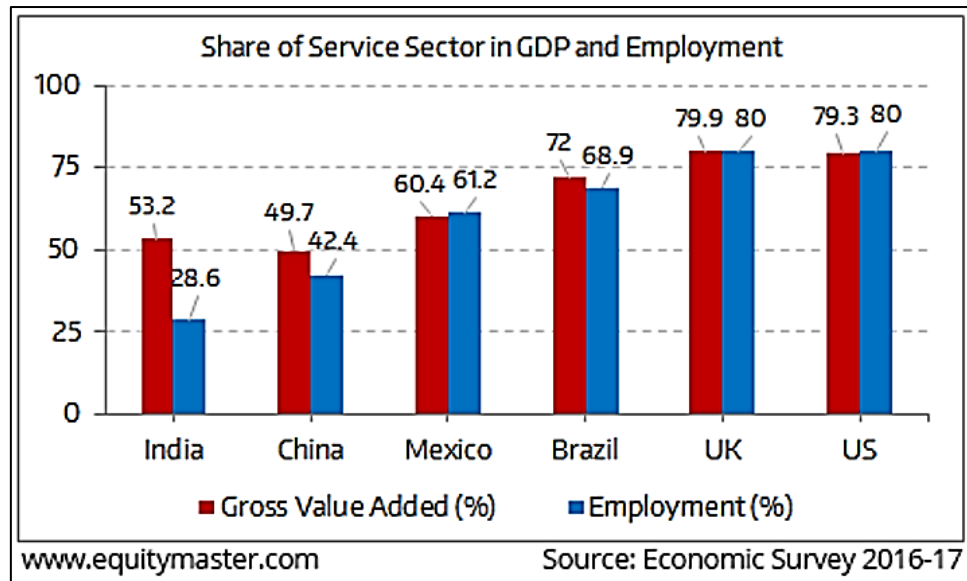


Figure 1.1: Share of the service sector in GDP & Employment

Source: Economic survey 2016-2017

As previously stated, when discussing the need for a Level of competencies-based employees in the service sector, it is important to shed light on generic and core competencies and generic competencies are essential for the recruitment and quality of the work done by ex-servicemen in the service sector.

In his research, (Sally 2011) mentions that the term “generic competencies” refers to abilities or talents that may be used in various vocations and situations. Most companies now want their employees to have a global perspective, which entails being able to adapt to a wide range of jobs. These are not job or task-specific capabilities but rather generic abilities that can be applied to various jobs. Additionally, problem-solving, communication and conflict resolution are all generic competencies.

(Young, J., & Chapman, E. 2010) describes the many frameworks of Generic Level skills provided by various writers and compiles the same, totalling 58. These competencies are clustered into Basic, Conceptual, Personal, People, Business, and others. Most of the studies on generic competencies were found in the education sector, and a very scarce study was found for generic mapping competencies acquired by ex-servicemen. The research argues that there is a “Level of competencies gap” between the acquired competencies by ex-servicemen and the required competencies

by the service sector of India. According to the literature review findings, there is still very little research on ex-servicemen in the areas of Level of CM and its impact on organizational effectiveness and efficiency. In addition, the study is restricted to the Indian army and the PBOR in the Indian army.

The researcher discovered a lack of research in the field, particularly for ex-servicemen of the Indian army, and it is at this point, that the lack of research begins to show itself to the public. According to the literature review findings, there is still very little work done on ex-servicemen, on the Level of CM and its impact on organizational effectiveness, which is a problem. Ex-servicemen's competencies will be identified as part of this study to help them transition to civilian life more smoothly by filling the research gap in India's service industry.

1.7 SCOPE OF THE STUDY

The level of CM is the need of the hour for every organization in today's world to hire qualified individuals for the desired job while spending less time & money on training and induction. The main objective of the organizations is to improve their performance and productivity, which will lead to their purpose and vision, is realized. It is necessary to use an appropriate model of the Level of CM with appropriate competencies to fulfill the objective set in the prior financial year.

The scope of this research on the "Level of Competencies and its Impact on Organizational Effectiveness with Special Reference to Ex-Servicemen of Indian Army" is to learn more about the technical and leadership abilities, communication skills, decision-making capacities, adaptability, teamwork, and other key characteristics of ex-servicemen of the Indian Army, and how these traits contribute to the success of the businesses they join after their military service. The study will also assess how well military experience translates to civilian careers and what kind of effect it has on vital business metrics. The results of this research will help organizations to use ex-servicemen' talents in the workplace and advise them on how to put their experience to good use in the civil world.

1.8 RESEARCH METHODOLOGY

1.8.1 Research Design

The study will be cross-sectional and descriptive, with no control over the variables. The data will be collected from the participants at a certain time. The study also aims to identify the causal links between the variables.

1.8.2 Population of the Study

The focus of the research is on the PBORs with former military personnel who are now employed in Silicon Triangle service sector companies. Bangalore, Pune, and Hyderabad are the three cities of the silicon triangle. The service sector companies of silicon triangle will be the focus of the study.

1.8.3 Sampling Unit

The study will include HR managers from various service industries, including IT, hospitals, schools, banks, security, hotels, and ESMs from the Indian Army.

1.8.4 Sample Size

Sample size for the study is 455; this will include 400 ex-servicemen and 55 HR managers, from 40 service sector industries from Silicon Triangle to ensure a wide range of representation for different service sector Industries.

1.8.5 Sampling Technique

Those who have served in the military as PBORs will be included in the research. The ESM will be classified into several levels. Simple random sampling will be employed on each stratum after stratified sampling has been used to split the ranks of PBOR (Persons below Officers Rank). After that, the data will be weighted and blended.

1.8.6 Data Collection

The gaps and concepts to be used for the questionnaire will be discovered through in-depth interviews with HR managers. Based on the variables and sub-variables found, a questionnaire will be developed. Content, criteria, and face validity are the

things that need to be done. After the pilot study, a reliability test like the Cronbach's alpha test will be done to help make the questionnaire even better.

1.8.7 Variables Used

The dependent variable is the organization's effectiveness, whereas the independent variables are the various competencies and their sub-variables.

1.8.8 Statistical Tools

Descriptive analysis, factor analysis, and multiple regression analysis are the tools that will be applied.

CHAPTER 2

LITERATURE REVIEW

2.1 CONCEPT OF AN ORGANIZATION AND ITS EFFECTIVENESS

Organizations are continuously searching for human resources, and management gurus urge them to use a diverse pool of human capital to attain novel perspectives. Ex-servicemen contribute many kinds of human capital to the countries where they live. Ex-servicemen have desired values and valuable KSAs (knowledge, skills, and abilities) (Hiatt, Carlos, & Sine, 2018; Simpson & Sariol, 2018). Diversity and inclusion-friendly settings accelerate the positive benefits of individual diversity and organizational results (Dwertmann, Nishii, & van Knippenberg, 2016). Fair and equal employment is practiced in all socioeconomic categories, but also social inclusion creates positive organizational benefits, in which members of other social groups are considered valuable insiders. Their opinion and knowledge impact their decision-making (Shore et al., 2011).

Companies often struggle to capitalize on such features because supervisors do not know how to successfully use their senior employees' strengths in a business or civil work environment, or they do not fully appreciate this. In addition, several ex-servicemen consider civil society traditions irreconcilable with their principles. Some Ex-servicemen, for example, believe that civil businesses reward individual efforts with a common military value over interconnection (McAllister et al., 2015; Bureau of the Labour Statistics, 2018). Due to such situations, ex-servicemen may find themselves estranged, uninspired, and underutilized by their organizations, resulting in organizers finding ex-servicemen inconsistent with their commercial setting (McGregor, 2015). The P-E theory could be employed to study how well ex-servicemen fit into their new organizations and jobs, and it would also help organizations meet the needs of ex-servicemen. (Eisenhardt, K. M., & Sull, D. N. 2001)

Employees' person-environment (P-E) is a matter of their compatibility with a project team, organization, supervisor, and profession; of organization, employment, working group, advisor, organization, and vocation; as well as their suitability in the field of vocation. The well-researched form of adjustment is personal-organization (P-O) adjustment, which means that employees are consistent with other employees. The personal adjustment refers to how well an individual and a job meet each other's requirements. (Edwards, 2008; Kristof-Brown et al., 2005)

Studies also distinguish between different fitness, which is the comparison between a person and environment, and organizational features like values and standards, and corresponding fitness, which offset the needs and requests of a person by the demands and needs of the environment or organizations. When it comes to a complimentary fit, it relates to the level to which an external element (like a job) meets the employee's external & internal needs.(Goetz, N., & Wald, A. 2021)

In the workplace, knowing the difference between a complementary match and a supplemental match can help clear up a few things that aren't clear. Different standards, values, and personal qualities could hurt how the group works or how veteran employees think, feel, and work, for example. Still, they might be what a job or an organization needs. Those who have been thought to be (supplementary) malfunctions can help their new surroundings get the KSAs they need from them. The P-E fit can show how good administration can achieve critical personal characteristics, experiences, and abilities. For example, a person's ability to fit in at work is determined by the variety of skills and KSAs they developed while in the armed forces. That is something we should be aware of. We look at the values, norms, beliefs, and skills that have changed due to military services, such as leadership and teamwork and how to deal with stress.(Hall, L. K. 2012).

The Balanced Scorecard (BSC) has gained widespread acceptance in the business world as a potential tool for assessing the overall performance of a company at the corporate level (Seth and Oyugi, 2013). Several authors, including Neely et al., describe a performance measurement system (2002). Businesses can use performance assessment methods to look at how they allocate resources and determine how they can be restored and distributed through the right process (Chen and Chen, 2006).

According to Atkinson et al., modern companies' connections with clients, workers, stakeholders, as well as suppliers have changed, and traditional accounting-based performance evaluation techniques are no longer applicable according to Atkinson et al. Performance measurement is a method for evaluating previous achievements in terms of their competency and performance. A performance measurement system allows for informed activities and decisions by identifying the efficiency and effectiveness of previous actions through the collection, aggregation, selection, evaluation, and analysis of applicable data. The Balanced Scorecard (BSC) was created by Kaplan and Norton (1992) as a way to get things done and as a way to make sure that an institution's assets, human capital, and data are all aligned with its goals. (Kaplan and Norton, 1992)

Organizations may use the Balanced Scorecard to identify and prioritize the most critical performance indicators to guide their transformation initiatives. As per studies, the balanced scorecard has proven to be an effective instrument for continuously concentrating and maintaining firms' continuous improvement attempts (Brewer, 2002; Gumbus and Lyron, 2002). Changes are likely to happen whenever there is a specific objective behind them. When an organization makes a big change, it can have an immediate and long-term effect on how well it does.

2.2 CONCEPT OF LEVEL OF COMPETENCIES

According to TK (2011), the skills mapping level is a strategic HR framework for organizational performance monitoring and human resource development. Furthermore, exceptional performers will remain in demand throughout the crisis and economic recession. Therefore each organization's human resources department must develop the capabilities essential for a competitive market. These competencies were researched to fill the gap of the lack of competencies for the personnel, allowing the firm to achieve its goals more effectively.

(Ray, G., et al., 2004) explained that the company's performance depends on the quality of its human resources, which leads to concern about the competence of the employees. She shed light on the concept of "level of competencies," its history, and its current role in her paper.

(Armstrong, M. 2010) highlighted that performance is vital to an organization's success. Competencies are knowledge, skills, and abilities (KSAs) necessary for effective implementation. Today, most businesses worldwide are having difficulty mapping talents, defined as an individual's competence that is the necessity for all organizations.

(Awasthi, S., & Sharma, R. C. 2017) Yuvraj (August-2011) stated that any company must have clearly defined responsibilities and lists of competencies to perform each function efficiently. A level of competencies indicates how work can be done exceptionally well, whereas a competency describes what must be done, not how. The fundamental reasons for the level of competencies mapping are:

- Improved productivity can only be achieved through adequate training.
- Improvements can be made in key performance areas.
- Career planning can be effectively dealt with.
- Effectively undertake the next set of tasks.
- Plans for personal growth.

(Awasthi, S., & Sharma, R. C. 2017) demonstrated in Employee Development through Level of Competency Mapping: A Way Ahead for Organizational Growth, that the development of employees dependent on the Level of Competency Mapping can lead to high organizational productivity, efficiency, & performance. The researcher sought to determine the impact of the level of competency mapping on employee development and concluded that it has a favourable and substantial association with employee development and organizational growth. The degree of skills required to complete the work efficiently and effectively is a collection of KSAs that describe what must be done. It ensures the efficient utilization of human resources by ensuring that the person is doing the best work possible and individual growth & development. People can map their skills and find the career that best fits them. After analyzing the level of skills, mapping, training, and assessment make the less skilled person more proficient.

Naqvi (January 2009) explained that the company's performance depends on the quality of its human resources, which leads to concern about the competence of the employees. She shed light on the concept of "level of competencies," its history, and its current role in her paper.

Kodwani (2009) highlighted that performance is vital to an organization's success. Competencies are knowledge, skills, and abilities (KSAs) necessary for effective implementation. Today, most businesses worldwide are having difficulty mapping talents, defined as an individual's competence that results in behaviour and the necessity for organization and labour.

Kumar (2013), in his paper *"Level of Competency Mapping: Gap Analysis,"* tested the extent of the level of competencies mapping, which helped find the gap and identify the required skills that could be worked upon to improve the level of competencies. They used a questionnaire to test and measure the skills of managers at three different levels of management. This allowed them to study the gap. Essential employee skills development is interdependent on the level of competencies mapped. The paper describes the effectiveness of the level of competency mapping on employee development. Employee development is regarded as one of the most critical elements in fulfilling organizational goals as well as the general growth & development of the business.

Pittsman (2005), Assistant Secretary for Human Resources and Management, United States Air Force Department of Defence, discussed the skill level for HRM and retired military personnel models. A strategy project on a skills-level-based HRM framework for the United States Armed Forces is also given. In his work, he stressed the necessity of skill-level pyramids and meta-skills. Lt. Col came up with an implementable model after analyzing the risk and cost incurred in the Level of the Competency model.

Kankana Mukhopadhyay (2011) discussed the models for bridging the gap between technology and people. In addition, the study includes a software recreation of a model for a competency-based organization. By level of competence and strength balance, the author describes the fundamental requirements of the Armed Forces.

(Kansal, J., & Jain, N. 2019) the skills mapping level is a strategic HR framework for organizational performance monitoring and human resource development. Furthermore, exceptional performers will remain in demand throughout the crisis and economic recession. Therefore, each organization's human resources department must develop the capabilities essential for a competitive market. These competencies were researched to fill the gap of the lack of competencies for the personnel, allowing the firm to achieve its goals more effectively.

(Geirhos, R., et al., 2021) Over the past two decades, the notion of competencies as a crucial aspect and measurement of human performance has been quite important for the professionals involved in human resources and organizational development.

Competencies execute differently for the organization, for example:

- Defining success factors in occupations (that is work) & organizational roles
- Evaluate the requirements of people with vocations responsibilities in terms of current performance and career development
- Assigning grades & levels of remuneration to specific tasks and positions
- Managing the human resources process, which includes recruiting, selecting, training & development, performance evaluation, and other activities

TYPES OF COMPETENCIES

Competencies refer to the knowledge, skills, abilities, and behaviors that individuals possess and use to perform their job or role effectively. There are various types of competencies that can be categorized in different ways based on their nature and application. Some common types of competencies are:

Technical Competencies: These are specific knowledge and skills required for a particular job or field. For example, programming languages, data analysis, graphic design, project management, or accounting. Technical competencies are typically job-specific and are essential for performing the technical aspects of a role effectively.

(Walsh, S., & Linton, J. D. 2002) The article focuses on the measurement of technical competencies, which are the knowledge, skills, and abilities required to perform

technical tasks in various domains. The authors propose a framework for measuring technical competencies that can be used in organizations to assess the capabilities of their employees in technical roles. The framework is based on a comprehensive review of existing literature on competency measurement and incorporates elements such as task performance, contextual performance, and adaptability. The authors discuss various approaches to measuring technical competencies, including self-assessment, supervisor assessment, and objective measures such as tests and simulations. They highlight the advantages and limitations of each approach and emphasize the need for a multi-dimensional measurement approach that takes into account the complexity and context-dependency of technical competencies.

Leadership Competencies: These are the skills and behaviors needed to effectively lead and manage others. Examples of leadership competencies include decision making, strategic thinking, communication, delegation, mentoring, and team building. Leadership competencies are important for individuals in supervisory, managerial, or leadership roles.

(Bolden, R., & Gosling, J. 2006) explains the role of leadership development programs in fostering the competencies needed for effective leadership. They argue that leadership development programs should move away from a one-size-fits-all approach and instead focus on developing a more nuanced understanding of leadership competencies that are relevant to the specific needs of leaders and their organizations. They emphasize the importance of experiential learning, feedback, and reflection in leadership development programs to enable leaders to develop a more dynamic and adaptable set of competencies. In conclusion, the literature review in the article highlights the need for a shift in the traditional approach to leadership competencies. The authors argue that leaders need to possess a wider range of competencies that go beyond individual traits or behaviors, and that leadership development programs should focus on fostering a more dynamic and contextually sensitive set of competencies. The article provides valuable insights for researchers and practitioners interested in leadership development and the evolving nature of leadership competencies in the modern world.

Communication Competencies: These are the skills required for effective communication, both verbal and written. Communication competencies include active listening, articulation, persuasion, negotiation, presentation, and intercultural communication. Good communication skills are essential in almost all job roles as they facilitate effective communication with colleagues, clients, and stakeholders.

Rider, E. A., & Keefer, C. H. (2006) The authors review the existing literature on communication skills competencies and identify three major categories: instrumental, affective, and critical competencies. Instrumental competencies involve gathering information, providing explanations, and giving instructions in a clear and concise manner. Affective competencies focus on building trust, showing empathy, and managing emotions in difficult situations. Critical competencies involve analyzing and interpreting verbal and nonverbal cues, resolving conflicts, and making ethical decisions in communication encounters. The literature review in this article highlights the multidimensional nature of communication skills competencies in medical education, encompassing not only the instrumental aspects but also the affective and critical components. The authors emphasize the importance of incorporating comprehensive and experiential communication skills training in medical curricula to ensure that healthcare professionals are well-equipped to communicate effectively with patients and colleagues in diverse clinical settings.

Cultural Competencies: These are the skills needed to work effectively in diverse cultural environments. Cultural competencies include cultural awareness, cultural intelligence, and inclusiveness. These competencies are essential in roles that require interaction with people from diverse cultural backgrounds, both within and outside the organization.

(Caligiuri & Tarique 2012) in the article "Dynamic Cross-Cultural Competencies and Global Leadership Effectiveness" highlights the concept of cross-cultural competencies and their impact on global leadership effectiveness. The authors emphasize the dynamic nature of cross-cultural competencies, highlight the importance of cultural intelligence, self-awareness, flexibility, and adaptability, and discuss implications for organizations and leaders.

Adaptability Competencies: These are the skills required to adapt to changing circumstances, environments, or situations. Adaptability competencies include flexibility, resilience, learning agility, and change management. These competencies are crucial in today's fast-paced and dynamic work environment where individuals need to quickly adapt to new technologies, processes, and organizational changes.

(Bocciardi, F., et al., 2017) The article "Career adaptability as a strategic competence for career development: An exploratory study of its key predictors" discusses the importance of career adaptability in today's changing work environment. It identifies key predictors of career adaptability, including personality traits, career-related self-efficacy, career planning, social support, and learning orientation. These factors can significantly influence an individual's ability to proactively manage their career development and adapt to changes in their work environment. Understanding and promoting career adaptability can be beneficial for organizations and career practitioners in supporting individuals' care

Ethical Competencies: These are the skills needed to make ethical decisions and behave ethically in the workplace. Ethical competencies include integrity, professionalism, and ethical decision-making. These competencies are essential for maintaining ethical standards and values in the workplace.

(Lechasseur, K., Caux, C., Dollé, S., & Legault, A. 2018) The literature review conducted by Lechasseur et al. on ethical competence in nursing reveals that ethical competence is a multifaceted concept encompassing knowledge, skills, and attitudes. It involves moral sensitivity, reasoning, decision-making, and action, and is influenced by contextual factors. Education and ongoing professional development are important for enhancing ethical competence in nursing practice. Further research is needed to explore the impact of ethical competence on outcomes and to develop valid measures for assessment.

2.3 EX-SERVICEMEN OF THE INDIAN ARMY AND THEIR SERVICES IN THE ORGANIZATIONS

This discrepancy can be explained by differences in age and health, fewer options for civil careers, and long-term employment, especially after leaving the military (Keeling, Kintzle, & Castro, 2018; Loughran, 2014). Veterans are routinely treated

unjustly during job interviews, and some businesses are unwilling to hire them (Stone, Lengnick-Hall, & Muldoon, 2018).

According to McAllister, Mackey, Hackney, and Perrewé (2015) and Shepherd, Kay, and Gray (2019), former service members who lose their jobs commonly experience discrimination, negative stereotypes, shame, sub-employment, mental stress, marginalization, and an inability to transfer. As part of their adjustment to urban life, many veterans encounter difficulties integrating into their workplace due to these factors, including a lack of employment opportunities McAllister, Mackey, Hackney, and Perrewé (2015).

The current rates of civilian and military job growth and unemployment are indicators of these issues. The veteran workload rate is 46.8%, which is lower than the civilian employment rate of 63.2 per cent, even though the veteran unemployment rate (3.1%) is lower than the civil unemployment rate (3.7%) (U.S. Bureau of Labour Statistics, 2020).

One of the main reasons for the scarcity of veteran research is big lack of theoretical instruction in the organizational context (Batka & Hall, 2016). Although business managers have started to pay more attention to the veterans, much research has been undertaken, and those that have concentrated only on veteran recruitment and selection, and also their morals. There is currently minimal knowledge in management about how companies can best handle veterans, especially in managing human resources post-recruitment and selection. Businesses need to learn more about how veterans fit into the workforce and how they can benefit from this kind of human capital by using their social experience. (Shepherd et al., 2019; Simpson & Sariol, 2018; Stone et al., 2018)

Using management theories and perspectives for multiplicity and a person-environment which we believe are particularly applicable to the challenges faced by all the veterans, we hope to develop an analytical model for organizations to understand better, integrate, and train their veterans' workforce. In addition, we describe how the ex-servicemen's particular personal and social qualities and experiences influence the fitness and inclusion of the working environment and the findings for the ex-servicemen and the employer. Ex-servicemen have unique traits

that make them different from other people. This framework demonstrates how employers can best leverage former ex-servicemen's characteristics to make them compatible with civil work organizations, job prospects, and career options. Additionally, it facilitates their integration by equipping them with the necessary tools and competencies to engage actively, support, and encourage their employer's decision-making processes.

An army veteran has served in the army and was not discharged because of bad behaviour (Cornell University Law School, 2016). For whatever length of time, the military personnel who served, whether or not they were assigned to combat in a period of peace or insurrection, have been dismissed medically or retired. Military people most frequently transition from the military to civilian life through employment. While serving in the military, only 17% of service personnel reach full retirement age (Schrager, 2017). Several military pensioners (of any age) and a few service members have the power to leave early after 15 years of service, which allows them to retire on a short-term basis (U.S. Department of Defence, 2020). However, retirees may seek work to increase their income or to remain productive.

The "life course" perspective has been centred on sociological studies of ex-servicemen (MacLean & Elder Jr., 2007). Military service is seen as an event that changes lives. It affects the physical and emotional health of veterans (Zatzick et al., 1997.), school achievement (Kleykamp, 2013), civil interactions of (Demers, 2011), homelessness levels (Rozenheck & Koegel, 1993), and all family connections (Ruger, Wilson, & Waddoups, 2002). Such research repeatedly reveals that military service has many detrimental consequences for ex-servicemen.

It has been found that certain military careers can be more comfortably converted into civilian employment (Bryant et al., 1993; Mangum & Ball., 1987). According to the current studies, it may not be possible to enhance jobs and socioeconomic status in the civilian sector by matching military professions with military training. Retired military personnel with transferable military backgrounds can progress and have a greater career opportunity than retired military personnel with military specializations in civilian jobs (Routon., 2014). In the labour economics literature, a variety of governmental datasets, including historical panel data (Angrist & Krueger, 1994; Little & Fredland, 1979), cross-sectional evaluations (Routon, 2014), and analysis

procedures, were all used (Kleykamp, 2013). Furthermore, the economic approach to the interdependency of military knowledge and job possibilities takes a macro-lens approach, which emphasizes the role of job transfers and minimizes issues about how businesses may leverage their military assets and capabilities.

The stigma attached to their service compounds the fight by ex-servicemen to keep their own identity once they leave the military. Although many ex-servicemen pride themselves on their military service and are deeply connected to others, being a veteran is stigmatic – a flaw in the social structure (Goffman, 1963; Ragins, 2008). In society and at work, those who belong to stigmatized groups are unfortunately subjected to stereotyping, harassment, prejudice, and discrimination (Crocker & Major, 1989; Ragins, 2008).

Social classification, information, and decision-making can benefit from the variety of veterans (Van Knippenberg & Schippers, 2007). Social categorization procedures (Tajfel & Turner 1985) can result in bias, prejudice, and a decrease in interpersonal confidence and cooperation among ex-servicemen and civilian colleagues. This is because each group perceives itself as distinct from the other. Depending on tokenism and relativist demographic analyses, researchers predicted that the absence of numerical representation of Ex-servicemen in the workplace would result in increased strain and attrition (Kanter, 1977; Riordan, 2000). Another thing to think about is that other employees and managers in the company who have military experience should show ex-servicemen that they are welcome. (Shore et al., 2011).

A large number of ex-servicemen at work can help to improve cohesion among the workforce, satisfaction with one's job, organizational commitment, and work through building connections with the rest of the workforce and the organization. When many ex-servicemen are present, intergroup dialogue can be boosted, resulting in improved communication and reduced bias, injury, and stigma (Pettigrew & Tropp, 2006). Ex-servicemen bring a wider range of KSAs, expertise, and perspectives, which help improve procedures and improve decisions based on information (Knippenberg & Schippers, 2007).

There are many core values and rules that are instilled in people who join the armed forces, among them duty, adherence to laws and regulations, and a strong sense that

teamwork, perseverance, honesty, and courage are highly desirable (Matthews, Eid, Kelly, Bailey, & Peterson, 2006). This results in a strong fighting identification like a chivalrous soldier, professionalism, moral principles, and a ritual and labels they can use to identify themselves as veterans (Dunivin, 1994; Murray, 1999). Veterans' personalities and career decisions are shaped by their military service and training (Jackson, Thoemmes., Jonkmann, Ludtke, & Trautwein, 2012; MacLean & Elder Jr., 2007).

As we've already said, management experts have found that senior executives have moral convictions (Koch-Bayram & Wernicke, 2018; Simpson & Sariol, 2018). These results add to empirical evidence from other fields, such as criminal justice, accounting, and finance, about ex-servicemen's ethics, attitudes, and behaviour. Additionally, these studies have shown that ex-servicemen are less susceptible to criminality (Bouffard, 2003). They are also less likely to commit tax evasion as managers (Law & Mills, 2017) and are less likely to commit corporate fraud and restricted stock reinstating as CEOs (Law & Mills, 2017; Benmelech & Frydman, 2015). When the findings of these studies are combined, it is clear that when ex-servicemen are offered the prospect of profit, they are more inclined to "do the right thing."

Other military ideals, customs, and beliefs may boost positions in the workplace. However, they could also impede the integration of ex-servicemen into their new businesses, especially during boarding or socialization after their shift to civil life. Ex-servicemen joining working groups or organizations that contradict military values and ethics may be out of the question (McAllister et al., 2015). This likely results in anecdotal stories of veteran misfits due to cultural gaps between the military and the business environment (Dunivin, 1994; Murray, 1999). On the other hand, workgroups of ex-servicemen and cultural and climatic organizations that incorporate values, standards, and convictions would favour additional fit. Finally, ex-servicemen in the corporate and organizational environments who embrace the above values, standards, and convictions are more likely to better fit organizations and groups of people than civilians and ex-servicemen in other scenarios.

Assessing the transferability of military occupations is important in evaluating ex-servicemen's job prospects. However, just 20% of ex-servicemen's civilian jobs

are similar to military jobs (Westat, 2010). There was no investigation into whether these inequalities were caused by a lack of similar professions or why ex-servicemen opted to pursue other career choices. This rate of professional transformation nonetheless suggests that it is inadequate while focusing on military work. Another alternative is assessing the true KSAs ex-servicemen developed throughout their service.

According to a study on ex-servicemen, having a feeling of life's meaning and the main purpose is associated with improved behaviour, a more positive mood, and increased physical fitness and health (Mota et al., 2016). Finding meaningful work is the most critical aspect of a successful transition after the military duty (Black & Papile, 2010).

In their paper, Kevin B. Odena (2015) explained the opportunities and importance of emotional intelligence in present army training. The author's description of the role of EI in army training would be useful for enhanced decision-making.

Subramani (2014) demonstrated that ex-servicemen must have a high school certificate before joining the forces. It was also noticed through the research article that enhancement of the degree and qualifications, be it undergraduate, postgraduate, or any skill training, were acquired by numerous ex-servicemen. These ex-servicemen also attain an experience of around 15 to 20 years in the particular job profile they are working for.

Maharajan Kari (2014), in his article, discussed that DGR & APA had assisted about eighteen per cent of ex-servicemen in getting jobs after retirement from the army. In contrast, eighty-two per cent have not received assistance for the same. This needs to be highlighted, and the problems must be resolved using proper methodology and knowledge of the underlying cause and gap. In his paper, the Kendriya Sainik Board's Brigadier Sudhir Uppal mentions the unawareness of the facilities available to numerous ex-servicemen living in rural areas.

Rakesh Kumar Jaiswal (2015) discussed Indian Army officer shortages. According to the findings, employees who are happy with their jobs in the Indian Army are less likely to feel committed to an organization and, as a result, are less likely to stay on. The study also provided a framework and a set of hypotheses for further investigation.

T.K (2011), in their research paper “Level of Competencies Mapping of the Employees-A Study,” stated that for analyzing and monitoring the performance and development of the employees of a company, a strategic framework that includes the level of competencies mapping is used. This CM framework should be made for a competitive market to help you find good employees even during a recession or downturn because of their valuable skills.

Shraddha Awasthi (2016), in their research paper, *“Employee Development through Level of Competency Mapping: A Way Ahead for Organizational Growth,”* demonstrated that high organizational productivity, efficiency, and effectiveness could be achieved through the development of employees, which is dependent on the level of competency mapping. The researcher tried to determine the effectiveness of the level of competency mapping on employee development. It was concluded that the level of competency mapping for a positive and significant relationship with employee development and organizational growth. Naqvi (January 2009) stated that the company’s performance depends on the quality of its human resources, which leads to concern about the competence of the employees. She shed light on the concept of “level of competencies,” its history, and its current role in her paper.

Kodwani (2009) asserted that performance is vital for an organization’s success. Competencies are skills and abilities that are required for effective performance. In today’s world, most businesses handle the competency mapping challenge that essentially involves an individual’s capacity to conduct and the organizational or employment demand.

Taneja Vikram (2016) highlighted that ESM working with corporate sector has demonstrated their capability to handle the assigned jobs efficiently and effectively, given their inherent strengths in interpersonal skills such as value system, integrity, and leadership quotient. It was also found that most of the corporate sector is unaware of the DGR and APA services, which is a need for concern for mapping competencies.

Vikram (2016) addressed the two agencies for Army Industry Interface, DGR & APA. Corporates are very less aware of these agencies, which thereby leads to the unemployment of ESM. It is also mentioned that the hiring trend for ESM in the

service sector will grow from 10% to 50%. Three models have been suggested by the researcher, which are:

- **Relevant System I:** PBOR Empowerment during Service
- **Relevant System II:** Empowerment during Transition
- **Relevant System III:** Empowerment during service training

At the end of the study, the researcher talks about how important it is to get people like the NSDA (National Skill Development Agency), businesses, and policymakers to know about the important issue of rehabilitation for ESM. The focus of industries should be to hire people from the database of retired armed forces. There will be a lot of need for skilled people in the service sector and other industries by 2022.

Krishnaveni (2017) described the relocation of ex-servicemen, military, naval, and ex-servicemen in India. Through this network, ex-servicemen and their families can access various resources.

K. Sudha (2018) demonstrated an overview of career opportunities in the Indian Defence Forces, where around 70,000 military members in their late 30s and early 40s are required to retire and are referred to as ESM ex-services. A data study demonstrates that there are increasing numbers of former servants in India every year. Although several individuals have registered for work, the real reemployment level is relatively low. They don't continue the business they did in the Armed Forces after retirement. In addition, the central and state governments in India do not use the HR potential of former servicemen. The central and state governments do not manage reservation policies adequately. Hence the unemployment rate among former troops is significant. The report also talks about the nation's responsibility to effectively make these large human resources' greatest potential at a macro-level.

Kevin B. Odena (2015) discussed the opportunities for EI training in present military training and programs. It was advocated by the authors to work together on EI and immersion training to improve decision-making in cross-cultural environments. There are several chances to include EI training in present military training and programs. Existing literature shows that high IT levels are linked to favourable results, including

improved policy-making, positive relationship establishment, and effective leadership. However, other benefits of the overall strategy could be extended to other parts of the warfighter experience to support a safe and healthy changeover from one military to another.

Maharajan Kari (2014) explained that at the moment of entry into the defence forces, the qualifications of former servants are broadly available at the high school level. Many former servants improve their skills in diplomas, graduates, and graduates simultaneously as ex-servicemen during their job in the particular trade for about 15 to 20 years. It is necessary to address the problem of insignificant avenues for resettling former military personnel from both ends.

K. Sudha (2018) The Indian army is the world's 2nd largest, with over a million people in various cadres. Approximately 70,000 army persons in India are relieved each year from the military, navy, and ex-servicemen. Transferring military personnel from the army to civil life is crucial for their second career and the issues and challenges facing these ex-servicemen must be recognized.

The Secretary to the Kendriya Sainik Board in India, Brigadier Sudhir Uppal, stated that "a huge number of these ex-servicemen are living in distant locations and are uninformed of the facilities that are available to them".

Maharajan Kari (2014) Most military personnel have a diverse set of skills that most civilian employers are unaware of. They do not share the same cultural norms and values. Transitioning from military service to civilian life is not always easy for former service members. Employers in the civilian sector have misunderstandings about soldiers, such as being excessively rigid, inflexible, and unable to adapt to civilian professions. The main problems soldiers face as they move towards civilian life were identified and demonstrated how civilian organizations might value them.

Subramanian went on to say that while the term "ex-servicemen" is used in the Indian Air Force to refer to Indian ex-servicemen, the term "ex-servicemen" is not widely understood or used in India. Military personnel, national governments, and the general public all use the term "veteran" in various ways, and the term has no universal definition. In a study conducted by ex-military employees, "only 50% of the ex-servicemen in the previous service category recognized themselves as

ex-servicemen.” As a result, the labels “ex-servicemen” and “ex-servicemen” should be used interchangeably in the study. A complete review of the relevant preceding literature was carried out by researchers, including printed and electronic media through the internet. Another book about Indian former servicemen, released in 2015, discussed the themes of former servicemen without being empirical. The literature review showed the significance of this study, which found that there had been some recent research in this field.

It has resulted in numerous gaps in comprehensiveness, time horizons, geographic coverage, and respondent groups in India. Socioeconomic and psychological issues arise from the loss of employment, identity, and self-expression, as well as the loss of time and energy. In addition to being turned down for employment, veterans also confront the challenge of locating the second line of work that suits their interests. It’s a two-way challenge, like a two-edged knife that slashes on either side. The restart of a new professional relocation is a daunting prospect that calls for changes, concessions, new pressures, and barriers.

Furthermore, ex-servicemen must contend with the unfounded biases held against them by their civilian counterparts. As has already been mentioned, most of India’s military service personnel leave their duty at a reasonably young age. Most defence personnel are younger and retire significantly younger than civil government workers in India, who typically retire at the age of 58 or 60. On November 1, 1995, the then-Indian Prime Minister wrote to the country’s military leaders, “As you know, most defence service members who must be youthful and healthy to battle retire from 35 to 47 years.” Every year, some 55,000 service members leave the three branches of the military.

India’s ex-servicemen (with 400,000 widows of the ex-servicemen) are estimated to number 2,500,000, and approximately 60,000 are added to the list each year. Veterans are further challenged by India’s shifting social structure, exacerbated by the previous paragraphs’ issues. “As the country’s socioeconomic realities change, such as the disintegration of the joint family system, etc., these ex-servicemen require help both at the national level and in the states/union territories,” the Prime Minister of India stated in his letter. Organizations and governments must aid ex-soldiers in their

relocation attempts because their families of origin or close relatives are not there to support them.

According to Burdett et al, much has been written about ex-servicemen of the United States military services, very little is known about their counterparts in the United Kingdom,” the author observed globally, referring to studies of ex-servicemen from the United States (US) and the United Kingdom (UK)., “the transition from military to civilian life, which includes not just re-entering the labour market but also a broader social process of re-engagement with wider society, affects roughly 25,000 personnel of the UK Armed Forces annually,”. According to the paper, “This program focuses almost completely on re-employment, with existing indicators of its performance limited to labour market outcomes, ignoring the wider elements of social integration.”

Maharajan Kari (2014) study “transition to civil society” and “lack of aid from family and friends, has significant ramifications for former Indian military personnel, particularly Indian ex-servicemen (IAF). In the face of uncertainty in the resettlement process, many ex-servicemen cannot choose the best location and job choice. For ex-servicemen, the choice of resettlement location and career options are intertwined. In addition, there are problems related to the schooling of children of ex-servicemen. As a result, ex-servicemen find it incredibly difficult to decide from among the few options available. Many ex-servicemen upgrade their qualifications to include certificates and undergraduate and postgraduate degrees throughout their military careers. Furthermore, ex-servicemen have 15 to 20 years of expertise in their particular trades. Ex-servicemen are often between the ages of 35 and 45 when they are released from the military. For most civil employment, however, former service workers have to compete with young civilian jobseekers, aged between 20 and 25, who have recently completed a secondary school or college degree. It is difficult for the average ex-serviceman to compete in the employment market with new, competent professionals. As a result, when ex-servicemen in India seek a second career in the public sector, they find themselves in an unusual circumstance.

The Indian Directorate General of Resettlement (MOD) Carries out modernizing of the resettlement infrastructure to help out ex-servicemen in overcoming their apprehension of seeking assistance. On the other hand, the ex-servicemen must

educate themselves about the advantages and facilities available to them as they prepare for resettlement. The push and pull approaches must be used to fill the gap between the relocation framework and the former service providers. Only a collaborative strategy that includes both top-down and bottom-up solutions will pave the road for veterans' concerns to be solved.

The IAF's creation of the Directorate of Air Ex-servicemen is a great step forward. The Indian government, at the federal and state levels, must assist this endeavour, the resettlement framework, the private sector, society, voluntary organizations, and, most importantly, the ex-servicemen themselves. Furthermore, the civilian population must be made aware of the relocation of their fellow countrymen. As a result, all parties involved in re-establishing former service providers must build on an inclusive growth strategy and work together.

Each year, K. Sudha (2018) approximately 70,000 troops from the military services, navy, and ex-military personnel are released from service in India to retain a youthful profile. Ex-soldiers are highly adaptable and well-trained human resources, which all stakeholders should effectively utilize to their advantage. There is a vast difference in satisfaction levels between ex-servicemen in industrialized and developing countries. The report concludes with recommendations for veteran resettlement that are inclusive.

Kannur University study on "Manpower Utilization of Ex-Servicemen in Kerala," which is one of the state's first of its kind Kerala sends personnel to the defence forces every year. Despite their talents and expertise, they are the most underutilized trained workforce after retirement due to a lack of effective resettlement and re-employment strategies, as well as a uniform reservation system. The study's lead author, who has a doctorate in the subject, stated that jawans and junior ranks in the Army's general duty cadre endure long periods of unemployment ranging from 20 to 27 years between the ages of 33 and 60., which is the national age of retirement.

In Kerala, ESM is most common in central government agencies, central public sector units, and state public sector enterprises. Even in central government offices, central public sector units, central banks, and central paramilitary forces, the number of ESMs in reserved posts is low. Every year, about 60,000 people leave the armed

forces. Almost 90% retire between 30 and 50, while most civilians do so between 55 and 60. Furthermore, 67 per cent of the ESM are unemployed, and their population is steadily increasing.

(Sharma, M. R., & Jain, D. 2020) This discrepancy can be explained by differences in age and health, fewer options for civil careers, and long-term employment, especially after leaving the military. Ex-servicemen are routinely treated unjustly during job interviews, and some businesses are unwilling to hire them and the former service members who lose their jobs commonly experience discrimination, negative stereotypes, shame, sub-employment, mental stress, marginalization, and an inability to transfer. As part of their adjustment to urban life, many ex-servicemen encounter difficulties integrating into their workplace due to these factors, including a lack of employment opportunities

(U.S. Bureau of Labour Statistics, 2020) The current rates of civilian and military job growth and unemployment are indicators of these issues. The veteran workload rate is 46.8%, which is lower than the civilian employment rate of 63.2 per cent, even though the veteran unemployment rate (3.1%) is lower than the civil unemployment rate (3.7%)

(Erevelles, N. 2020) This paper examines the literature on ex-servicemen and their transfer from the army to civilian society. The literature review identified four primary aspects: (a) workplace difficulties owing to mental health concerns, (b) challenges in job identification, (c) generalization and stigmatism at work, and (d) assistance in impairment/recovery and healing. Transition theory focuses on life experiences that alter people's roles and connections in society and their routines and expectations. This paradigm can facilitate the transition from military to civilian life. This system is perfect for those in the military. A transition is any occurrence that alters connections, routines, beliefs, or positions or results in their transformation. These modifications can be planned, unexpected, or unanticipated. It can be distressing, diminutive, dramatic, or worldly. This paper serves as a framework for assessing this career change and selecting appropriate actions to assist soldiers experiencing service-connected disabilities in finding work. The transition phase may fluctuate from one to the next, with the resulting repercussions varying correspondingly. A military separation may result in a soldier losing their identity and

feeling hopeless, whilst other soldiers may be able to leverage their defence skills into useful civilian work. When new changes in a soldier's life occur, soldiers with service-related impairments have a career transition depending on the resources available in four major categories. These resources are for ex-servicemen and cover the 4Ss (situation, self, support, and strategies).

(Sharma, M. R., & Jain, D. 2020) described the relocation of ex-servicemen in India. Through this network, ex-servicemen and their families can access various resources. Many ex-servicemen upgrade their qualifications to include certificates and undergraduate and postgraduate degrees throughout their military careers. Furthermore, ex-servicemen have 15 to 20 years of expertise in their particular trades. Ex-servicemen are often between the ages of 35 and 45 when they are released from the military. For most civil employment, however, former service workers have to compete with young civilian jobseekers, aged between 20 and 25, who have recently completed a secondary school or college degree. It is difficult for the average ex-serviceman to compete in the employment market with new, competent professionals. As a result, when ex-servicemen in India seek a second career in the public sector, they find themselves in an unusual circumstance. On the one hand, former servicemen are far too seasoned and mature for starting posts. On the other hand, ex-servicemen have a difficult time relating to the needs of middle and senior levels in their military experiences.

The Indian Directorate General of Resettlement (MOD) has published documentation that gives civil diplomas and certifications equal status to defence trades to remedy this disparity. However, much work needs to be done in this area, for more public knowledge and acceptance by stakeholders and organizations are required. According to a prior study on the relocation concerns of retired army soldiers in India, the vast majority (84.28 per cent) of respondents indicate that they haven't benefited from the available resources in relocating. The issue of insignificant resettlement help provided by institutions must be addressed from both sides. Putting too much value on the institutions that help former servants and their families isn't a good idea. Modernizing the resettlement infrastructure will aid ex-servicemen in overcoming their apprehension of seeking assistance. On the other hand, the ex-servicemen must educate themselves about the advantages and facilities available to them as they

prepare for resettlement. The push and pull approaches must be used to fill the gap between the relocation framework and the former service providers. Only a collaborative strategy that includes both top-down and bottom-up solutions will pave the road for ex-servicemen' concerns to be solved.

(U.S. Department of Defence, 2020) An army veteran has served in the army and was not discharged because of bad behaviour. For whatever length of time, the military personnel who served, whether or not they were assigned to combat in a period of peace or insurrection, have been dismissed medically or retired. Military people most frequently transition from the military to civilian life through employment. While serving in the military, only 17% of service personnel reach full retirement age. Several military pensioners (of any age) and a few service members have the power to leave early after 15 years of service, which allows them to retire on a short-term basis. However, retirees may seek work to increase their income or to remain productive.

(K maharaj 2016) Each year, approximately 60,000 troops from the military services, navy, and ex-military personnel are released from service in India to retain a youthful profile. Ex-soldiers are highly adaptable and well-trained human resources, which all stakeholders should effectively utilize to their advantage. As a result, such ex-servicemen must receive sufficient resettlement. Consequently, such ex-servicemen must be resettled adequately.

(Sharma, M. R., et al.,. 2022) The “life course” perspective has been centered on sociological studies of ex-servicemen. Military service is seen as an event that changes lives. It affects the physical and emotional health of ex-servicemen, school achievement, homelessness and all family connections. Such research repeatedly reveals that military service has many detrimental consequences for ex-servicemen. It has resulted in numerous gaps in comprehensiveness, time horizons, geographic coverage, and respondent groups in India. Socioeconomic and psychological issues arise from the loss of employment, identity, and self-expression, as well as the loss of time and energy. In addition to being turned down for employment, ex-servicemen also confront the challenge of locating the second line of work that suits their interests; most of India's military service personnel leave their duty at a reasonably young age. Most defence personnel are younger and retire significantly younger than civil government workers in India, who typically retire at the age of 58 or 60.

CHAPTER 3

RESEARCH METHODOLOGY

The approach used in the current research investigation is discussed in this chapter. This document identifies the analysis procedure and the sampling design, which describes the sampling frame and sample respondents.(Wilson, J. 2010) The data collection methodologies, questionnaire design, variable measurement, and data analysis tools used in the study are all covered in this chapter.

3.1 INTRODUCTION

A rigorous and rational research methodology is a strategy for resolving a research problem. It should be interpreted in terms of the logical way the testing was carried out. The effectiveness of a study is greatly dependent on its methodology because the analysis is a complete investigation aimed at acquiring substantial data. “Outlining and adhering to the suitable approach throughout a study enhances the substance of the investigation. This division oversees the examination’s procedures. The study design concerns are discussed, as well as the numerous breakthroughs that have been made in focusing on the research issue and the logic behind them. This section depicts the current analytical thesis’s methodological parts. It regulates the testing configuration obtained for the analysis, the study’s population and tests, the inspecting method, the regulated tests, the data gathering technology, and the observable devices used to evaluate the collected data. There are a variety of research studies to choose from. (Lê, J. K., & Schmid, T. 2022)

Depending on the purpose, they might be exploratory or hypothesis-testing forms of analysis. This study considers the exploratory and hypothesis modes. As indicated in previous chapters, the current situation of empirical science and industry needs new endeavors to examine the application of competitive intelligence in marketing strategy formulation. The interviews were performed using a questionnaire, and the interviewees’ comments were noted.(Sileyew, K. J. 2019)

3.2 NEED AND SCOPE OF THE STUDY

Level of competencies mapping is the need of the hour for every organization in the present day to recruit competent people for the required job, wherein less time and money is spent on training and induction. This will eventually lead to enhanced performance & productivity, which is the organization's ultimate goal, thereby achieving its mission & vision. A proper model of Level of competencies mapping with apt competencies needs to be applied to achieve the goal.

The scope of the study on "Level of Competencies and its Impact on Organizational Effectiveness with Special Reference to Ex-Servicemen of Indian Army" is to get a knowledge of the technical capabilities, leadership abilities, communication skills, decision making abilities, adaptability, teamwork, and other key characteristics held by ex-servicemen of the Indian Army. The research examines how much of competencies are acquired by ex-servicemen have during their time in the military. This research will analyze how ex-servicemen of the Indian armed forces contribute to the success of the companies with their skills and knowledge they join after serving their country. As part of this process, it is necessary to evaluate the transferability of military skills to civilian jobs and the degree to which these skills match the criteria of civilian employers.

Focus of the research is the effect that ex-servicemen' skill sets have on the success of the businesses they join after serving their country. Key organizational outcomes including productivity, efficiency, creativity, customer happiness, and staff engagement may be evaluated by looking at the impact of their abilities on those variables. With special attention on the unique experiences, abilities, and competences gained via military service, this research would centre on former members of the Indian Army. The research will look at how ex-servicemen' skillsets change from military to civilian life, as well as the advantages and disadvantages they confront and implications for Organizations and Ex-servicemen. The research will shed light on the importance of ex-servicemen' skills and experience in the workplace and propose methods for maximizing their contributions to the success of businesses that hire them. It will also provide advice on how ex-servicemen can best use their skills throughout the transition to civilian life and afterwards.

3.3 RESEARCH GAP IN THE STUDY

Every analysis report starts with constructing an issue statement that logically summarizes the relationship between the variables. The testing method is based on these statements. It is intended to see if they stand up after being exposed to reasoned reasoning and a network of comparisons in a theoretical setting. This is the procedure for creating and evaluating hypotheses. ‘After the variables have been tested, the researcher can develop one or more theories,’ says the researcher. Hypotheses serve as a guiding framework for data collection, analysis, and interpretation. When evaluating the relationships between variables, hypotheses are frequently used. The goal of applied research is to solve a specific problem that a company is currently facing. In contrast, fundamental research aims to bring about information and understanding of phenomena and issues that frequently arise in various organizational environments, thus adding to or contributing to the general knowledge base in the researcher’s field of interest.(Aghelie, A.,et al., 2016)

The service sector in India and around the world is expanding at a breakneck pace, with India alone seeing a 60% increase. It has been proven that just 25% of individuals are employed by it, which is a source of concern for today’s age. The hour requires that India can no longer exist on low-value services and must devote greater resources to them. IT/ITES Services, Healthcare, Tourism, Banking, and other service sectors in India have the potential to grow in the future. The graphical representation below also depicts the contribution of the service sector to GDP development in various countries. This shows that for the service sector to flourish year after year, it must have effective and competent people. It also assures that ex-servicemen working in the service sector hire people based on the skills they have obtained during their service or through training provided by DGR or APA.

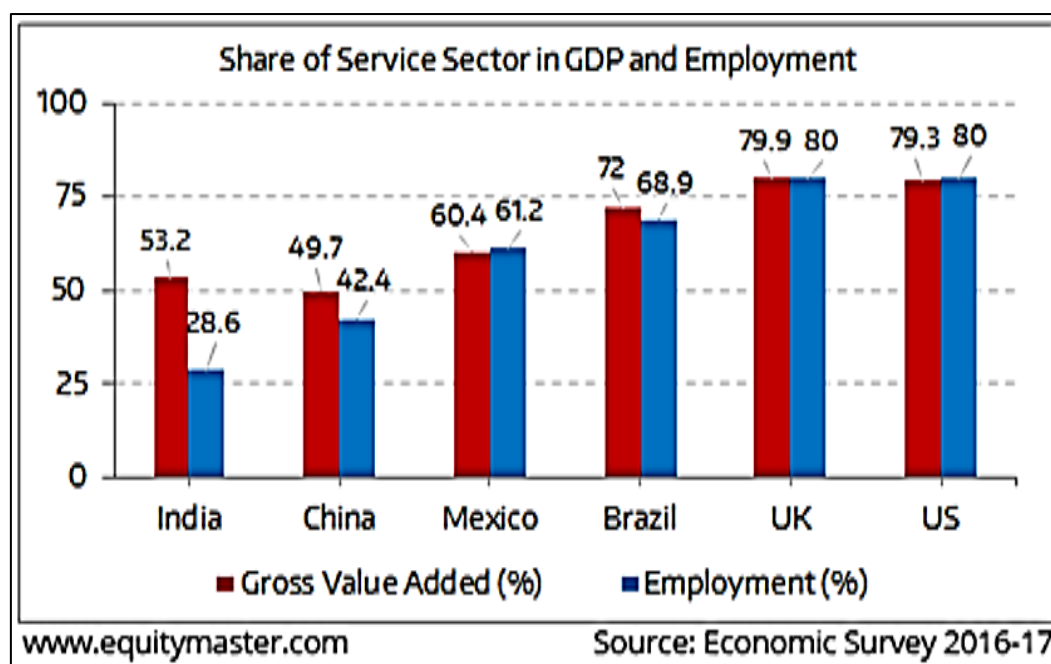


Figure 3.1: Share of the service sector in GDP & Employment

Source: Economic Survey 2016-2017

When discussing the need for a Level of Skills-based personnel in the service sector, it is important to distinguish between generic and core competencies. As previously said, generic competencies are critical for the recruitment and effectiveness of ex-servicemen in the service sector. In his research, (Chan, C. K., et al.,2017) noted that the term “generic competencies” refers to abilities or talents that may be used in various vocations and situations. Most businesses now require their employees to have a global perspective, which means they must be adaptable and willing to take on various jobs. These talents may be used in various occupations rather than a job-or task-specific competencies. Problem-solving, communication, and conflict resolution are examples of general competencies.

(Male, S. A., et al.,2011) describes many frameworks of Generic Level of Competencies provided by various writers and has collated them into a total of 58. Basic, Conceptual, and Personal competencies, as well as People, Business, and Other competencies, are grouped. Most studies on generic skills were identified in the education sector, and only a few studies on generic mapping competencies obtained by ex-servicemen were found. The report claims that there is a “Level of Competency Gap” between acquired ex-servicemen’s abilities and the competencies required by India’s Service Sector. According to the literature review, there is still relatively little

research on ex-level servicemen's competency mapping and its impact on organizational success. Furthermore, the research is restricted to the Indian army and its PBOR. Here is a gap where the researcher discovered little research on the subject, particularly for ex-servicemen of the Indian army; the research gap begins here. Research on ex-servicemen, ESM's level of competency mapping and its impact on organizational effectiveness is still sparse, according to the literature review. With specific reference to ex-servicemen of the Indian Army, the following summarizes the knowledge gap in the study of competency levels and their impact on organizational performance.

There are insufficient data and there is a scarcity of study on Indian Army ex-servicemen, despite the fact that there is a wealth of literature on competence and organizational success in the context of civil organizations. There is a need of a study that explicitly analyses the abilities and their influence on organizational efficiency due to ex-servicemen of the Indian Army. The link between competences and organizational performance among Indian Army ex-servicemen has not been comprehensively studied in any existing empirical research, despite the relevance of such studies. Therefore, in order to understand the connection between competences and organizational efficiency in this specific setting, we need thorough empirical study using qualitative and quantitative approaches. While skills are an important part of both individual and organizational success, little research done on identifying and analysing the most important competences possessed by Ex-servicemen of the Indian Army. Ex-servicemen bring a unique set of experiences and perspectives to the workplace, therefore it's crucial to pinpoint and analyze the skills they need to succeed. Targeted interventions for their growth may be created by first identifying the particular abilities that affect their performance and the organization's effectiveness. Lack of attention to context: the Indian Army is a complex organization with its own set of circumstances that may affect the correlation between training and performance. The Indian Army's organizational structure, leadership styles, cultural standards, and operational requirements are all possible examples of such contextual influences. The generalizability of the results may be compromised since existing research in this field typically fails to take into account a full evaluation of these contextual elements. Researchers need to see more studies that rigorously investigate the impact of context on the connection between abilities and organizational

efficiency. Finally, the lack of empirical studies, the lack of focus on specific competencies, the need for longitudinal studies, and the lack of consideration of contextual factors all contribute to a lack of knowledge about the level of competencies and their impact on organizational effectiveness among ex-servicemen of the Indian Army. Research on the skills and organizational efficacy of ex-servicemen of the Indian armed forces may assist fill in the blanks that currently exist in policy and practice.

This study's main goal is to address a research gap by determining the skills of ex-servicemen to make it easier for them to get resettled by bridging the gap in competencies needed in India's service industries.

3.4 OBJECTIVES OF THE STUDY

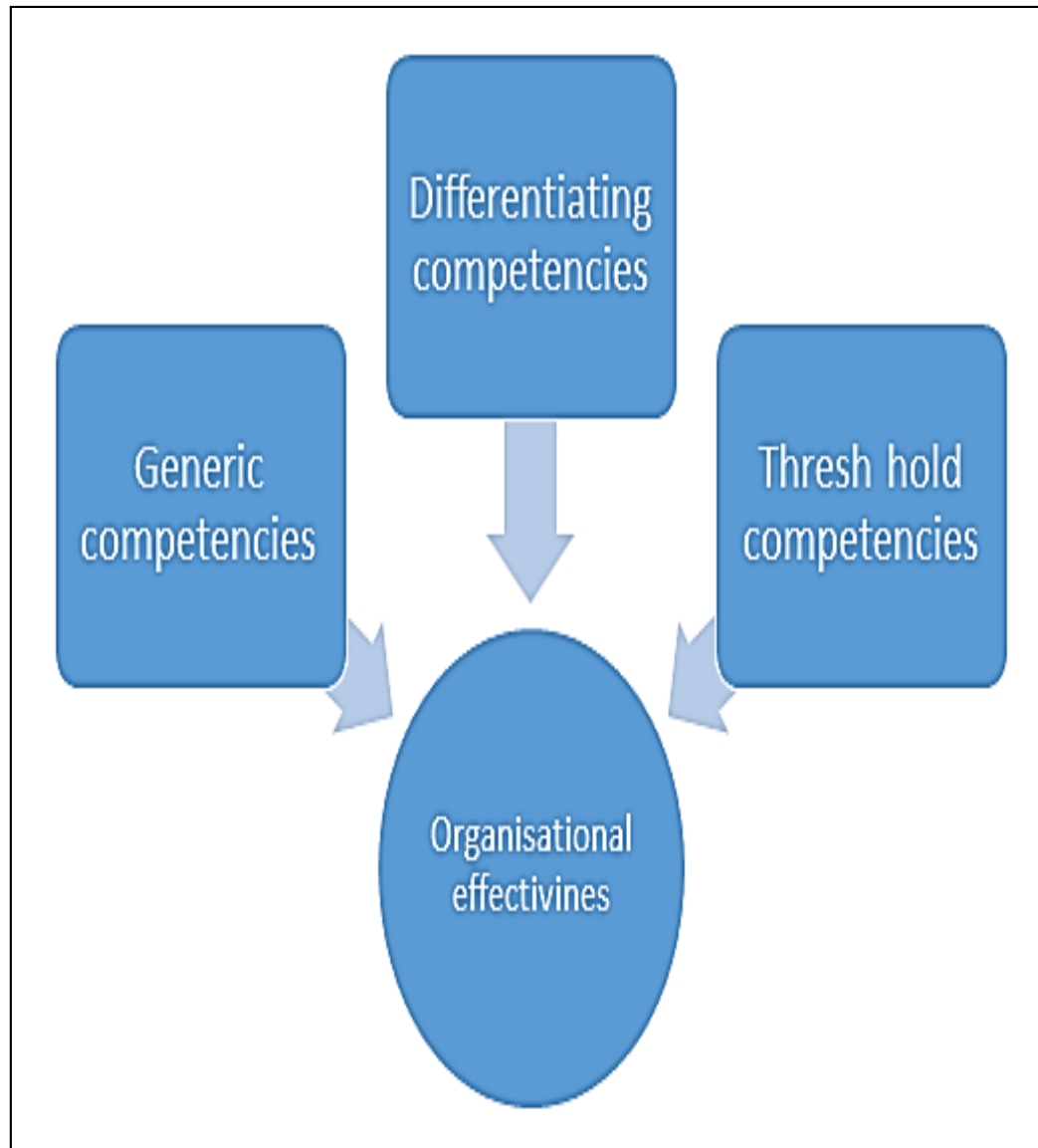
1. To measure level of competencies possessed by ex-servicemen of the Indian Army.
2. To assess the skill sets required by ex-servicemen for service sector organization for creating organizational effectiveness.
3. To measure the level of organizational effectiveness with respect to ex-servicemen of the service sector.
4. To create a best fit between the Level of competencies level and skill requirement of ex-servicemen by service sector organizations for creating organizational effectiveness.

3.5 CONCEPTUAL MODEL FRAMEWORK

Statistics that are descriptive, the mean, standard deviation, and the number of component variables of Differentiating skills obtained by both HR and Servicemen in the service industry are described in this analysis. An independent (t-test) was used to determine the mean of variation between HR and Ex-servicemen. The factors such as ex-servicemen have creativity and innovations that are beneficial to the organization. Ex-servicemen take the initiative in what they do for the company. Ex-servicemen earn others' trust and respect through consistency, honesty, and professionalism in all interactions.(Brathwaite, A. C. 2003) Ex-servicemen adhere to the code of conduct,

avoid situations and actions that are considered inappropriate to the administration, and Ex-servicemen are confident in their values, thinking, and judgment, which will be determined in this research.

Model 3.1: Conceptual Model



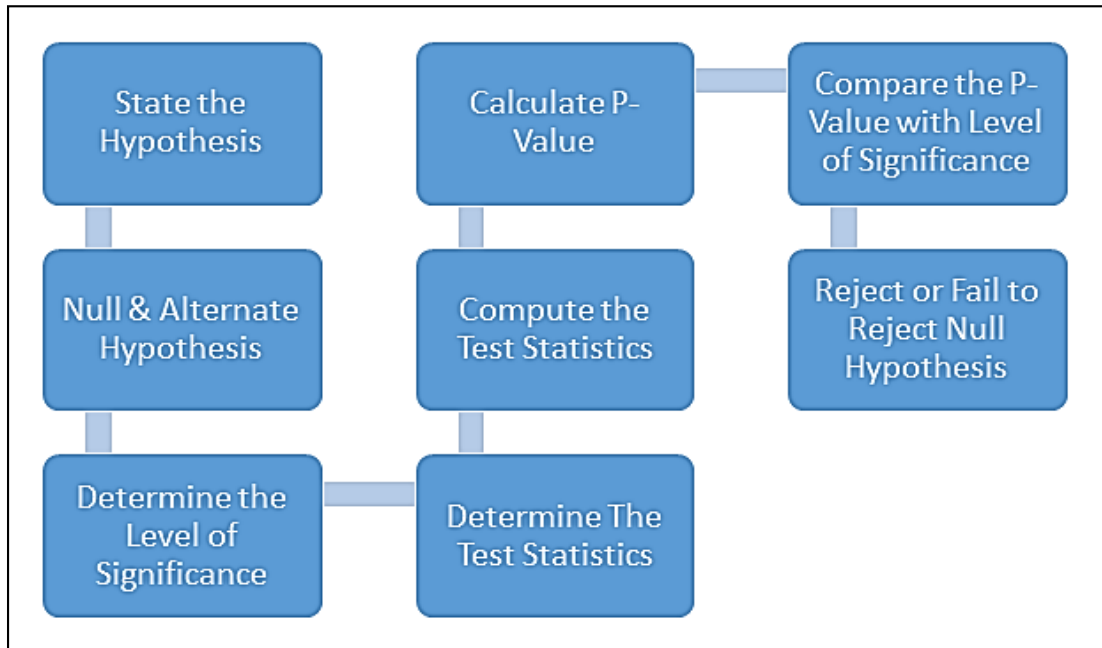
3.6 HYPOTHESIS OF THE STUDY

Researchers have emphasized various aspects of theory building and testing based on their areas of expertise. This strategy frequently incorporates hypothesized links between conceptions, measurements, or variables. Hypothesis research begins with an inference, or hypothesis, about a population parameter. The sample statistic

(information gained from the questionnaire) is then utilized to assess if the hypothesis test query is a screening question. This test must be passed before the study may spend more time thinking about empirical results. Hypotheses can take any form except in the context of a hypothesis. They must, however, meet a series of standards, which are listed below. While some methodologists feel that all of these requirements must be completed, others argue that only a few of them are required. In general, theories must have the following feature: They must be empirically testable if they can be empirically proven accurate or erroneous. I'm only going to talk about defining variables or establishing a relationship between them. The hypothesis would be put to three tests after the formation of the study query and conclusion: testing research theories, testing the logic of an argument, and testing decision-making situations. In terms of some variables, a theory can be used to examine both the interaction between components and the differences across classes. Hypotheses can be written in either descriptive or relational form; descriptive hypotheses define events, while relational hypotheses establish connections between different things. The goal of applied research is to solve a specific problem that a company is currently facing. (Nayak, J. K., & Singh, P. 2021)

In contrast, fundamental research aims to provide information and understanding of phenomena and issues that frequently arise in various organizational environments, thus adding to or contributing to the general knowledge base in the researcher's field of interest. A hypothesis can be expressed in terms of severity, in which case it postulates the substance of the class difference, i.e., higher than or less than. Non-directional hypotheses propose a partnership or discrepancy without specifying its amount or direction. In other words, if two variables are thought to be related, the researcher will be unable to establish whether the link is positive or negative. In this analysis, the hypotheses' research kind and directional shape were chosen to represent the specific concerns at hand. As a result, throughout this thesis, the following theories will be tested:

Flow Chart 3.1: Hypothesis Testing Flow Chart



H1: Generic Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H2: Threshold Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H3: Differentiating Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H4: Management Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H5: Communication Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H6: Leadership Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H7: Thinking Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H8: Team Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H9: Decision-making Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

H10: Analytical Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

3.7 OBJECTIVE WISE RESEARCH DESIGN

The term “Research Design” means investigation’s orientation and its overall structure. It also means research structure outline and it provide framework of data collection & its further analysis. Whereas, research methodology refers to techniques of collection of data. This part enumerates the outline perspective of the study including Hypotheses of study. The objective of this study is “Study on Level of Competencies and its Impact on Organization Effectiveness with special reference to Ex-Servicemen of Indian Army.” Data was collected at various stages of research. Microsoft Office Excel 2019 was applied to modify the data so that statistical tools like frequency tables and SPSS (version 24) could be applied for analysis. Data were examined using relevant statistical methods like descriptive statistics, T-tests, ANOVA, reliability tests, factor analysis, regression analysis, SEM in AMOS.

Objective 1 – To Measure Level of Competencies Possessed by Ex-servicemen of the Indian Army

For the research methodology, the Cronbach alpha technique was used to check level of consistency of the data within itself. For reliability of the scale Likert scale was used. The Likert scale is a five- or seven-point scale that lets people say how strongly they agree or disagree with a statement. (Dr. Saul McLeod, 2008). Further, descriptive statistics, correlation and regression, and Factor analysis were carried out to check that study’s data on HR, and Ex-services variables are credible.

Objective 2 – To Assess the Skill Sets Required by Ex-servicemen for Service Sector Organization for Creating Organizational Effectiveness

For this objective, a pilot study followed by a semi-structured interview was conducted with HR managers, and the same was analyzed in r software and word art. Some of the primary qualities considered in behavioural skills are communication skills, leadership skills, and teamwork. This goal demonstrates the numerous supervisory competencies and how they are grouped among ex-servicemen working in India's service sector. Generic, threshold and distinguishing competencies are the three types of grouped competencies. Furthermore, this goal demonstrates the numerous types of organizational performance used India's service sector. Balance scorecard and Goal system, Key Resource Area, Employee Satisfaction and Process Model, and Management Objectives are the different approaches to company effectiveness that are united together. At the supervisory and managerial levels, distinct categories of competencies, such as generic, threshold, and distinguishing, were discovered. These are further investigated with the assistance of prior research and published literature. The survey results demonstrated a wide range of competencies and organizational performance

Objective 3 – To Measure the Level of Organizational Effectiveness with respect to Ex-servicemen of the Service Sector

The Cronbach alpha technique was used to check level of consistency of the data within itself. For reliability of the scale Likert scale was used. Descriptive Analysis is used to assess the mean, standard deviation, KMO & BT and T-tests, ANOVA, reliability tests, factor analysis, regression analysis used for hypothesis testing and measuring effect of ex-servicemen competencies on organizational efficiency in the services industry.

Objective 4 – To Create a Best Fit between the Level of Competencies Level and Skill Requirement of Ex-servicemen by Service Sector Organizations for Creating Organizational Effectiveness

Descriptive statistics analysis is used to achieve the fourth goal, describing the mean, standard deviation, and quantity of Generic Threshold and Differentiating skills obtained by both HR and servicemen. An independent (t-test) was used to determine

the mean variation between HR and Ex-servicemen. Descriptive Statistics Analysis describes the mean, standard deviation, and the number of thinking, leadership, management, team, communication, decision-making, analytical, and time competencies acquired by both HR and Servicemen. An independent (t-test) was used to determine the mean variation between HR and Ex-servicemen. All variables were correlated, including thinking, leadership, management, teamwork, communication, decision-making, analytical, and time competencies developed by HR and servicemen in the service sector. SEM in AMOS is used to create the best fit model.

3.8 SAMPLE SIZE

For the study sample is selected from an ex-servicemen of Indian Army and HR managers working in service sector industries of silicon triangle (Pune, Hyderabad and Bangalore) and is representative of the general population. The silicon triangle cities were selected as maximum of service industries are located there and bulk of ex-servicemen are employed in them. The study would include ESMs from the Indian Army and HR managers from the service sector, such as IT, hospitals, education, banking, security, and hotels (companies attached as appendix) .Stratified random sampling was used for the study because samples had to be taken from districts chosen for sample selection. Simple random sampling was used to choose the sampling frames. With the help of inferential statistics, the right sample size was found so that the samples were more representative of the whole population. The number of people in this study's sample was 455. There were 400 ex-servicemen and 55 HR managers from service sector industry.

3.8.1 Determination of Sample Size

Generally, a population's sample size can be calculated scientifically or by applying a rule of thumb. Therefore, it is recommended to compute the necessary sample size using statistical techniques. There is no defined fraction of sample size which is appropriate for any population. As a result, the sample size isn't only determined by the overall population. What matters in sampling is the correct figure or sample size, not the proportion of the population. The evaluation of the fundamental objectives, the requirement for precision, and basic population knowledge are all aspects of the statistical computation of sample size. The suitability of the criteria examined in the

process of evaluating a representative sample size is reliant on the suitability of the elements examined. For this study, the sample size is 455, i.e., 400 ex-servicemen and 55 HR managers.

To begin, the researcher must determine the size of the study's population. A census may be preferred to a sample if the population is small (200 or less). Sampling is preferred for larger populations. Second, the methodology and sampling design must be chosen while keeping in mind the traits or concepts at hand. Finally, the researcher must consider the available resources and their limits. The study will include 40 Silicon Triangle service sector firms and 400 individual ex-servicemen working there, and 55 HR managers from the same organizations, with the suitable representation given to organizations of various sizes and industries. The survey is open to ex-servicemen who live in the designated districts. As a result, sampling should be preferred while considering the research design and data collection method. This entailed the researcher administering a validated questionnaire to the ex-servicemen, which was supplemented with qualitative data obtained through interviews and conversations with the target group. Therefore, to determine the goals of this study, the sample size is 455, i.e., 400 ex-servicemen and 55 HR managers.

3.8.2 Determination of Precision of Outcomes

Precision refers to how well a sample predicts results for the entire population. The precision level chosen compromises the level of accuracy sought and the resources available. The needed sample size is inversely proportional to the precision level. Because the options and quality of the level of competencies of ex-servicemen are influenced by a wide range of elements and challenges, the questionnaire must be thorough and include multiple measurement scales. Furthermore, qualitative data is considered necessary for the study to better understand the quality of life of ex-servicemen. As a result, the margin of error is accurately calculated, considering the researcher's limitations as the sole human resource for data collection and the difficult task of personally reaching each ex-serviceman.

3.8.3 Determination of Confidence Level

As the name implies, the confidence level is the researcher's trust in the study's findings. The researcher's decision is based on his or her judgment. The degree of

Type I error (risk) that the researcher is willing to take to ensure that the sample fits within the normal distribution of the population is known as the confidence level. A Type I error is when the null hypothesis is rejected even if it is true. In other words, it is the degree to which the sample is typical of the population. The sample size and confidence level are proportional to each other. Generally, the confidence level of 95 per cent is considered satisfactory in research, including management research. As a result, for the current study, if we found the same degree of confidence, it is considered suitable.

3.8.4 Estimation of Population Variability

The degree of population homogeneity (or heterogeneity) is used to calculate variability. This refers to how evenly the questionnaire's qualities are spread among the population under investigation. The variability is projected from prior studies or derived from the sample data for a population with an unknown standard deviation. It can also be estimated using the researcher's in-depth understanding of the characteristics of the population being studied. The required sample size and the degree of variability are directly proportional.

3.8.5 Estimation of the Response Rate

The sampling method, administration, and population factors, such as involvement, determine the response rate. The required number of replies (base sample size) is established first. Divide the base sample size by the response percentage to get the needed sample size. Even if the survey allows for probable non-responses, non-respondents must be followed up to improve the study's results. As previously stated, the researcher's questionnaire administration collected data for the current study. It can also be estimated using the researcher's in-depth understanding of the characteristics of the population being studied.

3.8.6 Results of Sample Size Determination

Considering these factors, the required sample size was calculated using Equation and professional tools such as the Raosoft sample size calculator (Raosoft Inc. 2013). As a result, appropriate sample size was chosen for the current investigation, that is 400 ex-servicemen and 55 HR managers. The sample size is determined to meet the

criteria of a valid measure for the districts, whether taken separately or together. Such a consideration would be extremely beneficial in analyzing and deriving conclusions from district-level, comparative, and aggregate statistics.

3.8.7 Discussion on Determination of Sample Size

As a result, it is logical to compute sample size statistically rather than as a population percentage. It has been established that determining the sample size scientifically is significantly more accurate than calculating it as an ad hoc fraction of the population. Furthermore, it can be seen that the required sample size is not proportional to the population size. As a result, the results of sample size determination using statistical methods are practical, especially for large population numbers, and are frequently less than what percentage approaches need. The sample size doesn't significantly vary for populations greater than 20,000. As a result, using statistical methods to determine sample size leads to greater accuracy and high cost and labour savings. It should be noted that this method of calculating sample size using formulas and generated tables are only relevant to simple random sampling. If the population or universe is divided into strata, the sample size needed for each stratum may vary depending on the level of precision desired. If the study requires assessing several different characteristics of interest, each may necessitate a different sample size. As a result, the strategies are concerned with determining the sample size for specific features important in the investigation. The required sample size is calculated by considering the numerous procedures for calculating the underlying measures. As a result, the elements contributing to the correct sample size have been realistically determined and estimated. The sample size for the study was then selected based on the necessary statistical measures and accuracy while keeping the research objectives in mind. As a result, achieving an optimal sample size consistent with the study's objectives and resources is met. For this study, the sample size was 450, i.e., 455 were ex-servicemen, and 50 were HR managers.

3.9 METHOD OF DATA COLLECTION

Several techniques for gathering data and analysis can be used to gather information for this study's analysis. To ensure the effectiveness and dependability of any research investigation, the most appropriate technique must be carefully selected.

While a comprehensive and critical examination of these approaches is beyond the scope of this review, the brief description of the data collection method employed in this study is as explained in details.

3.9.1 Qualitative and Quantitative Research

A type of market research called qualitative market research (MR) uses conversational and open-ended methods to collect data. This method considers “why” people believe what they do and “what” they think. Consider a convenience shop that wants to attract more consumers. The amount of men visiting this store is higher, according to careful monitoring. Because of this, qualitative research methods enable in-depth exploration, follow-up inquiries, and the questioning of respondents based on their replies, all while the interviewer/researcher tries to understand their motivations and feelings. Understanding how your target group makes decisions may help with MR conclusions. A wide variety of data collection methods are implemented in qualitative research, including participant observation, audio and video recordings made in the field, documents and artifacts, and questionnaires in which participants write in detail about their experiences. The information is primarily non-numerical. Qualitative researchers explore people’s perspectives of their social surroundings.

Quantitative inquiries appear to measure ‘how much,’ or ‘how often,’ by looking for ‘distinct features, elemental properties, and analytical bounds. ‘If the data is numerical, researchers should mark it as quantitative, and if it isn’t, it should be marked as qualitative. According to the informants’ Ernie point of view, qualitative research strategies are associated with interpretation methodologies rather than morally assessing distinct, measurable acts. The main argument against this method is the principle of authenticity, which states that it is difficult to determine the truthfulness of conclusions. The frequently small sample sizes may contribute to claims that the findings are unrepresentative of the population under consideration. Whereas many scholars have suggested in favour of using a specific strategy, many of their arguments are pragmatic, citing time restrictions, the need to reduce the scope of research, and the complexity of conveying the results. The fact that all single methodology methods (qualitative only or quantitative exclusively) have benefits and drawbacks is critical in justifying a mixed methodology study design.

On the other hand, a combination of approaches will focus on their respective benefits. Blending qualitative and quantitative analysis methodologies will produce a polished output that can emphasize both 'and' 'qualitative results and support and clarify quantitative research's worth. The researcher can make the following predictions to ensure that the ultimate product maximizes the benefits of a mixed methods strategy.

The overall option must, by necessity, be the most appropriate for attaining the research's objectives. The endeavor to collect data begins once a study issue has been identified and a project/survey approach has been devised. The researcher must remember that there are two types of data when choosing the data gathering strategy for the analysis: primary and secondary data. The primary data are collected repeatedly from none and hence have a unique nature. Secondary data is information already obtained and put into a measurable procedure by someone else. The researcher must choose which of the two data gathering procedures he will utilize, as well as which type of data he can use (and hence collect) for his study. Distinction between primary and secondary data must be done carefully. Primary data must be gathered first as secondary data gathering work is essentially aggregation of existing data. We discuss the various data collection approaches and their advantages and disadvantages. After assessing the advantages and disadvantages of various analysis methods, it was determined that this thesis would use both qualitative and quantitative methods, generally known as mixed methodology or multi-method testing. As a result, questionnaire surveys, which were designed to provide both quantitative and qualitative data, and semi-structured interviews, which were used to augment the surveys, were the principal methodologies used in this study. As a result, the researcher has three options: conduct interviews, distribute questionnaires, or study people and phenomena. Before deciding, each strategy has its benefits and drawbacks that must be examined.

3.9.2 Collection of Data through Questionnaires

Questionnaires are a collection of pre-written questions derived from the study's goals. Questionnaires offer a lot of benefits. The significant advantage of mail surveys is the ability to reach a large number of people at once at a low cost and with minimal time loss. The administration of these programs is relatively low-cost. The researcher

should make an identical instrument available to a wide number of people so that they can fill it out at their leisure.

On the other hand, mail questionnaires have been chastised for taking so long to respond. Even if postal questionnaires do not have the same high response rate as personal interviews, their advantages may be enough to tip the scales in their favour, particularly if the impact of non-response can be expected. The most basic data collection method is observing relevant actors and settings. In general, observation is better suited to exploratory studies in which the researcher explores a topic about which he or she has sufficient information to formulate specific research questions or create simple ideas. The process, however, cannot be used when the activity is hidden or difficult to see.

To put it another way, the specifics must be readily apparent. Second, observing will take a long time. The researcher risks wasting too much time waiting for something to happen unless there is a regular degree of action. Another possibility is that there is so much going on that the researcher refuses to see or, more typically, report it. This quick analysis has shown how difficult it is to establish which technique is the best in absolute terms. Each strategy has its own set of advantages and disadvantages, and none of them is superior in every circumstance. As a result, a variety of strategies were employed in this research to address the shortcomings while maximizing each individual's strengths. Both policy and competitive intelligence are engaged, or, to be more precise, marketing strategy and competitive intelligence. As a result, the next section is divided into two sections; one elaborates on the touch methods utilized and the other of which argues each conclusion. Due to time constraints, however, this would not be possible. Furthermore, due to the topic's sensitivity, doing interviews with people you have never met before might be challenging. As a result, the most common data collection tools are questionnaires and in-depth interviews. These also aided the author in defending the findings of the study.

3.9.3 Depth Interviews

It is usual policy to conduct a pilot study as close to the actual circumstance as possible before performing the final analysis. In this case, in-depth interviews were conducted to; a) classify key issues of significant concern from the perspective of

industry practitioners; b) collect first-hand knowledge to aid in the development of the theoretical framework, and c) recognize emerging fields of covert influences that underpin the key issues and should be included in the study instrument in the broad scale survey.” Because the major purpose of the interviews is to acquire more details for the second stage of this study, in-depth interviews were employed to enable further identification of the significant issues (administering questionnaires). The semi-structured interview provides interviewees with a lot of autonomy over the conversation. It encourages them to express themselves fully, allowing the interviewer to test the environment with new theories and confirm contributing influences for future research. As a result, semi-structured interviews were chosen as the most appropriate research strategy. This type of interview allowed for direct dialogue between the subject and the interviewer, which was useful in an area where the hypothesis was still being formed.

3.9.4 Interviews Implementation

Handwritten, semi-structured interviews were conducted using an organized instrument as an interview guide. A semi-structured interview was created to combine the benefits of structured and thorough interviews, allowing the interviewer to ask easy questions while inspecting them outside when necessary.

The interviewing process included the following steps:

1. A pilot interview was conducted to fine-tune the instrument and questions.
2. Review of the final instrument with a committee member
3. Design of the final instrument
4. Arrange for and conduct an interview
5. Data analysis from the interviews

Interviews with HR managers will be conducted to understand the gaps and constructions employed in the questionnaire. The questionnaire will be developed following the factors as well as sub-variables identified. Content, criterion, and presentation there will be validated. After the pilot study, the questionnaire was

finished with a reliability test using the CA method. The sub-variables in the different Competencies are independent variables, while OE is a dependent variable. There will be more than one way to look at the data, such as factor analysis, descriptive analysis, and multiple regression analysis. Socio demographic factors were used to examine how the respondents were spread among the different groups. The IBM 24.0 Statistical Package for Social Science (SPSS) was used to change the data into a format that could be used for statistical tests like the Chi-square test of independence and the test of mean differences. Uses the paired t-test. Composite reliability, sometimes called “construct reliability,” is a way to measure the internal consistency of scale components. It is similar to CA (Netemeyer, 2003). It can be found by dividing the total difference between real and scale scores by the total difference between scale and real scores. A valid intelligence test should be able to measure intelligence as a concept instead of other things like memory or education level. Construct validity checks to see if a test covers all the behaviours that make up the concept being looked at. The reliability and validity of the terms are used to judge the quality of the research. They discuss how well something is measured by a method, methodology, or test.

Validity is about how well a measure works, while reliability is how consistent it is. Dependability is a word that is often used to describe consistency. When a person takes the same personality test more than once and always gets the same results, the test can be trusted. When a test does what it says it will do, it is said to be valid. It is possible for a measurement to be valid yet untrustworthy or to be dependable but not valid. Suppose the endogenous variables are unidirectional dependent, and their values can be determined sequentially instead of jointly for given values of the exogenous variables. In that case, the system of equations is recursion instead of synchronous. Due to their ease of estimate and tendency to understand causal chains, recursive systems were the first equation systems to be used empirically in the social sciences. In any equation system, the number of exogenous and endogenous variables will equal the number of equations. If an exogenous variable affects endogenous variables, it is not affected by them. Endogenous variables can be interdependent with one another and with external variables. In other words, the equation system tells us what each of these variables is supposed to mean. Endogenous variables that enter with a lag are “lagged endogenous variables.” All of the system’s other equations will

almost certainly contain a variable that is endogenous to one equation, if not all of them.

3.9.5 Questionnaire Construction

Questionnaires can draw many people and produce well-structured responses, but they have downsides, such as the danger of prejudice or misunderstandings owing to the language used in the questions. A lack of completed questionnaires is another possibility. As a result, the information presented must be consistent enough. The next section covers four aspects of questionnaire design: the sources of query concepts, query kinds, and scale types. Supervisors of the researcher and other employees of the communications department offered advice. Inquiry forms use open-ended and closed-ended questions to get the best of both worlds. However, the value of gathering more information was not overlooked because a space for additional perspectives was provided where suitable for the respondent to fill out, providing more information in terms of quantity and scope. Scaling is allocating items to numbers according to a set of rules. Text declarations, often assertions of mood or opinion, are the arty facts in most scaling. Researchers, however, frequently conflate the terms size and response rate. Researchers use a reaction scale to collect responses from people on an instrument. Researchers may utilize a dichotomous reaction scale, such as Agree/Disagree, True/False, or Yes/No. An interval answer scale, such as a 1-to-5 rating system, is frequently used by researchers. However, if all they're doing is adding an answer scale to an object or argument, researchers can't call what they're doing the scaling. Scaling refers to the procedures researchers use to assign a numerical value to an object without consulting the respondents. In true scaling testing, researchers utilize a scaling technique to develop an instrument (size) and a response scale to collect responses from participants. In this study, the standard scale and the Likert summated rating scale were utilized.(Hand book on competency mapping ;Seema Sangi,

3.9.6 Survey Implementation

The questionnaire was tested on a small sample of ex-servicemen to measure the level of competencies as a part of a pilot study. This poll was chosen for several reasons, including how easy it is to use and the fact that it includes executives from many

companies. After the questionnaire was finished, respondents were asked if they had any difficulties filling it out. Based on the responses, the researcher improved the questionnaire, particularly in terms of language and questioning style.

3.9.7 Response Rate

The answer rate refers to the percentage of respondents who gave complete answers in the initial survey with special reference to the level of competencies. The response rate is a useful indication of data consistency in a sample since it reflects the level of potential nonresponsive prejudice. However, because scientists cannot agree on a minimal reaction rate need, there is no easy solution in scientific experience as to what determines an adequate response rate. A high response rate is also only valid when the initial survey is well-designed and represents a representative sample of the larger population. The most important part of predicting response rate is defining the survey's eligibility because the response rate is unknown if specific units lack the information needed to assess eligibility.

3.10 SOURCES OF DATA FOR THE STUDY

The quantity and quality of data collected, categorized, interpreted, and evaluated are critical components of objective research. As a result, this study sincerely tries to get insight into the data to develop useful information. This study considers a variety of sources, including books on past studies on the subject and publications from a wide range of stakeholders involved in the ex-servicemen level of competencies. In addition, this study uses data from electronic media, such as journals, publications, material from various websites, and debates on a range of electronic forums gathered via the internet. This information is backed up by primary data gathered from stakeholders, including ex-servicemen. The subdivisions provide a more comprehensive perspective of the main and secondary data sources. At this point, it is important to note that such data compilation requires the researcher's constant work and dedication to duty in the face of numerous obstacles during the data collection procedure.

3.10.1 Sources of Primary Data

Primary data is necessary for the current study to comprehend the pertinent consequences. The researcher attempted to obtain primary data from ex-servicemen and executives of government agencies involved as the study encompasses a variety of stakeholders. In addition, data is obtained from the office bearers of ex-voluntary servicemen's organizations to understand the challenges at a macro level better. Furthermore, vast amounts of data are compiled from electronic media and transmitted via the internet. For the objective of collecting primary data from ex-servicemen respondents, a well-structured questionnaire is created. The questionnaire enabled many quantitative and qualitative data from open-ended, descriptive answers.

3.10.2 Sources of Secondary Data

Data that was obtained from different sources other than the present study is called secondary data. In addition to primary sources, popular secondary data resources used by researcher are Essentials of Business Research: A Guide to Doing Your Research Project, Research on the Expanding Enrollment and Specific Training of Ex-serviceman in Higher Vocational Colleges—A Case Study of Shenzhen Polytechnic, ex-servicemen on the road: travel and homelessness, The Sociological Review.

The following documents, broadly classed as official and association publications, are used for this study. A Handbook on Pensionary Benefits for PBOR (2006) gave initial insights into the subject of the level of competencies. This document explains pensionary benefits in depth, including the several types of pensions, eligibility for pensions, and the calculations used to arrive at the pension, as well as commutation and gratuity. The Central Organization of the Ex-Servicemen Contributory Health Scheme publishes ECHS Newsletters containing updates and information on medical schemes, processes, and policy matters. This material is available in print at various ex-servicemen touch points such as District Soldier Board(DSB), Station Headquarters, and other ex-servicemen-related organizations. Additionally, electronic versions of the newsletters at www.indianarmy.nic.in/arechs.htm on the Central Organization website were utilized. These periodicals contain additional parts on DGR news, pension issues, and welfare initiatives. These newsletters feature bilingual material in English to reach a larger

community of ex-servicemen beneficiaries, including ex-servicemen widows. This organization's booklets and hand-outs are also useful in giving relevant information on issues affecting ex-servicemen and their families. Any current research can benefit from the extensive resources available on the internet. As a result, the researcher took advantage of this powerful electronic medium to gather essential data. The researcher got papers and information from many different places. In addition, the researcher kept up with the latest developments in the field thanks to his extensive network of social and professional connections on Face book and LinkedIn. In addition, the researcher signed up for Google Notifications' automatic alerts service to receive real-time updates on DGR and APA, KSB and RSB policies on resettlement of Ex-servicemen.

3.11 DESIGN OF THE QUESTIONNAIRE

The literature review highlighted the importance of performing the current study, which revealed a dearth of new literature on the subject. Due to it, there are numerous gaps in the comprehensiveness, realms of time, and coverage of responder categories. The questionnaire's content was influenced by the gaps identified in the literature research and current events. The questionnaire was created using the researcher's direct experience and information from relevant publications. The questionnaire starts with a short explanation of the study and who is doing it. This aids in the development of rapport with the respondent and proper orientation. The questionnaire is divided into ten sections, the first containing basic information about the respondents, important profile data, and contact information. The respondents' service profiles in the nation's armed forces are collected in the second section. This section also includes questions about the respondents' qualifications when they joined the armed forces and their most excellent qualifications when they were released. The final portion of the questionnaire contains information about possible levels of competency options. It raises concerns about the level of competency initiatives and ex-servicemen preferences for re-employment. Furthermore, as multiple response questions, this section investigates the challenges ex-servicemen face in the level of competencies. It also collects information on the help provided by level of competencies agencies to ex-servicemen. This section asks about the ex-servicemen competencies and there utilization by industries. The researcher has discovered and

presented possible responses to these questions and an option for stating any further explanations. The fourth segment discusses the quality of level of ex-servicemen competencies. Its goal is to gather information on ex-servicemen current occupations and wages. It also compares the ex-servicemen current income to their last drawn pay in the military. This section investigates whether ex-servicemen are satisfied with their current occupations and, if not, the reasons for their dissatisfaction.

It is difficult for self-employed ex-servicemen to determine their motive for starting a business. This section closes with a five-point scale to measure the impact of the level of competencies. The fifth component of the questionnaire asks about the ex-servicemen' preferred level of competencies area and real abode. It also seeks to locate placement for ex-servicemen through the DGR, On a five-point scale, aimed to gauge the satisfaction level of ex-servicemen in terms of the level of competencies. Section seven aims to evaluate the ex-level competencies' individual, social, economic, and managerial aspects.

For this reason, ten statements on the level of competencies components are constructed, and the ex-servicemen' level of agreement with these statements is measured on a five-point scale. The researcher used a judicious combination of positively and negatively worded words in his study. This is done to avoid respondents' monotonous comments and to ensure a fair viewpoint. The questionnaire's eighth section assesses the value of the ten indicated aspects in ex-service ex-servicemen level of competencies. On a scale of one to five, the least important parts of this section are "very unimportant," "not important," "neutral," "important," and "very important." Personal, interpersonal, government aid and societal interactions are all factors to consider. Section nine comprises ten needs in level of competencies ranked in order of importance on a ten-point scale. This section meticulously outlines the level of competencies needs, including the ex-service ex-servicemen socioeconomic and social needs. Section 10 concludes with an open-ended inquiry asking for descriptions of events during the level of competencies process and comments/suggestions/feedback. The questionnaire then communicates the researcher's appreciation for the respondent's time and work. In addition, the researcher compiled explanations of the abbreviations used in the questionnaire to make administration easier. The researcher thoroughly created and corrected the

questionnaire and used appropriate terms and phrases to assure adequacy and accuracy and to minimize ambiguity.

Furthermore, the questionnaire explores respondents' facts, such as wealth, in a non-intrusive manner, producing no fear or antagonism among ex-servicemen. To improve efficacy and presentation, the researcher made every effort to write the questionnaire in an easy-to-read and straightforward manner. The questionnaire uses a judicious combination of nominal, ordinal, scale, and open-ended options to capture complete data. In addition to the quantitative data analysis, the researcher planned to examine the valuable qualitative data gathered. The literature/books referred for Various variable used in the construction of questionnaire are; Technical Competency American Society for Training and Development (2008), Personal Competency Churchill & et. al. (1985), Tobias Ley & Albert D. (2003), Client Orientation Verma (2004), Time Management Mahesh Keshav (2011), Interpersonal Charles Kamen & et. al. (2010), Team Player Coll & Zegward (2006).

The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations Book by Seema Sanghi,

An analytical study of competencies related to performance in a private manufacturing and service sector industries with special reference to Nasik City Bhabad Varsha Nivrutti.

Competency Mapping and its impact on Organization Effectiveness with special reference to Sales Staff of Pharmaceutical Industry of Ahmadabad Region , Chaitali Riddhish Shah

3.12 MEASUREMENT OF VARIABLES: RELIABILITY AND VALIDITY ANALYSIS

Measuring the variables under inquiry is an important aspect of science; without it, it is difficult to evaluate ideas and find answers to challenging research issues. But, exactly, what is measurement? Measurement refers to the process of taking and documenting measurements as part of a research study.' A method in which the researcher allocates numerals (e.g., numbers or other symbols) to analytical qualities (variables) according to laws,' according to Stevens (1951). However, this phrase is

judged inappropriate in the social sciences since many of the processes explored in social scientific studies are far too complicated to characterize as concepts or episodes adequately. It is proposed that measurement be considered a mechanism for connecting abstract concepts to empirical events by demanding an explicit, systematic strategy for identifying and measuring the specific sense data (incidents) in the researcher's general definition. In social connections, the construct is the original concept, theory, inquiry, or hypothesis that determines which data should be gathered and how it should be gathered. In research, a construct or a definition is operationalized by breaking down the behavioural dimensions, facts, or attributes that the idea denotes into concrete and measurable components. On an objective level, the focus of calculation is on the subjects' observable answer; on a theoretical level, the focus is on the response's underlying observable (and directly un-measurable) description.

To put it another way, a well-designed calculation should be able to capture the important interaction between empirically based metrics (the measurable response) and the underlying observable principles, allowing for the evaluation of theoretical propositions' methodological applicability in research. Reliability and validity are the most important and basic parts of any measurement process. As a result, the researcher conducted a pilot study to determine the questionnaire's reliability and validity. The study will include 40 Silicon Triangle service sector firms and 455 individual ex-servicemen working there, and 40 HR managers from the same organizations, with the suitable representation given to organizations of various sizes and industries. The questionnaire's reliability and validity were computed using additional analyses.

3.12.1 Analysis of Reliability

The degree to which a questionnaire delivers consistent findings over time is referred to as reliability. To put it another way, it's the consistency of scores throughout time or across raters. A questionnaire's internal consistency (also known as homogeneity) is an evaluation that determines the degree to which its individual questions are all measuring the same item. It is one of the most significant features of reliability. If the items in a measure are a single construct, it is said to be one-dimensional. When the individual items are highly connected, the whole scale's dependability improves

dramatically. The internal consistency index of dependability is calculated after only one test is administered, avoiding the issues that come with testing over multiple periods. The coefficient alpha (Cronbach 1951) index is commonly employed in a scale with multiple response possibilities, such as the Likert scale, as one of the approaches for estimating the reliability index. The Cronbach alpha is the average of all of the estimations that may be obtained from the questionnaire by splitting it in half. This is accomplished by distributing the questionnaire to the same set of individuals, dividing it into two sections (for example, odd and even questions or the first half and second half of the items), and then comparing the responses received.

On the other hand, internal consistency is concerned with the inter-relatedness of a sample of test items, as determined by the correlation of each test item with the overall test result. The final score will be all these correlation coefficients' average (mean). Cronbach Alpha indicates the test's internal consistency as a number between 0 and 1. When the value of Alpha is greater than 0.8, the questionnaire's reliability is considered quite good. The study's questionnaire was called A study on channels and quality of resettlement among ex-servicemen of the Indian armed services. The Cronbach Alpha score of 0.8052 and the standardized item alpha score of 0.8205 are well within the acceptable range for reliability. So, the questionnaire has passed the right test of reliability, which shows that it is good enough for more research.

3.12.2 Analysis on Validity

Validity is the degree to which an instrument measures what it says. There are four main types of validity: content validity, face validity, criterion-related validity (also called predictive validity), and construct validity. In the next few paragraphs, we'll take a quick look at the different kinds of validity and how they can be used and analyzed in the context of this study. Content validity is the extent to which the questionnaire fully measures the construct of interest or how well the questions represent the domain of the attribute. A content-valid questionnaire is made when a reasonable instrument analysis is done by raters (preferably 3 to 5) who understand the idea of interest. In particular, the raters will look at all the items to see how easy they are to read, how clear they are, and how complete they are. They will then agree on which ones should be in the final instrument. In this study, the questionnaire was rated by the research scholar's supervisor, an experienced professor, a veteran from

one of the RSB\DSB (the district's main agency for ex-servicemen welfare), servicemen and an independent research scholar who knows about ex-servicemen and questionnaire design. In addition, throughout the preliminary talks and data collection, the researcher attentively incorporated the recommendations and feedback provided by the respondents and thoroughly amended the questionnaire. As a result of the extensive content validity assessment, the appropriateness, importance, and phrasing of questions received high marks. Face validity is a part of content validity. It is shown when the person evaluating the instrument decides that it attempts to measure the desired trait or characteristic. In other words, it seems to be doing what it was meant to do. This questionnaire's validity has been confirmed by experts, including a seasoned statistics professor. Face validity suggested that the questionnaire was well-formatted, simple to fill out, and understandable to answer. When assessing the relationship between test scores and a certain criterion, criterion-related validity (or predictive validity) is tested. The test's results are predicted to be consistent with ex-servicemen statistics' macro indicators. The test results can also be compared to other related research on the area of interest in the past. In addition, the researcher's personal experiences as an ex-serviceman were quite valuable in this area. Construct validity measures how well an instrument measures the trait or theoretical construct it was made to measure. Construct validity is an ongoing process in which a theory is tweaked as needed so that test score predictions can be made in various settings to improve validity. The questionnaire is developed with relevant questions that cross-check the legitimacy of the responses. Furthermore, the questionnaire for this study has a high construct validity because the responses gathered were devoid of biases or prejudices because the respondents identified with the researcher's primary group.

3.12.3 Discussion on Reliability and Validity

Identifying a solution to the study challenge is just as important as the tools or data collection method. Although a standardized questionnaire may have excellent reliability, its validity in the study context may be low. Because the current study's questionnaire was built from the ground up and specifically for the study, its validity is high, with a reliability score of above 0.8 (Cronbach's alpha). A well-designed questionnaire should yield high-quality data for further analysis in order to answer the research objectives. As a result, while instrument reliability is a feature of the

instrument itself, validity also has to do with how the questionnaire is administered and the sampling strategy. In a nutshell, reliability is necessary but not sufficient for validity, meaning that a valid questionnaire must be trustworthy and measure what it claims to measure. As a result, the questionnaire used in this study passes the reliability and validity tests. As a result, the questionnaire qualifies as a tool that can be used to investigate the options and quality of ex-servicemen resettlement in India.

3.13 RESEARCH DESIGN PURPOSE

The goal of this present study on inclusive management of the Indian armed forces ex-servicemen is to investigate the main challenges surrounding the level of competencies of ex- servicemen in India. Regarding demographic profile, including lifestyle features, Indian ex-servicemen are in a class by themselves. To begin with, the educational and economic backgrounds of those seeking membership in the armed services are predominantly from the lower middle classes of India's vast middle class. Second, these individuals tend to symbolize the middle-class culture over their two decades of duty in the military forces. Finally, ex-servicemen desire to identify with the upper middle class after their discharge from the military. This study considers all these features to determine a viable research design. The research design acts as a blueprint or road map for how the study will be carried out. A research design is a basic plan that guides a research project's data collection and interpretation phases. It is the mechanism that determines the data collection data, the data sources, and the data gathering procedure. The general structure of a piece of study is its research architecture: what data is collected from where and how that data is presented to provide good answers to the specific research topic. The logically immaculate research design method provides a logically impeccable strategy suitable for this study's purpose. The current study has broader ramifications for ex-servicemen of India's armed forces dispersed across the country. In addition, the survey is aimed at the level of competencies of the ex-servicemen.

As a result, the research design for this study took all of these essential factors into account. Using both descriptive and causal approaches, this broad study, which includes cross-sectional data and longitudinal features, is conclusive. The main goal of this study is to determine the level of competency of ex-servicemen army leaders and their impact on organizational success. The study is limited to PBORs of ex-army

ex-servicemen currently employed in silicon triangle service sector enterprises. Bangalore, Pune, and Hyderabad are the three cities that make up the silicon triangle. The silicon triangle's NSE (National Stock Exchange) listed companies will be selected for the study's universe. The study would include ESMs from the Indian Army and HR managers from the service sector, such as IT, hospitals, education, banking, security, and hotels.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

Following the completion of the data analysis, the presentation, as well as a discussion of the research evidence of the current research study, will take place in this section. The process of analyzing data includes organizing, modifying, and analyzing information to gain answers to the study questions (Irwin, Sarah.2008). This stage is critical to the research project's sequence of events. The actual data is transformed into usable information, which enables analysis of the research pieces of evidence, the analysis and hypothesis testing, and the construction and verification of the suggested model.

The purpose of this chapter is to explain the interpretation of the empirical findings in this study. According to the data collection method and the nature of study questions and hypotheses, several statistical tests were used to examine the data obtained (Motulsky, 1995).

The information was gathered from a variety of sources. The main goal of this research is "Study on Level of Competencies and its Impact on Organizational Effectiveness with special reference to Ex-Servicemen of Indian Army." Variables have been collected at various levels of research. Microsoft Excel 2019 was applied to modify the data to use statistical methods like frequency tables and "SPSS" (version 24) for analysis. The data was examined using relevant statistical techniques like descriptive statistics, T-tests, ANOVA, reliability tests, regression analysis, and AMOS 21.

4.1 OBJECTIVE 1: TO MEASURE LEVEL OF COMPETENCIES POSSESSED BY EX-SERVICEMEN OF THE INDIAN ARMY

The Cronbach's Alpha values were utilized to determine whether or not the Likert scale data from the questionnaires was reliable to analyze objective 1. Various statistical procedures were used to examine the data, including descriptive statistics, the reliability test, T-test, ANOVA and regression analysis.

4.1.1 Profile & Age Group of Ex-servicemen

It was found that out of 400 respondents that participated in the survey, 16.8 per cent of them were somewhere between 36-45 yrs., 77.3% of them were somewhere between 45-55 yrs. and 6.0 per cent of respondents were over 55 yrs. of age.

Table 4.1: Age group of Ex-Servicemen

The age group of Ex-Servicemen				
	Freq.*	%*	Valid %	Cumulative %
36-45 Yrs.	67	16.8	16.8	16.8
45-55 Yrs.	309	77.3	77.3	94.0
Above 55 Yrs.	24	6.0	6.0	100.0
Total	400	100.0	100.0	

**Frq: Frequency; %: Percentage*

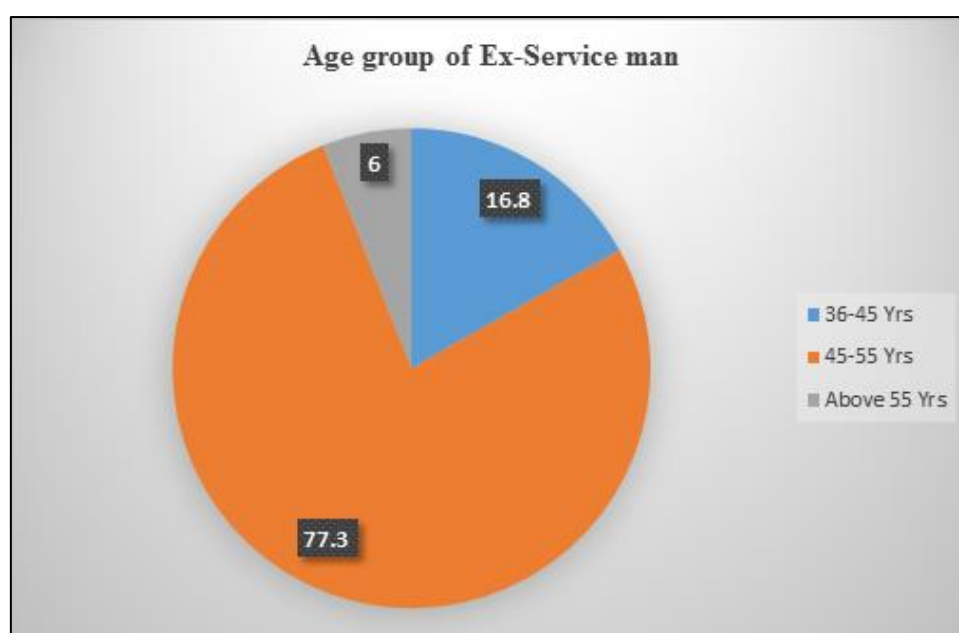


Figure 4.1: Age group of Ex-Servicemen

4.1.2 Education Qualification of Ex-servicemen

It was concluded that out of 400 respondents who participated in the survey, 0.5% of them had done Higher Secondary Certificates, 44.3% had done Senior Secondary Certificates, 47.8% had graduated, and 7.5% of them had postgraduate education qualifications.

Table 4.2: Education Qualification of ex-servicemen

Educational Qualification				
	Freq.	%	Valid %	Cumulative %
HSC	2	.5	.5	.5
SSC	177	44.3	44.3	44.8
Graduate	191	47.8	47.8	92.5
Postgraduate	30	7.5	7.5	100.0
Total	400	100.0	100.0	

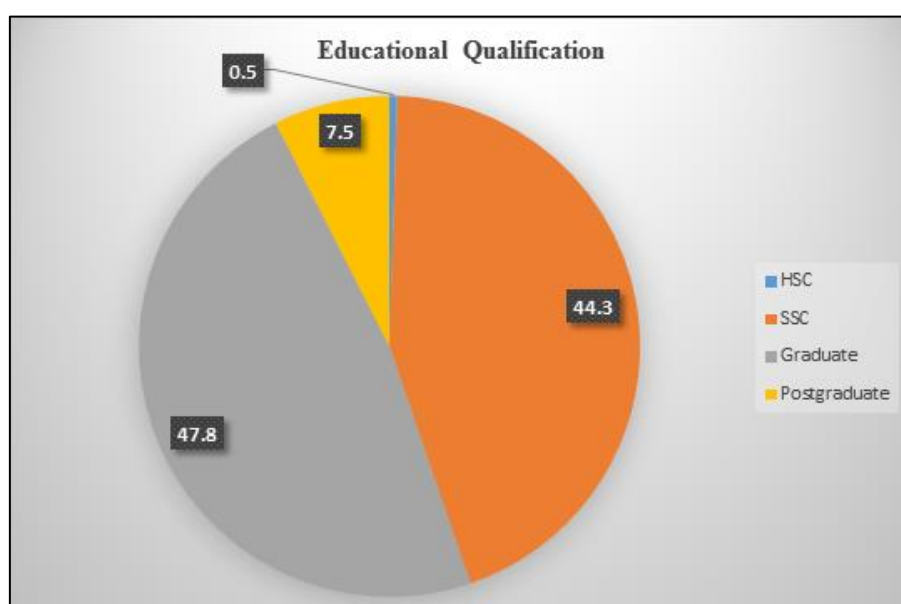


Figure 4.2: Education Qualification of ex-servicemen

4.1.3 Salary of Ex-servicemen

It was concluded that out of 400 respondents who participated in the survey, 1.5% of respondents had less than Rs. 15K monthly salary, 48.3% of respondents had between Rs. 15K – 30K monthly salary, 47.0% of respondents had between Rs 30K – 46K monthly income, and 4.8% of respondents had a salary between Rs 45K – 60K.

Table 4.3: Salary of Ex-servicemen

Salary				
	Freq.	%	Valid %	Cumulative %
Below Rs. 15K	6	1.5	1.5	1.5
Rs.15K-30K	187	46.8	46.8	48.3
30K-45K	188	47.0	47.0	95.3
Rs.45K-60K	19	4.8	4.8	100.0
Total	400	100.0	100.0	

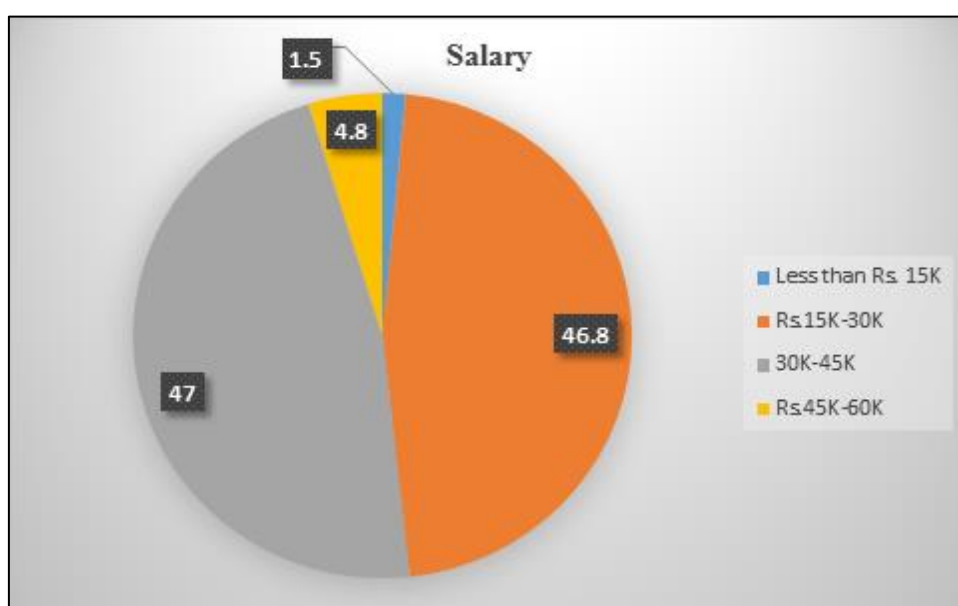


Figure 4.3: Salary of ex-servicemen

4.1.4 Level of Job Army of Ex-servicemen

It was concluded that out of 400 respondents who participated in the survey, 86.0% of respondents were in supervisory jobs, and 14.0% of respondents were at the managerial level of the job ex-servicemen.

Table 4.4: Level of job army of ex-servicemen

Level of Job in Army				
	Freq.	%	Valid %	Cumulative %
Supervisory	344	86.0	86.0	86.0
Managerial	56	14.0	14.0	100.0
Total	400	100.0	100.0	

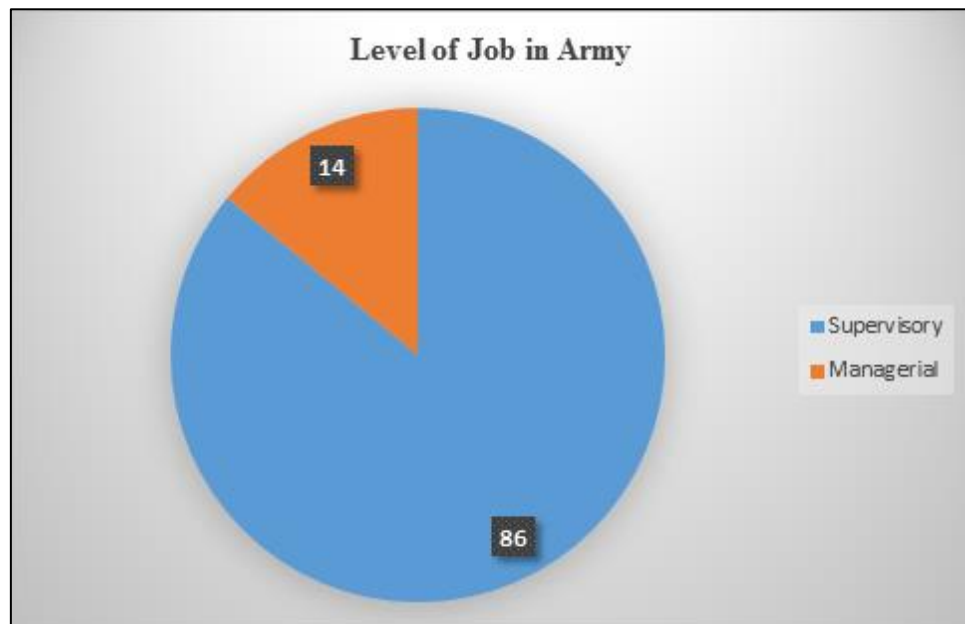


Figure 4.4: Level of job army of ex-servicemen

4.1.5 Generic Competencies Acquired by Ex-services Man

The CA value of Generic Competencies acquired by ex-servicemen is .931 and demonstrates good validity of the assessing instrument. Moreover, it revealed a high degree of internal consistency concerning the sample.

Table 4.5: Reliability test of generic competencies acquired

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.931	.931	22

The Kaiser-Meyer-Olkin (KMO) measure has to be greater than .70, and it is regarded insufficient if it is less than .50. The KMO test determines if every factor anticipates a significant number of items, here KMO is .925 which is satisfactory. It is preferable if the Bartlett test (BT) results are substantial that is have a significance value (SV) below .05. This indicates that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Generic Competencies Acquired by Ex-Servicemen”.

Table 4.6: KMO & BT of generic competencies acquired

KMO & BT		
KMO Measure of Sampling Adequacy		.925
BT of Sphericity	Approx. Chi-Square	4488.703
	Df	231
	Sig.	.000

These initial communalities describe the relationship among the variables and all other variables prior to rotation (the squared multiple correlations between items and all other items). To be examined for future study, the communalities that demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5) must be greater than 0. If this is not the case, such variables will be excluded from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. There were five variables such as AGC_01, AGC_07, AGC_16, AGC_17, and AGC_22, with less than 0.5 extraction values.

Table 4.7: Communalities of generic competencies acquired

Communalities		
	Initial	Extraction
AGC_01	1.000	.455
AGC_02	1.000	.634
AGC_03	1.000	.539
AGC_04	1.000	.744
AGC_05	1.000	.733
AGC_06	1.000	.699
AGC_07	1.000	.471
AGC_08	1.000	.704
AGC_09	1.000	.669
AGC_10	1.000	.578

Communalities		
	Initial	Extraction
AGC_11	1.000	.625
AGC_12	1.000	.705
AGC_13	1.000	.655
AGC_14	1.000	.670
AGC_15	1.000	.621
AGC_16	1.000	.472
AGC_17	1.000	.491
AGC_18	1.000	.592
AGC_19	1.000	.638
AGC_20	1.000	.663
AGC_21	1.000	.563
AGC_22	1.000	.432
Extraction Method: Principal Component Analysis		

The Total Variance Explained (TVE) table illustrates how the variance is distributed among the four potential sources. It is worth noting that 4 factors have Eigen values (EV) that is a measure of explained variance larger than 1.0, which is a popular

criterion for determining if a factor is beneficial. As long as the EV is below 1, it is less informative than the sum of its parts. It is the quantity of extracted factors whose sum equals the number of items that are exposed to FA.

Table 4.8: TVE of generic competencies acquired

Total Variance Explained (TVE)									
Comp.	Initial EV			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	9.120	41.456	41.456	9.120	41.456	41.456	4.559	20.721	20.721
2	2.053	9.332	50.788	2.053	9.332	50.788	3.052	13.871	34.592
3	1.165	5.294	56.083	1.165	5.294	56.083	3.010	13.682	48.273
4	1.014	4.608	60.691	1.014	4.608	60.691	2.732	12.418	60.691
5	.802	3.647	64.338						
6	.778	3.537	67.875						
7	.742	3.375	71.250						
8	.700	3.181	74.430						
9	.626	2.845	77.275						
10	.565	2.567	79.842						
11	.536	2.437	82.280						
12	.497	2.259	84.538						
13	.467	2.123	86.661						
14	.420	1.908	88.569						
15	.412	1.875	90.444						
16	.385	1.752	92.196						
17	.373	1.695	93.891						

Total Variance Explained (TVE)									
Comp.	Initial EV			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
18	.332	1.508	95.399						
19	.305	1.386	96.785						
20	.265	1.205	97.990						
21	.227	1.030	99.020						
22	.216	.980	100.000						
Extraction Method: Principal Component Analysis									

Comp: Component; Var.: Variance; Cum.: Cumulative

The main objective of rotation is to reduce the number of factors with significant loadings on the variables studied. Rotation has no influence on the analysis, however it helps in explaining. Comp. 1 had 7 variables with correlation value more than 0.5, similarly components 2 and 3 had four variables with correlation value more than 0.5, Component 4 had three variables with correlation value more than 0.5. But there were four variables such as AGC_03, AGC_01, AGC_22 and AGC_16 had less than correlation values 0.5.

Table 4.9: Rotated Component Matrix of generic competencies acquired

Rotated Component Matrix				
	Component			
	1	2	3	4
AGC_08	.802			
AGC_09	.756			
AGC_12	.726	.363		

Rotated Component Matrix				
	Component			
	1	2	3	4
AGC_13	.658	.432		
AGC_10	.653			
AGC_11	.614	.396		
AGC_07	.556			
AGC_03	.485		.453	
AGC_01	.411		.342	.342
AGC_20		.756		
AGC_19		.743		
AGC_18		.663		
AGC_21		.598		
AGC_22	.352	.417		.358
AGC_05			.831	
AGC_04			.790	.336
AGC_06			.768	
AGC_02			.606	.496
AGC_14	.307			.704
AGC_15	.372			.662
AGC_16				.566
AGC_17	.395			.487
“Extraction Method: Principal Component Analysis” Rotation Method: Varimax with Kaiser Normalization				

Rotated Component Matrix				
	Component			
	1	2	3	4
Rotation converged in 5 iterations				

4.1.6 Threshold Competencies acquired by Ex-servicemen

The CA value for, “Threshold Competencies Acquired by Ex-Servicemen” is 0.886, indicating that the measuring instrument is highly reliable. Moreover, it demonstrated a high degree of internal consistency following the specific dataset.

Table 4.10: Reliability test of threshold competencies acquired

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.886	.886	13

The Kaiser-Meyer-Olkin (KMO) measure has to be greater than .70, and it is regarded insufficient if it is less than .50. The KMO test determines if every factor anticipates a significant number of items, here it is .900, which is satisfactory. It is preferable if the BT results are substantial, that is, have an SV below .05. This indicates that the variables are significantly correlated enough to serve as a good basis for FA, like in the instance of “Threshold Competencies acquired by Ex-servicemen.”

Table 4.11: KMO & BT of threshold competencies acquired

KMO & BT		
KMO Measure of Sampling Adequacy		.900
BT of Sphericity	Approx. Chi-Square	1978.550
	Df	78
	Sig.	.000

These initial communalities describe the relationship among the variables and all other variables prior to rotation (the squared multiple correlations between items and all other items). To be examined for future study, the communalities demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5 for further analysis). If this is not the case, such variables will be excluded from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. One variable, such as ATC_13, had less than 0.5 extraction values.

Table 4.12: Communalities of threshold competencies acquired by Ex-servicemen

Communalities		
	Initial	Extraction
ATC_01	1.000	.569
ATC_02	1.000	.588
ATC_03	1.000	.589
ATC_04	1.000	.665

Communalities		
	Initial	Extraction
ATC_05	1.000	.596
ATC_06	1.000	.440
ATC_07	1.000	.654
ATC_08	1.000	.743
ATC_09	1.000	.627
ATC_10	1.000	.611
ATC_11	1.000	.589
ATC_12	1.000	.690
ATC_13	1.000	.471
Extraction Method: Principal Component Analysis.		

The Total Variance Explained (TVE) table illustrates how the variance is distributed among the three potential sources. It is worth noting that 3 factors have EV that is a measure of explained variance larger than 1.0, which is a popular criterion for determining if a factor is beneficial. As long as the EV is below 1.0, it is less informative than the sum of its parts. EV represents the number of extracted factors whose sum must be equal to number of items which are submitted to FA.

Table 4.13: TVE of threshold competencies acquired

Total Variance Explained (TVE)									
Comp.	Initial EV			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	5.507	42.360	42.360	5.507	42.360	42.360	3.060	23.536	23.536
2	1.308	10.059	52.419	1.308	10.059	52.419	2.661	20.466	44.002
3	1.016	7.819	60.238	1.016	7.819	60.238	2.111	16.236	60.238
4	.796	6.127	66.364						
5	.691	5.315	71.680						
6	.637	4.897	76.577						
7	.548	4.214	80.790						
8	.515	3.965	84.755						
9	.477	3.673	88.428						
10	.439	3.379	91.806						
11	.412	3.167	94.973						
12	.365	2.811	97.784						
13	.288	2.216	100.000						
Extraction Method: Principal Component Analysis									

The main objective of rotation is to reduce the number of factors with significant loadings on the variables studied. Rotation has no influence on the analysis, however it helps in explaining. Five variables in comp. 1 had a correlation value greater than 0.5, while 4 variables in comp. 2 & 3 had a correlation value greater than 0.5.

Table 4.14: Rotated Component Matrix of threshold competencies

Rotated Component Matrix			
	Component		
	1	2	3
ATC_08	.820		
ATC_04	.793		
ATC_09	.714		
ATC_10	.696		
ATC_06	.501	.386	
ATC_07	.328	.739	
ATC_05		.735	
ATC_03		.712	
ATC_01	.311	.668	
ATC_12			.806
ATC_11		.335	.654
ATC_02	.434		.624
ATC_13		.424	.518
Extraction Method: Principal Component Analysis			
Rotation Method: Varimax with Kaiser Normalization			
Rotation converged in 6 iteration			

4.1.7 Differentiating Competencies Acquired by Ex-servicemen

The CA value of, “Differentiating Competencies acquired of ex-servicemen,” is 0.860, indicating that the measuring instrument is highly reliable. Moreover, it demonstrated a high degree of internal consistency following the specific dataset.

Table 4.15: Reliability test of differentiating competencies acquired

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.860	.921	21

The Kaiser-Meyer-Olkin (KMO) measure has to be greater than .70, and it is regarded insufficient if it is less than .50. The KMO test determines if every factor anticipates a significant number of items. It’s right here. 919, which is satisfactory. It is preferable if the BT results are substantial, that is, have an SV below .05. This indicates that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Differentiating Competencies acquired by Ex-servicemen.”

Table 4.16: KMO & BT of differentiating competencies acquired

KMO & BT		
KMO Measure of Sampling Adequacy		.919
BT of Sphericity	Approx. Chi-Square	3805.335
	Df	210
	Sig.	.000

These initial communalities describe the relationship among the variables and all other variables prior to rotation (the squared multiple correlations between items and all other items). To be examined for future study, the communalities that demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5) must be greater than 0. If this is not the case, such variables will be excluded from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. One variable, such as ADC_10, had less than 0.5 extraction values.

Table 4.17: Communalities of Differentiating competencies acquired

Communalities		
	Initial	Extraction
ADC_1	1.000	.508
ADC_2	1.000	.509
ADC_3	1.000	.689
ADC_4	1.000	.501
ADC_5	1.000	.630
ADC_6	1.000	.511
ADC_7	1.000	.628
ADC_8	1.000	.615
ADC_9	1.000	.571
ADC_10	1.000	.478

Communalities		
	Initial	Extraction
ADC_11	1.000	.605
ADC_12	1.000	.526
ADC_13	1.000	.553
ADC_14	1.000	.632
ADC_15	1.000	.533
ADC_16	1.000	.522
ADC_17	1.000	.584
ADC_18	1.000	.633
ADC_19	1.000	.564
ADC_20	1.000	.711
ADC_21	1.000	.624
Extraction Method: Principal Component Analysis		

The Total Variance Explained table illustrates how the variance is distributed among the four potential sources. It is worth noting that 4 factors have Eigen Values that is a measure of explained variance larger than 1.0, which is a popular criterion for determining if a factor is beneficial. As long as the EV is below 1.0, it is less informative than the sum of its parts. Eigen value represents the number of extracted factors whose sum should be equal to number of items which are submitted to FA.

Table 4.18: TVE of Differentiating competencies acquired

Total Variance Explained									
Comp.	Initial EV			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	8.413	40.063	40.063	8.413	40.063	40.063	4.415	21.025	21.025
2	1.541	7.340	47.404	1.541	7.340	47.404	3.653	17.394	38.419
3	1.089	5.185	52.589	1.089	5.185	52.589	2.961	14.102	52.521
4	1.082	5.153	57.742	1.082	5.153	57.742	1.096	5.221	57.742
5	.996	4.745	62.487						
6	.889	4.233	66.720						
7	.741	3.527	70.248						
8	.711	3.387	73.635						
9	.632	3.008	76.642						
10	.617	2.937	79.580						
11	.571	2.721	82.300						
12	.521	2.482	84.783						
13	.487	2.319	87.102						
14	.451	2.147	89.249						
15	.403	1.920	91.169						
16	.366	1.741	92.910						
17	.356	1.698	94.608						
18	.320	1.526	96.134						
19	.303	1.443	97.576						

Total Variance Explained									
Comp.	Initial EV			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
20	.277	1.319	98.896						
21	.232	1.104	100.000						
Extraction Method: Principal Component Analysis									

The main objective of rotation is to reduce the number of factors with significant loadings on the variables studied. Rotation has no influence on the analysis, however it helps in explaining. Comp. 1 had 9 variables with correlation value more than 0.5, similarly components 2 and 3 had six & four variables with correlation value more than 0.5, Component 4 had one variable with correlation value greater than 0.5. But there were 1 variable that is ADC_13 which was below correlation values 0.5.

Table 4.19: Rotated Component Matrix

Rotated Component Matrix				
	Component			
	1	2	3	4
ADC_14	.763			
ADC_18	.734			
ADC_17	.657		.315	
ADC_21	.615	.419		
ADC_16	.614	.300		
ADC_15	.576	.330	.303	

Rotated Component Matrix				
	Component			
	1	2	3	4
ADC_19	.566	.413		
ADC_12	.534			-.415
ADC_2	.528		.369	
ADC_13	.468	.359	.430	
ADC_8		.720		
ADC_4		.702		
ADC_7		.694	.316	
ADC_9		.648	.339	
ADC_6		.631		
ADC_10	.334	.588		
ADC_3			.783	
ADC_11			.727	
ADC_5	.316		.709	
ADC_1	.351		.536	
ADC_20				.831
Extraction Method: Principal Component Analysis				
Rotation Method: Varimax with Kaiser Normalization				
Rotation converged in 5 iterations				

4.2 HR MANAGERS OF THE SERVICE INDUSTRY

4.2.1 Generic Competencies Required as per HR Managers

The CA value for, “Generic Competencies required as per HR Managers working in the organization”, is 0.831, indicating that the measuring instrument is highly reliable. Moreover, it demonstrated a high degree of internal consistency following the specific dataset.

Table 4.20: Reliability test of generic competencies required

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.831	.824	22

The Kaiser-Meyer-Olkin (KMO) measure has to be greater than .70, and it is regarded insufficient if it is less than .50. The KMO test determines if every factor anticipates a significant number of items, here it is .637, which is satisfactory. It is preferable if the BT results are substantial, that is, have an SV below .05. This indicates that the variables are significantly correlated enough to serve as a reasonable basis for FA, like in the instance of “Generic Competencies acquired as per HR managers.”

Table 4.21: Reliability test of generic competencies required

KMO & BT		
KMO Measure of Sampling Adequacy		.637
BT of Sphericity	Approx. Chi-Square	527.834
	Df	231
	Sig.	.000

These initial communalities describe the relationship among the variables and all other variables prior to rotation (the squared multiple correlations between items and all other items). To be examined for future study, the communalities that demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5) must be greater than 0. If this is not the case, such variables will be excluded from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. There were no such variables that had below 0.5 extraction values.

Table 4.22: Communalities test of generic competencies required

Communalities		
	Initial	Extraction
RGC_01	1.000	.681
RGC_02	1.000	.718
RGC_03	1.000	.703
RGC_04	1.000	.569
RGC_05	1.000	.649
RGC_06	1.000	.787
RGC_07	1.000	.793
RGC_08	1.000	.524
RGC_09	1.000	.667
RGC_10	1.000	.587
RGC_11	1.000	.676
RGC_12	1.000	.711

Communalities		
	Initial	Extraction
RGC_13	1.000	.759
RGC_14	1.000	.703
RGC_15	1.000	.539
RGC_16	1.000	.642
RGC_17	1.000	.762
RGC_18	1.000	.667
RGC_19	1.000	.700
RGC_20	1.000	.731
RGC_21	1.000	.570
RGC_22	1.000	.755
Extraction Method: Principal Component Analysis		

The Total Variance Explained table illustrates how the variance is distributed among the six potential sources. It is worth noting that six factors have Eigen values that is a measure of explained variance larger than 1.0, which is a popular criterion for determining if a factor is beneficial. As long as the EV is below 1.0, it is less informative than the sum of its parts. Eigen Value is the extracted factors numbers whose sum equals the number of items that are exposed to Factor Analysis.

Table 4.23: Total Variance Explained of generic competencies acquired

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	5.376	24.435	24.435	5.376	24.435	24.435	3.576	16.256	16.256
2	2.445	11.115	35.550	2.445	11.115	35.550	3.012	13.692	29.948
3	2.366	10.753	46.302	2.366	10.753	46.302	2.636	11.980	41.928
4	2.019	9.179	55.481	2.019	9.179	55.481	2.302	10.463	52.391
5	1.557	7.079	62.560	1.557	7.079	62.560	1.943	8.834	61.225
6	1.131	5.142	67.702	1.131	5.142	67.702	1.425	6.476	67.702
7	.990	4.500	72.202						
8	.838	3.809	76.011						
9	.722	3.284	79.294						
10	.716	3.254	82.548						
11	.631	2.869	85.417						
12	.550	2.500	87.917						
13	.464	2.108	90.025						
14	.421	1.913	91.939						
15	.369	1.679	93.618						
16	.323	1.469	95.086						
17	.266	1.210	96.296						
18	.211	.960	97.256						
19	.200	.908	98.164						

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
20	.163	.740	98.904						
21	.139	.630	99.535						
22	.102	.465	100.000						
Extraction Method: Principal Component Analysis									

The main objective of rotation is to reduce the number of factors with significant loadings on the variables studied. Rotation has no influence on the analysis, however it helps in explaining. Comp. 1 had 7 variables with correlation value more than 0.5, similarly components 2 and 3 had five variables with correlation value more than 0.5, Component 4 had three variables with correlation value more than 0.5. Comp. 5 & 6 had two & one variables with correlation value greater than 0.5.

Table 4.24: Rotated Component Matrix of generic competencies acquired

Rotated Component Matrix						
	Component					
	1	2	3	4	5	6
RGC_01				.752		
RGC_02					.752	
RGC_03			.510		-.563	
RGC_04			.685			
RGC_05			.727			
RGC_06			.822			

Rotated Component Matrix						
	Component					
	1	2	3	4	5	6
RGC_07						.843
RGC_08	.515					-.407
RGC_09	.594	.339			-.363	
RGC_10	.395		.586			
RGC_11	.589	-.387		.312		
RGC_12	.560	.353	.363		-.308	
RGC_13	.843					
RGC_14	.497	.518			.364	
RGC_15	.664					
RGC_16		.326		.368	.524	
RGC_17		.410		.647		-.387
RGC_18		.781				
RGC_19	.599	.505				
RGC_20				.845		
RGC_21		.658				
RGC_22		.766				
Extraction Method: Principal Component Analysis						
Rotation Method: Varimax with Kaiser Normalization						
Rotation converged in 5 iterations						

4.2.2 Threshold Competencies required as per HR Managers

The CA value of, “Threshold Competencies required by HR Managers”, is 0.819, indicating that the measuring instrument is highly reliable. Moreover, it demonstrated a high degree of internal consistency following the specific dataset.

Table 4.25: Reliability test of threshold competencies required

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.819	.814	13

The Kaiser-Meyer-Olkin (KMO) measure has to be greater than .70, and it is regarded insufficient if it is less than .50. The KMO test determines if every factor anticipates a significant number of items. It's right here. .707, which is satisfactory. It is preferable if the BT results are substantial, that is, have an SV below .05. This indicates that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Threshold Competencies acquired as per HR manager in the organization.”

Table 4.26: Reliability test of threshold competencies required

KMO & BT		
KMO Measure of Sampling Adequacy		.707
BT of Sphericity	Approx. Chi-Square	282.265
	Df	78
	Sig.	.000

These initial communalities describe the relationship among the variables and all other variables prior to rotation (that is, the squared multiple correlations between items and all other items). To be examined for future study, the communalities that demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5) must be greater than 0. If this is not the case, such variables will be excluded from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. There were no variables with less than 0.5 extraction values.

Table 4.27: Communalities of threshold competencies required

Communalities		
	Initial	Extraction
RTC_01	1.000	.587
RTC_02	1.000	.699
RTC_03	1.000	.822
RTC_04	1.000	.732
RTC_05	1.000	.705
RTC_06	1.000	.611
RTC_07	1.000	.695
RTC_08	1.000	.798
RTC_09	1.000	.691
RTC_10	1.000	.759

Communalities		
	Initial	Extraction
RTC_11	1.000	.755
RTC_12	1.000	.531
RTC_13	1.000	.693
Extraction Method: Principal Component Analysis		

The Total Variance Explained table illustrates how the variance is distributed among the four potential sources. It is worth noting that 4 factors have Eigen Value that is a measure of explained variance larger than 1.0, which is a popular criterion for determining if a factor is beneficial. As long as the Eigen Value is below 1.0, it is less informative than the sum of its parts. Eigen Value is the extracted factors numbers whose sum equals the number of items that are exposed to Factor Analysis.

Table 4.28: Total Variance Explained of threshold competencies acquired

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	4.204	32.339	32.339	4.204	32.339	32.339	2.640	20.307	20.307
2	2.190	16.845	49.184	2.190	16.845	49.184	2.316	17.818	38.125
3	1.433	11.019	60.203	1.433	11.019	60.203	2.192	16.860	54.984
4	1.251	9.626	69.829	1.251	9.626	69.829	1.930	14.845	69.829
5	.885	6.805	76.635						

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
6	.622	4.788	81.423						
7	.533	4.101	85.524						
8	.451	3.471	88.996						
9	.442	3.404	92.399						
10	.358	2.757	95.157						
11	.255	1.959	97.115						
12	.201	1.548	98.664						
13	.174	1.336	100.000						
Extraction Method: Principal Component Analysis									

The main objective of rotation is to reduce the number of factors with significant loadings on the variables studied. Rotation has no influence on the analysis, however it helps in explaining. Comp. one had five variables with correlation value greater than 0.5, likewise comp. 2, 3, & 4 had 3 variables with correlation value greater than 0.5.

Table 4.29: Rotated Component Matrix of threshold competencies acquired

Rotated Component Matrix				
	Component			
	1	2	3	4
RTC_01	.551			.436
RTC_02	.754	.330		

Rotated Component Matrix				
	Component			
	1	2	3	4
RTC_03		.896		
RTC_04	.795			.304
RTC_05		.733	.408	
RTC_06			.764	
RTC_07		.442		.700
RTC_08	.841			
RTC_09	.355	.648	.363	
RTC_10			.742	
RTC_11			.803	.322
RTC_12	.448			.531
RTC_13				.805
Extraction Method: Principal Component Analysis				
Rotation Method: Varimax with Kaiser Normalization				
Rotation converged in 5 iterations				

4.2.3 Differentiating Competencies required as per HR Managers

The CA value of , “Differentiating Competencies required by HR Managers working in the organization”, is 0.867, indicating that the measuring instrument is highly reliable. Moreover, it demonstrated a high degree of internal consistency following the specific dataset.

Table 4.30: Reliability test of differentiating competencies required

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.867	.868	21

The Kaiser-Meyer-Olkin (KMO) measure has to be greater than .70, and it is regarded insufficient if it is less than .50. The KMO test determines if every factor anticipates a significant number of items. It's right here. 712, which is satisfactory. It is preferable if the BT results are substantial, that is, have an SV below .05. This indicates that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of "Differentiating Competencies required as per HR manager."

Table 4.31: KMO & BT of differentiating competencies required

KMO & BT		
KMO Measure of Sampling Adequacy		.712
BT of Sphericity	Approx. Chi-Square	"552.744"
	df	"210"
	Sig.	".000"

These initial communalities describe the relationship among the variables and all other variables prior to rotation (the squared multiple correlations between items and all other items). To be examined for future study, the communalities that demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5) must be greater than 0. If this is not the case, such variables will be excluded

from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. There were no such variables which had below 0.5 extraction values.

Table 4.32: Communalities of differentiating competencies required

Communalities		
	Initial	Extraction
RDC_1	1.000	.810
RDC_2	1.000	.743
RDC_3	1.000	.550
RDC_4	1.000	.795
RDC_5	1.000	.707
RDC_6	1.000	.748
RDC_7	1.000	.679
RDC_8	1.000	.668
RDC_9	1.000	.830
RDC_10	1.000	.752
RDC_11	1.000	.870
RDC_12	1.000	.641
RDC_13	1.000	.570

Communalities		
	Initial	Extraction
RDC_14	1.000	.634
RDC_15	1.000	.611
RDC_16	1.000	.618
RDC_17	1.000	.675
RDC_18	1.000	.763
RDC_19	1.000	.691
RDC_20	1.000	.619
RDC_21	1.000	.694
Extraction Method: Principal Component Analysis		

The TVE table illustrates how the variance is distributed among the six potential sources. It is worth noting that six factors have EV that is a measure of explained variance larger than 1.0, which is a popular criterion for determining if a factor is beneficial. As long as the EV is below 1, it is less informative than the sum of its parts. EV is the extracted factors numbers whose sum equals the number of items that are exposed to FA.

Table 4.33: Total Variance Explained of differentiating competencies acquired

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	6.496	30.932	30.932	6.496	30.932	30.932	3.145	14.975	14.975
2	2.532	12.055	42.987	2.532	12.055	42.987	3.082	14.678	29.653
3	1.826	8.696	51.683	1.826	8.696	51.683	2.787	13.273	42.926
4	1.578	7.513	59.196	1.578	7.513	59.196	2.421	11.528	54.454
5	1.218	5.802	64.998	1.218	5.802	64.998	1.827	8.698	63.152
6	1.017	4.841	69.839	1.017	4.841	69.839	1.404	6.687	69.839
7	.905	4.312	74.151						
8	.858	4.084	78.235						
9	.674	3.209	81.444						
10	.639	3.045	84.489						
11	.595	2.835	87.324						
12	.477	2.270	89.594						
13	.408	1.942	91.536						
14	.363	1.731	93.267						
15	.309	1.474	94.741						
16	.280	1.334	96.075						
17	.230	1.097	97.172						
18	.219	1.042	98.214						
19	.173	.825	99.039						

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
20	.110	.525	99.565						
21	.091	.435	100.000						
Extraction Method: Principal Component Analysis									

The main objective of rotation is to reduce the number of factors with significant loadings on the variables studied. Rotation has no influence on the analysis, however it helps in explaining. Comp. 1 had 5 variables with correlation value more than 0.5, similarly components 2 had six variables with correlation value more than 0.5. Comp. 3 & 4 had 3 & 4 variables with correlation value greater than 0.5. Comp. 5 & 6 had 2 & 1 variables with correlation value greater than 0.5.

Table 4.34: Rotated Component Matrix of differentiating competencies acquired

Rotated Component Matrix						
	Component					
	1	2	3	4	5	6
RDC_1				.813		-.301
RDC_2				.748		
RDC_3		.412		.567		
RDC_4						.852
RDC_5		.603				-.408
RDC_6	.635	.304				.330
RDC_7					.741	

Rotated Component Matrix						
	Component					
	1	2	3	4	5	6
RDC_8		.678			.308	
RDC_9	.900					
RDC_10	.430		.684			
RDC_11	.575				.678	
RDC_12	.330	.716				
RDC_13	.489		.472			
RDC_14	.763					
RDC_15	.533	.399	.399			
RDC_16		.632			.433	
RDC_17		.539	.460	.327		
RDC_18			.435	.610	.438	
RDC_19			.819			
RDC_20			.709			
RDC_21		.644		.453		
Extraction Method: Principal Component Analysis”						
Rotation Method: Varimax with Kaiser Normalization						
Rotation converged in 5 iterations						

Interpretation of the Objective

From an ex-service member perspective, it was found that out of 400 ex-servicemen respondents that participated in the survey, 16.8 per cent of them were somewhere between 36 - 45 yrs., 77.3 % of them were somewhere between 45 - 55 yrs. and 6.0

per cent of respondents were over 55 yrs. of age. Around 44.3% did education till Senior Secondary Certificate while 47.8 % graduated and only 7.5 % were postgraduate. 47.0% of respondents have Rs 30K – 46K monthly income, while only 4.8% have Rs 45K – 60K. 86.0% of respondents were in supervisory jobs, and 14.0% were in managerial jobs.

The CA value of the assessing instrument “Generic Competencies obtained of ex-servicemen” is .931, demonstrating its good validity and revealing that ex-servicemen have a high internal consistency with 22 variables. KMO value is over 0.5, and a significance level for Bartlett’s test below 0.05 suggested a substantial correlation in the data. Variables are significantly correlated enough to serve as a good basis for factor analysis, like in “Generic Competencies required by Ex-Servicemen.” For further tests, only those communalities were used that demonstrate values greater than 0.5. Other variables (five variables such as RGC_01, RGC_07, AGC_16, AGC_17, and RGC_22 out of 22 variables) are excluded from subsequent steps in the factor analysis. The CA value of the assessing instrument “Threshold Competencies Acquired by Ex-Servicemen” is .866, which demonstrates its good validity and reveals that ex-servicemen have a high degree of internal consistency with 13 variables. The KMO and Bartlett’s test values were performed again against the extracted factors indicates variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Threshold Competencies required by Ex-servicemen.” Among these 13 variables, one variable is excluded, RTC_13, which had less than 0.5 extraction values. The CA value of the assessing instrument, “Differentiating Competencies required of ex-servicemen,” is 0.860, indicating that the instrument is highly reliable and demonstrated high internal consistency with 21 variables. KMO value and Bartlett’s test values indicate that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in “Differentiating Competencies required by Ex-servicemen.” These initial communalities describe the relationship among the variables and all other variables before rotation. Among these 21 variables, One variable (RDC_10) is excluded, with less than 0.5 extraction values and thus is excluded from further analysis. From an HR perspective, it was found that, the CA value in “Generic Competencies required of ex-service as per HR Managers working in the organization” is 0.831, indicating that the measuring instrument is highly reliable and

has a high degree of internal consistency following the specific dataset. KMO and Bartlett's test values indicate that all 22 variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of "Generic Competencies required by ex-service member as per HR managers." For further tests, only those commonalities were used that demonstrate values greater than 0.5. There were no such variables that had below 0.5 extraction values. The CA value in "Threshold Competencies required by Ex-Servicemen as per HR" is 0.819, indicating that the measuring instrument is highly reliable and demonstrated a high degree of internal consistency with the specific dataset. KMO and Bartlett's test values indicate that all 13 variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of "Threshold Competencies required by Ex-Servicemen as per HR manager in the organization." For further tests, only those commonalities were used that demonstrate a value greater than 0.5 and rest are excluded from subsequent steps in the factor analysis. The CA value in "Differentiating Competencies required by ex-service member as per HR Managers working in the organization" is 0.867, indicating that the measuring instrument is highly reliable and demonstrated a high degree of internal consistency with the specific dataset. KMO and Bartlett's test values indicate all 21 variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of "Differentiating Competencies required by ex-service men as per HR manager." For further tests, only those commonalities were used that demonstrate values greater than 0.5. There were no such variables which had below 0.5 extraction values. So ever, all data on HR and Ex-services variables are credible, and the level of competencies possessed by Ex-servicemen and HR is very high.

4.3 OBJECTIVE 2: TO ASSESS THE SKILL SETS REQUIRED BY EX-SERVICEMEN FOR SERVICE SECTOR ORGANIZATIONS FOR CREATING ORGANIZATIONAL EFFECTIVENESS

The objective analysis was performed from a pilot study using R tools.

4.3.1 Skill Sets Required for Non-Supervisory and Supervisory (Team Leaders) Employees as per your organization

Table 4.35: Non-Supervisory and Supervisory

Words	Frequency
Skills	52
Management	23
Supervisory	17
Communication	12
Technical	10
Leadership	9
Time	8
Thinking	7
Team	7
Decision	6
Analytical	5

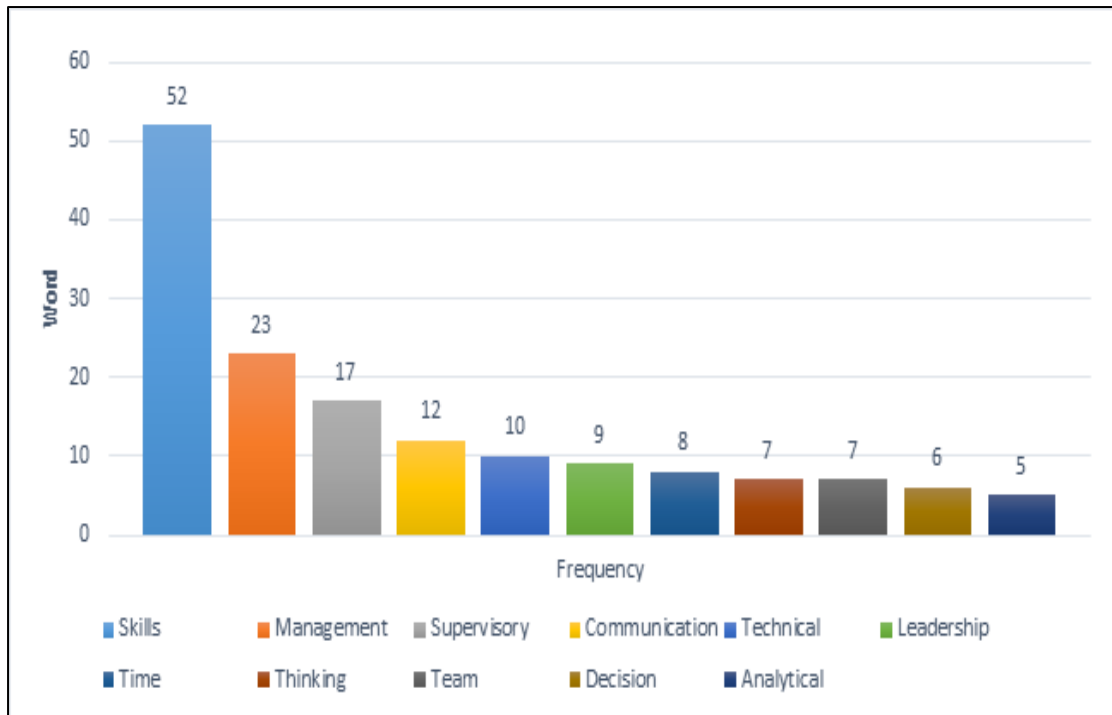


Figure 4.5: Non-Supervisory and Supervisory

As per the word frequency plot in the textual analysis of responses of ex-servicemen, the essential skills required for the supervisory and non-supervisory employees are Managerial skills (23) and good communication skills (12).

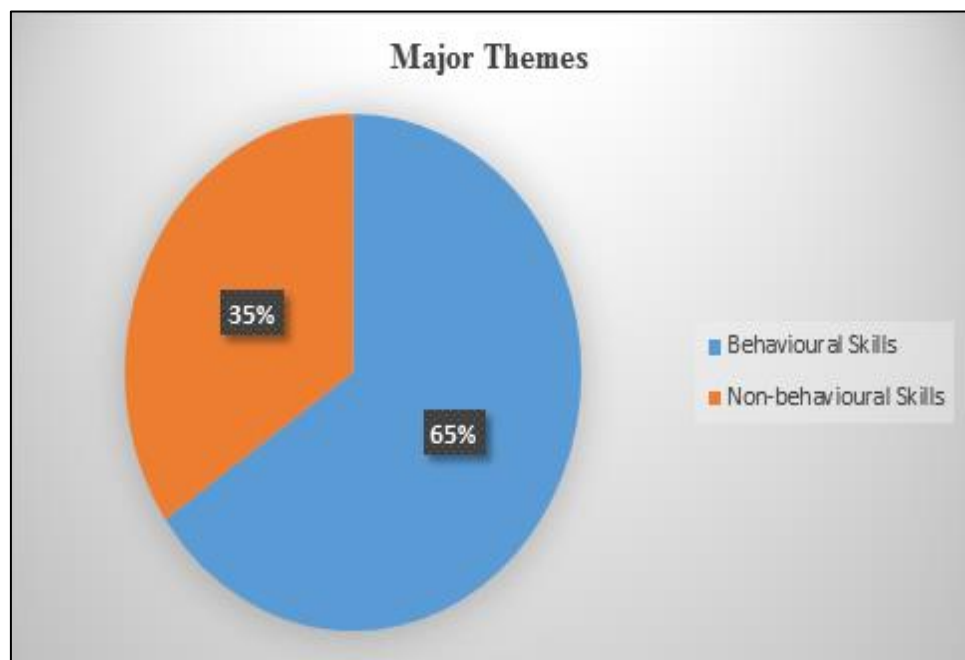


Figure 4.6: Major themes for Supervisory & Non-Supervisory skills

Based on the thematic analysis of responses of ex-servicemen regarding the skills required by supervisory and non-supervisory employees. We found that 65% that respondents believe that behavioural skills are relevant, and non-behavioural skills are considered relevant by only 35% respondents. Major skills considered in behavioural skills are communication, leadership, Teamwork, etc.

4.3.2 The Methods Adopted to Measure Organizational Effectiveness



Figure 4.7: Major themes for measures of Organizational Effectiveness

Based on the thematic analysis of responses of ex-servicemen towards the measures of organizational effectiveness. We found two types of measures category Qualitative measures and other one Quantitative measures. 60% of respondents use qualitative measures for organizational effectiveness, and 40% use quantitative measures for organizational effectiveness. Measures considered under qualitative measures are defined goals and employees' engagement.

4.3.3 Models Adopted for Organizational Effectiveness



Figure 4.8: Major Models used for Organizational Effectiveness

As per the textual analysis of responses of Ex-servicemen regarding the models used in the service sector for organizational effectiveness, most respondents considered the Balance scorecard model (30%) and Goal model (30%) effective for the organization. And few consider the Employee satisfaction model (20%) and KRA (20%) effective for the organization.

4.3.4 Sentimental Analysis of the Usage of Model

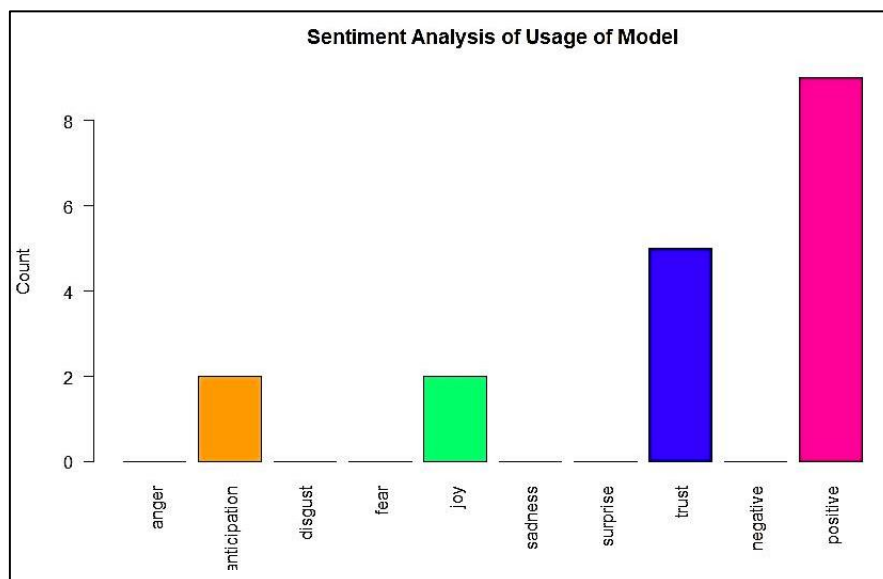


Figure 4.9: Sentiment Analysis of Usage of model

The sentiment study shows that the HR managers have a positive outlook on the model's potential applications and believe it accurately measures organizational effectiveness. Happiness and anticipation were ranked the highest, while anger, contempt, and terror were assessed as almost nonexistent.

4.3.5 Comparison between Personal, Technical and Non-technical Competencies Score

Table 4.36: Descriptive Analysis

Descriptive								
Competency Score								
	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Personal	14	4.4286	.64621	.17271	4.0555	4.8017	3.00	5.00
Technical	14	3.9286	.61573	.16456	3.5731	4.2841	3.00	5.00
Non-Technical	14	4.0000	.55470	.14825	3.6797	4.3203	3.00	5.00
Total	42	4.1190	.63255	.09760	3.9219	4.3162	3.00	5.00

Table 4.37: ANOVA Test

ANOVA					
Competency Score					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	2.048	2	1.024	2.781	.074
Within Groups	14.357	39	.368		
Total	16.405	41			

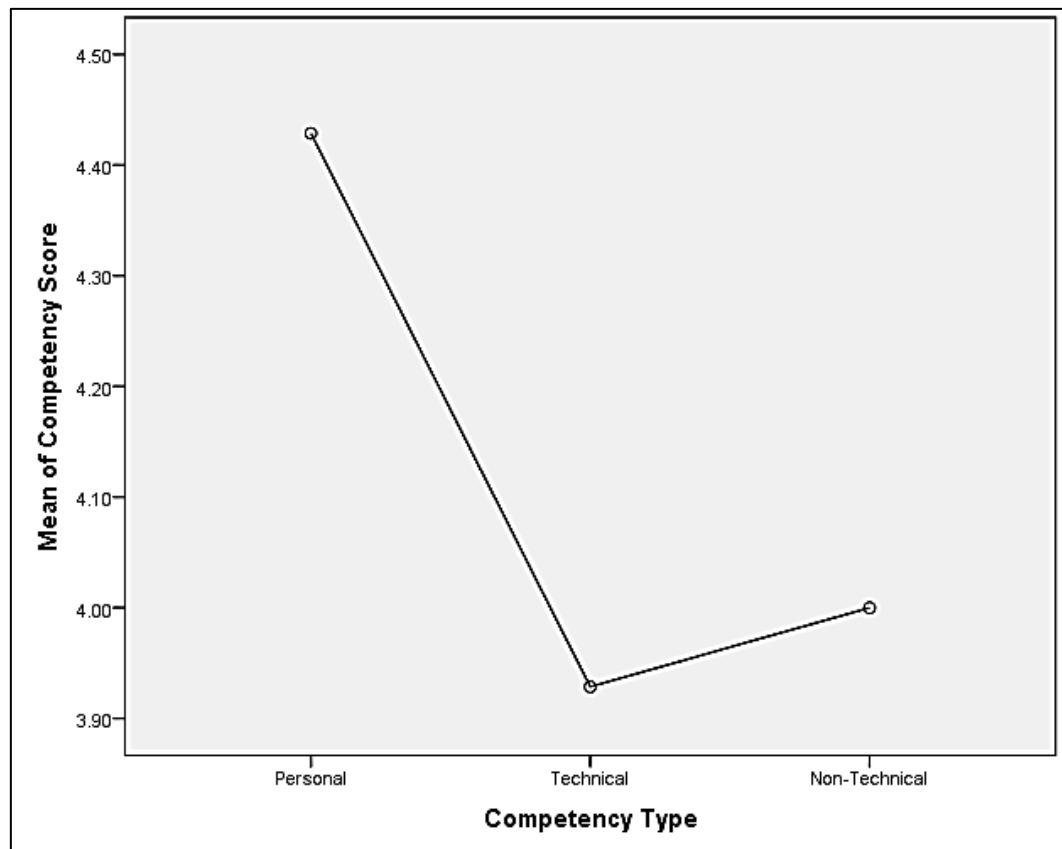


Figure 4.10: Line chart of competencies

To test whether mean competencies scores between personal, technical & non-technical are equal, One-way ANOVA was performed. Mean score of these competencies are personal competencies (Mean = 4.4286), technical competencies (Mean = 3.9286) & non-technical competencies (Mean = 4.000).

Results indicate $F(2, 39) = 2.781$, $p = 0.074$. Since $p > 0.05$, there is no statistically significant difference between personal, technical & non-technical competencies.

The identified competencies for Supervisory And managerial levels are compiled in terms of Generic Competencies, Threshold Competencies and differentiating competencies.

Table 4.38: Identified Competencies of ex-servicemen in Service Sector working at Supervisory Level

Identified Competencies of ex-servicemen in Service Sector working at Supervisory Level			
S.No	Competencies Subcategory	Score	Competencies Category
1	Thinks Fast and apt	21	Generic Competencies
	Discipline	23	
	Management Skills	22	
	Integrity	23	
	Loyalty	21	
	Systematic Work	20	
	Communication	23	
	Conflict management	19	

Identified Competencies of ex-servicemen in Service Sector working at Supervisory Level			
S.No	Competencies Subcategory	Score	Competencies Category
	Time &Task Management	18	
	Overall Management Skills	17	
2	Leadership	23	Threshold Competencies
	Critical Thinking	11	
	Teamwork	21	
	Business Acumen	11	
	Timely Decision Making	12	
	Manage Execution	8	
	Problem Solving	12	
3	Creativity & Innovations	7	Differentiating Competencies
	Dealing with Change	8	
	Strategic Agility	4	
	Personal Credibility	4	
	Developing Others	9	
	Initiative taking	15	

Table 4.39: Identified Competencies of ex-servicemen in Service Sector working at Managerial Level

Identified Competencies of ex-servicemen in Service Sector working at Managerial Level			
S.No	Competencies Subcategory	Score	Competencies Category
1	Physical Fitness & Personal Grooming	22	Generic Competencies
	Discipline	23	
	Focus & Awareness	21	
	Integrity	23	
	Technical/Work Skills	21	
	Conceptual Skill	12	
	Interpersonal skills	21	
	Communication Skills	23	
	Learning Skills	18	
	Analytical Skills	19	
2	Timely Decision making	19	Threshold Competencies
	Teamwork	21	
	Leadership skills	21	

Identified Competencies of ex-servicemen in Service Sector working at Managerial Level			
S.No	Competencies Subcategory	Score	Competencies Category
	Critical Thinking	11	
	Teamwork	21	
	Decision Making Timely	16	
3	Creativity & Innovations	12	Differentiating Competencies
	Dealing with Change	14	
	Personal Credibility	11	
	Developing Others	19	
	Initiative taking	18	

Table 4.40 depicts the three competencies viz: Generic, Threshold, and differentiating at the Managerial level. The constructs of each competency are also represented, and the frequency is also mentioned.



Figure 4.12: Word frequency of Identified Competencies of ex-servicemen in Service Sector working at Managerial Level

Figure 4.12 depicts the competencies and the sub-competencies available for the managerial level.

Table 4.40: Identified variables of Organizational Effectiveness used in the Service Sector

Identified variables of Organizational Effectiveness used in the Service Sector			
S.No	Organizational Effectiveness Subcategory	Score	Organizational Effectiveness Category
1	Mission Statement	21	Balance Scorecard goal system.
	Vision Statement	20	
	Goals	23	

Identified variables of Organizational Effectiveness used in the Service Sector			
S.No	Organizational Effectiveness Subcategory	Score	Organizational Effectiveness Category
	Financial	21	
	Customer satisfaction	19	
	Business process	20	
	Learning & Growth	21	
	Performance Measures	22	
2	Specific goals	12	KRA
	Measurable goals	8	
	Achievable Goals	7	
	Relevant	6	
	Time Bound	8	
3	Growth	8	Employee satisfaction and process model
	Performance Appraisal	21	
	Behavioural Parameter	20	
	Targets	12	
	Values	15	
	Tasks & Projects	16	
4	Growth	8	Management Objectives
	Performance Appraisal	21	
	Behavioural Parameter	20	

Table 4.41: Various categories of the competencies

Competencies of Supervisory Level in Service Sector	Frequency count	Rank
	(Sum of scores)	
Generic Competencies	203	1
Threshold Competencies	109	2
Differentiating Competencies	74	3
Competencies of Managers in the Service Sector	Frequency count	Rank
	(Sum of scores)	
Generic Competencies	207	1
Threshold Competencies	98	2
Differentiating Competencies	48	3
Organizational Effectiveness in Service Sector	Frequency count	Rank
	(Sum of scores)	
Balance Score card goal system.	167	1
Employee satisfaction and process model	92	2
Management Objectives	92	3
KRA	41	4

Various categories of the competencies viz Generic, Threshold, and differentiating were identified at Supervisory and Managerial levels. These competencies have

emerged from the qualitative content analysis of the interviews. With the help of prior studies/literature, these are elaborated further. The analysis of respondents' experiences revealed a variety of competencies and Organizational effectiveness. The challenges are ranked based on the sum of scores of subcategories in each category.

Interpretation of the Objective

The study's second objective was to determine the skill sets that Ex-servicemen need in the Indian service sector so that increased organizational effectiveness could be achieved.

The word frequency was calculated for required skill sets for non-supervisory and supervisory employees in the organizations. The word frequencies revealed that the skills word got the highest frequency (52), followed by management (23), supervisory (17), communication (12) and technical (10). The other words include leadership, time, thinking, team, decision and analytical. The word frequency plot in the textual analysis of responses of ex-servicemen revealed that the essential skills required for the supervisory and non-supervisory employees are Managerial skills (23) and good communication skills (12). Major themes were also revealed for supervisory and non-supervisory skills by utilizing thematic analysis. The responses from ex-servicemen revealed that 65% of respondents believe that behavioural skills are relevant and non-behavioural skills are considered relevant by only 35% respondents. Major skills considered in behavioural skills include communication, leadership, Teamwork, etc.

Based on the thematic analysis of responses of ex-servicemen towards the measures of organizational effectiveness, the study has found two types of methods for measuring. The majority of the participants supported qualitative measures. 60% of respondents use qualitative measures for organizational effectiveness, and 40% use quantitative measures for organizational effectiveness. According to the textual analysis, the study has also analyzed the major model's participants prefer to measure organizational effectiveness. According to the findings, most respondents considered the Balance scorecard model (30%) and Goal model (30%) effective for the organization. And few consider the Employee satisfaction model (20%) and KRA (20%) effective for the organization. The study has also conducted a sentimental analysis of the usage of the model. Findings revealed that the respondents have high

positive emotions regarding the usage of the model, and they also trust the model in measuring organizational effectiveness. Anticipation and joy are among the low-scoring emotions. And rest emotions like anger, disgust, and fear are negligible in this situation.

Using the ANOVA test, a Comparison was made between Personal, Technical and Non-technical Competencies Scores. To test whether mean competencies scores between personal, technical & non-technical are equal. One-way ANOVA was performed. Mean score of these competencies are personal competencies (Mean = 4.4286), technical competencies (Mean = 3.9286) & non-technical competencies (Mean = 4.000). Results indicate $F(2, 39) = 2.781$, $p = 0.074$. Since $p > 0.05$, there is no statistically significant difference between personal, technical & non-technical competencies. The identified competencies for Supervisory and managerial levels are compiled in terms of Generic Competencies, Threshold Competencies and differentiating competencies.

The various types of competencies of supervisors are also grouped, which exists in the ex-servicemen working in Service Sector in India. The grouped competencies are generic, threshold competencies, and differentiating competencies. The identified competencies of ex-servicemen at the supervisory level include three major competencies. In the generic competencies category, there were ten sub-categories; in Threshold Competencies, there were seven subcategories; and in differentiating competencies, there were seven subcategories found. The identified competencies of ex-servicemen at the managerial level include three main categories (Generic competencies, Threshold competencies and Differentiating competencies). In the generic competencies category, there were ten subcategories; in Threshold Competencies, there were seven subcategories; and in differentiating competencies, there were seven subcategories identified.

Variables are identified in different methods of organizational effectiveness, i.e. balanced scorecard and goal system, Key Resource Area, Employee Satisfaction and process model, and management Objectives. The Sum of frequency counts is also illustrated, which indicates General competencies frequency count is higher at both the supervisory level (203) and managerial level (207). In the case of organization effectiveness models, the balanced scorecard system had the highest frequency count

(167), followed by the Employee satisfaction and process model (92) and the Management by Objectives (92).

Scale measurement variables of the different competencies required were verified from the pilot study, which also fulfilled the requirement for the questionnaires for the measurements of the different competencies acquired and different skill competencies required by ex-servicemen.

The service sector is expanding at a dizzying rate not just in India but also throughout the globe, with a growth rate of sixty per cent in India alone. There is proof that just 25 per cent of individuals are employed with it, which is a worrying statistic for the generation that is currently living today. India can no longer thrive by providing services of poor value. Hence the country has to focus more on improving the quality of its services. This demonstrates that the service sector needs to have effective and competent employees to achieve year-over-year growth and Organizational Effectiveness. This also ensures that ex-servicemen who work in the service sector should be hired based on their competencies acquired during their military or through the training facilitated by either the DGR or the APA.

4.4 OBJECTIVE 3: TO MEASURE THE LEVEL OF ORGANIZATIONAL EFFECTIVENESS WITH RESPECT TO EX-SERVICEMEN OF THE SERVICE SECTOR

For the analysis of objective 3, the Reliability test was used to check the validity of the Likert scale data of the questionnaires through Cronbach's Alpha values. Hypothesis testing was done by linear regression.

4.4.1 Organizational Effectiveness

The value for Cronbach alpha in this case, 'Statements on Organizational Effectiveness concerning ex-servicemen of service sector' is 0.753 and reflects the high reliability of the measuring instrument. Furthermore, it indicated a high internal consistency concerning the specific sample.

Table 4.42: Reliability test of organizational effectiveness

Reliability Statistics		
CA	CA-based on Standardized Items	N of Items
.753	.744	15

“Item Statistics” gives the findings for CA if the Item is deleted. It is the measure of Reliability to discover the “Item,” which, when eliminated, would help to maximize the reliability of the measuring device.

Table 4.43: Items Statistics of organizational effectiveness

Item Statistics			
	Mean	Std. Deviation	N
OGE_01	3.9091	.34816	55
OGE_02	1.9455	.59061	55
OGE_03	4.1273	.57910	55
OGE_04	4.0545	.62118	55
OGE_05	3.8727	.43267	55
OGE_06	3.7455	.67270	55
OGE_07	3.9273	.69000	55
OGE_08	4.0000	.63828	55

OGE_09	4.1818	.72242	55
OGE_10	3.9455	.62118	55
OGE_11	3.9455	.52416	55
OGE_12	4.2000	.64979	55
OGE_13	4.1273	.38752	55
OGE_14	4.0182	.59289	55
OGE_15	4.2545	.47990	55

The Kaiser-Meyer-Olkin (KMO) metric must be larger than .70; if it is below .50, it is considered insufficient. The test of KMO shows us whether or not each factor predicts a sufficient number of items. Here it is .645, so that is satisfactory. The Bartlett test (BT) should be significant (i.e., have a significant value below .05. This indicates that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Organizational Effectiveness Acquired by HR manager working in Organization.”

Table 4.44: KMO & BT of organizational effectiveness

KMO & BT		
KMO Measure of Sampling Adequacy		.645
BT of Sphericity	Approx. Chi-Square	294.909
	Df	105
	Sig.	.000

These initial communalities describe the relationship among the variables and all other variables prior to rotation (that is, the squared multiple correlations between items and all other items). To be examined for future study, the communalities that demonstrate how much of the variation (namely, the communality value that ought to be greater than 0.5) must be greater than 0. If this is not the case, such variables will be excluded from subsequent steps in the factor analysis (FA), where the extracted factors have reported the variables. There were no such variables which had no less than 0.5 values.

Table 4.45: Communalities of organizational effectiveness

Communalities		
	Initial	Extraction
OGE _01	1.000	.760
OGE _02	1.000	.627
OGE _03	1.000	.622
OGE _04	1.000	.762
OGE _05	1.000	.665
OGE _06	1.000	.691
OGE _07	1.000	.795
OGE _08	1.000	.755
OGE _09	1.000	.628
OGE _10	1.000	.555

Communalities		
	Initial	Extraction
OGE _11	1.000	.564
OGE _12	1.000	.720
OGE _13	1.000	.782
OGE _14	1.000	.809
OGE _15	1.000	.592
Extraction Method: Principal Component Analysis		

The Total Variance Explained table illustrates how the variance is distributed among the five potential sources. It is worth noting that five factors have Eigen values, a measure of explained variance larger than 1.0, a popular criterion for determining if a factor is beneficial. As long as the EV is below 1.0, it is less informative than the sum of its parts. EV is the extracted factor number whose sum equals the number of items exposed to FA.

Table 4.46: Total Variance Explained of organizational effectiveness

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
1	4.281	28.538	28.538	4.281	28.538	28.538	2.902	19.344	19.344

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
2	1.930	12.867	41.405	1.930	12.867	41.405	2.273	15.151	34.496
3	1.639	10.928	52.333	1.639	10.928	52.333	2.029	13.529	48.025
4	1.361	9.076	61.409	1.361	9.076	61.409	1.572	10.483	58.508
5	1.115	7.435	68.844	1.115	7.435	68.844	1.550	10.336	68.844
6	.890	5.936	74.780						
7	.778	5.184	79.964						
8	.663	4.419	84.383						
9	.535	3.569	87.951						
10	.494	3.296	91.248						
11	.380	2.534	93.782						
12	.354	2.363	96.145						
13	.241	1.609	97.754						
14	.206	1.371	99.125						

Total Variance Explained									
Comp.	Initial Eigen Value			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	Var. %	Cum. %	Total	Var. %	Cum. %	Total	Var. %	Cum. %
15	.131	.875	100.000						
Extraction Method: Principal Component Analysis									

The goal of the rotation is to limit the number of factors that have strong loadings on the variables under consideration. The rotation does not affect the analysis itself, but it facilitates explanation. Comp. one had five variables with correlation values greater than 0.5, similarly comp. two & three had 3 variables with correlation value greater than 0.5, Comp. four & five had 2 & 1 variables with correlation value greater than 0.5. However, one variable that is OGE_11, had a below correlation value of 0.5.

Table 4.47: Rotated Component Matrix of organizational effectiveness

Rotated Component Matrix					
	Component				
	1	2	3	4	5
OGE _01			.803		
OGE _02		-.718			
OGE _03		.707			
OGE _04	.833				

Rotated Component Matrix					
	Component				
	1	2	3	4	5
OGE _05			.640	.366	
OGE _06	.535	.328			-.510
OGE _07		.512	.706		
OGE _08	.819				
OGE _09	.519	.483	.316		
OGE _10	.734				
OGE _11	.409		.327		-.537
OGE _12		.718			
OGE _13				.812	
OGE _14					.830
OGE _15				.709	
Extraction Method: Principal Component Analysis					
Rotation Method: Varimax with Kaiser Normalization					
Rotation converged in 8 iterations					

Interpretation of the Objective

The third objective of the study was to measure the level of organizational effectiveness concerning ex-servicemen in the service sector in India. In the first step,

the Reliability test was used to check the validity of the Likert scale data of the questionnaires through Cronbach's Alpha values. Hypothesis testing was done by linear regression. The results revealed that the value for Cronbach alpha in the case of Organizational efficiency, 'Statements on Organizational Effectiveness concerning ex-servicemen of service sector' was 0.753, reflecting the measuring instrument's high reliability. Furthermore, it indicated a high internal consistency concerning the specific sample. The Kaiser-Meyer-Olkin (KMO) metric is used to test the sampling adequacy. The KMO metric for organization efficiency revealed a satisfactory result of .645. The Bartlett test (BT) also revealed a significant value below .05. This indicated that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of "Organizational Effectiveness Acquired by HR manager working in Organization."

The communalities were calculated to understand the relationship among variables. The calculated communalities value must be higher than 0.5 or less than 0. The results revealed that no such variables had less than 0.5 value in the case of organizational efficiency. In the TVE of the OE table, five factors had Eigen values (EV), a measure of explained variance larger than 1.0, a popular criterion for determining if a factor is beneficial. The RCM table of OE revealed that five factors have Eigen values (EV), a measure of explained variance larger than 1.0, a popular criterion for determining if a factor is beneficial. The reliability test has concluded that A specific scale (Likert scale) measure is reliable if its application on the same object of measurement several times produces the same results in organization effectiveness. Data of variables of both HR and Ex-services are reliable for the study.

From factor analysis, we found five components based on correlation. However, one variable, such as "Ex-servicemen practice interpersonal/social processes as mentioned by the company," had been considered to have less impact on the ex-servicemen by the HR manager.

4.5 HYPOTHESIS TESTING

4.5.1 Hu1: Generic Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and several generic competencies acquired and organizational effectiveness services sector.

Table 4.48: Descriptive Statistics of hypothesis 01

Descriptive Statistics			
	Mean	Std. Deviation	N
Generic	3.9934	.28607	55
Organizational	3.8836	.27464	55

The value of R represents the simple correlation and therefore is 0.239, which suggests a moderate degree of correlation. The R^2 value specifies “how much of the total variation in the Generic Competencies acquired by Ex-Servicemen” can be explained by the OE of the Service Sector. In this case, 14.4% can be explained, which is large.

Table 4.49: Model Summery of hypothesis 01

Model Summery				
M*	R	R Square	Adjusted R Square	SE of the Estimate
1	.239 ^a	.144	.126	.28236
a. Predictors: Constant & Generic				
b. DV: Organizational				

**M: Model, MS: Model Summary, SE: Std. Error, DV: Dependent Variable*

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV (independent variables) statistically significantly determine the DV (dependent variable), $F(1, 53) = 0.0125$, $p < .05$ (i.e., the regression model is a good fit of the data). So, we accepted the hypothesis, i.e., Generic Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.50: ANOVA test of hypothesis 01

ANOVA					
M	Sum of Squares	Df	MS*	F	Sig.
Regression	.194	1	.194	2.428	.0125 ^b
Residual	4.225	53	.080		
Total	4.419	54			
a. DV: Organizational					
b. Predictors: (Constant), Generic					

**Ms: Mean Square*

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational effectiveness possessed by Ex-servicemen showed a significant p-value with Generic Competencies possessed by Ex-servicemen.

Table 4.51: Coefficient's test of hypothesis 01

Coefficients					
Model	US		SC	t	Sig.
	B	SE	Beta		
(Constant)	3.147	.545		5.777	.000
Organizational	.218	.140	.209	1.858	.0125
a. DV: Organizational					

**UC: Unstandardized Coefficients, SC: Standardized Coefficients*

4.5.2 Hu2: Threshold Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and the number of threshold competencies acquired and the organizational effectiveness of the Service Sector.

Table 4.52: Descriptive statistics of hypothesis 02

Descriptive statistics			
	Mean	SD	N
Threshold	3.7510	.36442	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.395, which suggests a significant correlation between OE and acquired threshold abilities. The R^2 value indicates how

much of the total variation in the threshold competencies acquired by Ex-Servicemen can be explained by the Organizational Effectiveness of the Service Sector. In this scenario, 15.6 per cent of the variance may be described.

Table 4.53: Model Summary of hypothesis 02

Model Summary				
Model	R	R Square	Adjusted R Square	SE of the Estimate
1	.395 ^a	.156	.140	.33792
a. Predictors: Constant, Threshold				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV (independent variables) statistically significantly determine the DV, $F(1, 53) = 9.800, p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e. threshold competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.54: ANOVA test of hypothesis 02

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	1.119	1	1.119	9.800	.003 ^b
Residual	6.052	53	.114		
Total	7.171	54			
a. DV: Organizational					
b. Predictors: (Constant), Threshold					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service by Ex-servicemen showed a significant p-value with threshold competencies acquired by Ex-servicemen.

Table 4.55: Coefficient's test of hypothesis 02

Coefficients					
M	UC		SC	t	Sig.
	B	SE	Beta		
(Constant)	1.715	.652		2.632	.011
Organizational	.524	.167	.395	3.130	.003
a. DV: Organizational					

4.5.3 Hu3: Differentiating Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and several differentiating competencies acquired and organizational effectiveness of the Services Sector.

Table 4.56: Descriptive statistics of hypothesis 03

Descriptive statistics			
	Mean	SD	N
Differentiating	3.8390	.31084	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.544, suggesting a significant correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the Differentiating Competencies acquired by Ex-Servicemen can be explained by the OE of the Service Sector. 29.6% may be described in this situation, which is fairly large.

Table 4.57: Model Summary of hypothesis 03

Model Summary				
M	R	R Square	Adjusted R Square	SE of the Estimate
1	.544 ^a	.296	.283	.26322
a. Predictors: Constant, Differentiating				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determines the DV, $F(1, 53) = 22.308$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Differentiating Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector.

Table 4.58: ANOVA test of hypothesis 03

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	1.546	1	1.546	22.308	.000 ^b
Residual	3.672	53	.069		
Total	5.218	54			
a. DV: Organizational					
b. Predictors: Constant, Differentiating					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Differentiating Competencies possessed by Ex-servicemen.

Table 4.59: Coefficient's test of hypothesis 03

Coefficients					
Model	UC		SC	t	Sig.
	B	SE	Beta		
Constant	1.447	.508		2.849	.006
Organizational	.616	.130	.544	4.723	.000
a. DV: Organizational					

4.5.4 Hu4: Management Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and several Management Competencies acquired and organizational effectiveness of the service sector.

Table 4.60: Descriptive statistics of hypothesis 04

Descriptive statistics			
	Mean	SD	N
Management	3.7727	.37352	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.410, suggesting a significant correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the Management Competencies acquired by Ex-Servicemen can be explained by the OE of the Service Sector. In this case, 16.8% can be described, which is slightly large.

Table 4.61: Model Summary of hypothesis 04

Model Summary				
Model	R	R Square	Adjusted R Square	SE of the Estimate
1	.410 ^a	.168	.152	.34391
a. Predictors: Constant, Management				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determines the DV, $F(1, 53) = 10.701$, $p < 0.05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Management Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.62: ANOVA test of hypothesis 04

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	1.266	1	1.266	10.701	.002 ^b
Residual	6.268	53	.118		
Total	7.534	54			
a. DV: Organizational					
b. Predictors: Constant, Management					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Management Competencies possessed by Ex-servicemen.

Table 4.63: Coefficient's test of hypothesis 01

Coefficients					
Model	UC		SC	t	Sig.
	B	SE	Beta		
(Constant)	1.608	.663		2.424	.019
Organizational	.557	.170	.410	3.271	.002
a. DV: Organizational					

4.5.5 Hu5: Communication Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and number of Communication Competencies acquired and the organizational effectiveness of the service sector.

Table 4.64: Descriptive statistics of hypothesis 05

Descriptive statistics			
	Mean	SD	N
Communication	3.8955	.37482	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.226, which suggests a significant correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the Communication Competencies acquired by Ex-Servicemen can be explained by the OE of the Service Sector. In this case, 16.4% can be described, which is large.

Table 4.65: Model Summary of hypothesis 05

Model Summary				
M	R	R Square	Adjusted R Square	SE of the Estimate
1	.226 ^a	.164	.115	.37576
a. Predictors: Constant, Communication				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determine the DV, $F(1, 53) = 3.729$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Communication Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.66: ANOVA test of hypothesis 05

ANOVA						
M		Sum of Squares	Df	MS	F	Sig.
1	Regression	.5257	1	.5257	3.729	.0397 ^b
	Residual	7.483	53	.141		
	Total	7.586	54			
a. DV: Organizational						
b. Predictors: Constant, Communication						

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Communication Competencies possessed by Ex-servicemen.

Table 4.67: Coefficient's test of hypothesis 05

Coefficients					
M	UC		SC	t	Sig.
	B	SE	Beta		
Constant	3.278	.725		4.522	.000
Organizational	.159	.186	.116	1.854	.0397
a. DV: Organizational					

4.5.6 Hu6: Leadership Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and number of leadership Competencies acquired by ex-servicemen and the organizational effectiveness of the service sector.

Table 4.68: Descriptive statistics of hypothesis 06

Descriptive Statistics			
	Mean	SD	N
Leadership	4.0753	.32251	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.563, which suggests a significant degree of correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the leadership Competencies acquired by ex-servicemen can be explained by the Organizational Effectiveness of the Service Sector. In this case, 31.7% can be described, which is a very large.

Table 4.69: Model Summary of hypothesis 06

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.563 ^a	.317	.304	.26909
a. Predictors: Constant, Leadership				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determine the DV, $F(1, 53) = 24.564$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Leadership Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.70: ANOVA test of hypothesis 06

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	1.779	1	1.779	24.564	.000 ^b
Residual	3.838	53	.072		
Total	5.617	54			
a. DV: Organizational					
b. Predictors: Constant, Leadership					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value, as well as related p-value, are both in the "t" & "Sig." Organizational effectiveness of the service sector showed a significant p-value with Leadership Competencies possessed by Ex-servicemen.

Table 4.71: Coefficient's test of hypothesis 06

Coefficients					
M	UC		SC	t	Sig.
	B	SE	Beta		
Constant	1.509	.519		2.907	.005
Organizational	.661	.133	.563	4.956	.000
a. DV: Organizational					

4.5.7 Hu7: Thinking Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation and number of thinking Competencies acquired by the Ex-Service and Organizational Effectiveness of the Service Sector.

Table 4.72: Descriptive statistics of hypothesis 07

Descriptive statistics			
	Mean	SD	N
Thinking	3.6473	.38290	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.240, which suggests a significant degree of correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the thinking Competencies acquired by Ex-Servicemen can be explained by the Organizational Effectiveness of the Service Sector. In this case, 22.0% can be described, which is large.

Table 4.73: Model Summary of hypothesis 07

Model Summary				
M	R	R Square	Adjusted R Square	SE of the Estimate
1	.240 ^a	.220	.201	.38268
a. Predictors: Constant, Thinking				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determine the DV, $F(1, 53) = 3.062$, $p < 0.05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Thinking Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.74: ANOVA test of hypothesis 07

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	.447	1	.447	3.062	.0307 ^b
Residual	7.762	53	.146		
Total	7.917	54			
a. DV: Organizational					
b. Predictors: Constant, Thinking					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Thinking Competencies possessed by Ex-servicemen.

Table 4.75: Coefficient's test of hypothesis 07

Coefficients					
M	UC		SC	t	Sig.
	B	SE	Beta		
Constant	2.888	.738		3.913	.000
Organizational	.195	.190	.140	1.831	.0307
a. DV: Organizational					

4.5.8 Hu8: Team Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and number of team Competencies acquired by Ex-servicemen and the Organizational Effectiveness of the Service Sector.

Table 4.76: Descriptive Statistics of hypothesis 08

Descriptive Statistics			
	Mean	Std. Deviation	N
Team	3.9212	.33156	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.280, which suggests a significant degree of correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the team Competencies acquired by Ex-servicemen can be explained by the Organizational Effectiveness of the Service Sector. In this case, 20.6% can be described, which is large.

Table 4.77: Model Summary of hypothesis 08

Model Summary				
M	R	R Square	Adjusted R Square	SE of the Estimate
1	.280 ^a	.206	.112	.33359
a. Predictors: (Constant), Team				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determine the DV, $F(1, 53) = 4.346$, $p < 0.05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Team Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.78: ANOVA test of hypothesis 08

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	.485	1	.485	4.346	.039 ^b
Residual	5.898	53	.111		
Total	5.936	54			
a. DV: Organizational					
b. Predictors: Constant, Team					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Team Competencies possessed by Ex-servicemen.

Table 4.79: Coefficient's test of hypothesis 08

Coefficients					
M	UC		SC	t	Sig.
	B	SE	Beta		
Constant	3.544	.644		5.507	.000
Organizational	.097	.165	.080	.588	.559
a. DV: Organizational					

4.5.9 Hu9: Decision-Making Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and number of Decision-making competencies acquired by Ex-servicemen and the Organizational Effectiveness of the Service Sector.

Table 4.80: Descriptive statistics of hypothesis 09

Descriptive statistics			
	Mean	SD	N
Decision	3.8505	.29492	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.538, which suggests a significant correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the Decision-making Competencies acquired by Ex-Servicemen can be explained by the independent variable Organizational Effectiveness of Service Sector. In this case, 29.0% can be explained, which is a very large.

Table 4.81: Model Summary of hypothesis 09

Model Summary				
M	R	R Square	Adjusted R Square	SE of the Estimate
1	.538 ^a	.290	.276	.25088
a. Predictors: Constant, Decision				
b. DV: Organizational				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determine the DV, $F(1, 53) = 21.622$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Decision-making Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.82: ANOVA test of hypothesis 09

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	1.361	1	1.361	21.622	.000 ^b
Residual	3.336	53	.063		
Total	4.697	54			
a. DV: Organizational					
b. Predictors: Constant, Decision					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Decision-making Competencies possessed by Ex-servicemen.

Table 4.83: Coefficient's test of hypothesis 09

Coefficients					
M	UC		SC	t	Sig.
	B	SE	Beta		
Constant	1.606	.484		3.318	.002
Organizational	.578	.124	.538	4.650	.000
a. DV: Organizational					

4.5.10 Hu10: Analytical Competencies Acquired by Ex-Servicemen Impacts the Organizational Effectiveness of the Service Sector

Descriptive statistics Analysis describes the mean, standard deviation, and several Analytical Competencies acquired by Ex-servicemen and the Organizational effectiveness of the Service Sector.

Table 4.84: Descriptive statistics of hypothesis 10

Descriptive statistics			
	Mean	SD	N
Analytical	3.7778	.33878	55
Organizational	3.8836	.27464	55

The R-value depicts the simple correlation and is 0.285, which suggests a significant correlation between OE and competencies acquired in the service Sector. The R^2 value indicates how much of the total variation in the Analytical Competencies acquired by Ex-Servicemen can be explained by the independent variable Organizational Effectiveness of Service Sector. In this case, 18.1% can be explained, which is large.

Table 4.85: Model Summary of hypothesis 10

Model Summary				
Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.285 ^a	.181	.164	.32782
a. Predictors: (Constant), Organizational				
b. Dependent Variable: Analytical				

The F-ratio in the ANOVA table examines if the entire regression model is a perfect match for the information. The table illustrates that the IV statistically significantly determine the DV, $F(1, 53) = 4.669$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Analytical Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Table 4.86: ANOVA test of hypothesis 10

ANOVA					
M	Sum of Squares	Df	MS	F	Sig.
Regression	.502	1	.502	4.669	.035 ^b
Residual	5.696	53	.107		
Total	6.198	54			
a. DV: Analytical					
b. Predictors: Constant, Organizational					

This test determines if the population's unstandardized coefficients (UC) or standardized coefficients (SC) are equivalent to zero. If $p > .05$, we determined that the coefficients are statistically significantly different from zero. The t-value and related p-value are both in the "t" & "Sig." Organizational Effectiveness of Service Sector showed the significance p-value with Analytical Competencies possessed by Ex-servicemen.

Table 4.87: Coefficient's test of hypothesis 10

Coefficients					
M	UC		SC	T	Sig.
	B	SE	Beta		
Constant	2.415	.632		3.818	.000
Organizational	.351	.162	.285	2.161	.035
a. DV: Analytical					

Interpretation of the Objective

Hypothesis testing was done according to the stated hypothesis in the study. Hypothesis 01 was regarding the impact of General competencies Acquired by Ex-Servicemen on Organizational Effectiveness. Descriptive statistics Analysis presented the mean of both variables (Generic = 3.9934; Organizational = 3.9934). The standard deviation of Generic was .28607, and organizational was .27464. The R-value, which represented "how much of the total variation in the Generic Competencies acquired by Ex-Servicemen", was 0.239. And the R square value was .144. As a result, the correlation found is moderate, and 14.4% can be explained, which is large. According to The F-ratio in the ANOVA table, the IV (independent variables) statistically significantly determine the DV (dependent variable), $F(1, 53) = 0.0125$, $p < .05$ (i.e., the regression model is a good fit for the data). As a result, accepted the hypothesis, i.e., Generic Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

The second hypothesis in the study was regarding the impact of Threshold Competencies Acquired by Ex-Servicemen on organizational effectiveness. Descriptive statistics Analysis presented the mean of both variables (Threshold= 3.7510; Organizational = 3.8836). The standard deviation of Generic was .36442, and organizational was .27464. The R-value depicted a simple correlation of 0.395, which suggests a significant correlation between OE and acquired threshold abilities. In this scenario, 15.6 (R-Square) per cent of the variance may be described, which is a significant amount. According to F-ratio in the ANOVA table, the IV (independent variables) statistically significantly determine the DV, $F(1, 53) = 9.800$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e. threshold competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector. As per the co-efficient test for Hypothesis 2, the p-value was < 0.05 , which indicated a significant p-value with threshold competencies acquired by Ex-servicemen.

Hypothesis 3 was framed to understand the impact of Differentiating Competencies Acquired by Ex-Servicemen on Organizational efficiency. Descriptive statistics Analysis presented the mean of both variables (Differentiating = 3.8390; Organizational = 3.8836). The standard deviation of Differentiating was .31084, and organizational was .27464. The R-value depicted a simple correlation of 0.544, which suggested a significant correlation between OE and competencies acquired in the Services Sector. The R^2 value indicates how much of the total variation in the Differentiating Competencies acquired by Ex-Servicemen can be explained by the OE of the Service Sector. 29.6% may be described in this situation, which is fairly large. As per The F-ratio in the ANOVA table, the IV statistically significantly determines the DV, $F(1, 53) = 22.308$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Differentiating Competencies acquired by Ex-Servicemen impacts the Organizational Effectiveness of the Service Sector. The Coefficient's test for Hypothesis 3 revealed that the Organizational Effectiveness of Service Sector showed the significance p-value with Differentiating Competencies possessed by Ex-servicemen.

Hypothesis 4 was framed to understand the impact of Management Competencies Acquired by Ex-Servicemen on Organizational efficiency. Descriptive statistics

Analysis presented the mean of both variables (Management = 3.7727; Organizational = 3.8836). The standard deviation of management was .37352, and organizational was .27464. The R-value depicts the simple correlation and is 0.410, suggesting a significant correlation between OE and competencies acquired in the service Sector. The R² value indicates how much of the total variation in the Management Competencies acquired by Ex-Servicemen can be explained by the OE of the Service Sector. In this case, 16.8% can be described, which is slightly large. According to the F-ratio in the ANOVA table, the IV statistically significantly determines the DV, $F(1, 53) = 10.701$, $p < 0.05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Management Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector. The co-efficient test for Hypothesis 3 revealed that Organizational Effectiveness of Service Sector showed the significance p-value with Management Competencies possessed by Ex-servicemen.

Hypothesis 5 is framed to understand the impact of Communication Competencies Acquired by Ex-Servicemen on Organizational effectiveness. Descriptive statistics Analysis presented the mean of both variables (Communication = 3.8955; Organizational = 3.8836). The standard deviation of management was .37482, and organizational was .27464. The R-value depicts the simple correlation and is 0.226, which suggests a significant correlation between OE and competencies acquired in the service Sector. The R² value indicated how much of the total variation in the Communication Competencies acquired by Ex-Servicemen, which showed that 16.4% could be described as large. According to The F-ratio in the ANOVA table, the IV statistically significantly determine the DV, $F(1, 53) = 3.729$, $p < .05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Communication Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector. The co-efficient test for Hypothesis 5 showed a p-value < 0.05 , indicating Organizational Effectiveness of Service Sector relation with Communication Competencies possessed by Ex-servicemen.

The sixth Hypothesis was framed to understand the impact of Leadership Competencies Acquired by Ex-Servicemen on the OE. Descriptive statistics Analysis

presented the mean of both variables (Leadership = 4.0753; Organizational = 3.8836). The standard deviation for Leadership was .32251, and for the organization was .27464. The R-value depicted the simple correlation and is 0.563, suggesting a significant correlation between OE and competencies acquired in the service Sector. The R² value indicated a 31.7% of correlation between variables. According to The F-ratio in the ANOVA table, the IV statistically significantly determine the DV, $F(1, 53) = 24.564$, $p < .05$ (i.e., the regression model is a good fit of the data). So accepted the alternate hypothesis, i.e., Leadership Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

The seventh Hypothesis was framed to understand the impact of Thinking Competencies Acquired by Ex-Servicemen On Organizational Effectiveness. Descriptive statistics Analysis presented the mean of both variables (Thinking = 3.6473; Organizational = 3.8836). The standard deviation of thinking was .38290, and organizational was .27464. The R-value depicts the simple correlation and is 0.240, suggesting a significant correlation between OE and competencies acquired in the service Sector. The R² value indicates how much of the total variation in the thinking Competencies acquired by Ex-Servicemen can be explained by the Organizational Effectiveness of the Service Sector. In this case, 22.0% can be described, which is large. As per The F-ratio in the ANOVA table, the IV statistically significantly determined the DV, $F(1, 53) = 3.062$, $p < 0.05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Thinking Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector. The co-efficient test also showed that Organizational Effectiveness of Service Sector and significance p-value with Thinking Competencies possessed by Ex-servicemen are impacted by each other.

Hypothesis 8 is framed to understand the impact of Team Competencies Acquired by Ex-Servicemen on Organizational Effectiveness. Descriptive statistics Analysis presented the mean of both variables (Team = 3.9212; Organizational = 3.8836). The standard deviation of thinking was .33156, and organizational was .27464. The R-value depicts the simple correlation and is 0.280, suggesting a significant correlation between OE and competencies acquired in the service Sector. The R² value indicated how much of the total variation in the team Competencies acquired by

Ex-servicemen could be explained by the Organizational Effectiveness of the Service Sector. In this case, 20.6% can be described, which is large. According to The F-ratio in the ANOVA, the IV statistically significantly determined the DV, $F(1, 53) = 4.346$, $p < 0.05$ (i.e., the regression model is a good fit for the data). So, we accepted the alternate hypothesis, i.e., Team Competencies acquired by Ex-Servicemen impact the Organizational Effectiveness of the Service Sector.

Descriptive statistics were used to test hypothesis 9. The mean, standard deviation, and quantity of decision-making competencies acquired by ex-servicemen, as well as the organizational effectiveness of the service sector, are described in the analysis. The R-value of 0.538 indicates a strong correlation between ex-decision-making servicemen's abilities and military sector organizational success. For ex-decision-making servicemen's competencies, the R^2 value is used to establish how much variation in their abilities can be explained by independent variables, Organizational Effectiveness of Service Sector (OES). It is possible to explain 29.0 per cent of the variance in this case, quite a bit. Using the ANOVA table, the F-ratio determines whether the regression model based on the data is a good fit. They are statistically significant predictors of both the dependent and independent variables ($F(1, 53) = 21.622$, $p .05$), which means that the variables they are attempting to explain are highly predictive (i.e., the regression model is a good expectation of the matter). Alternate hypotheses suggest that ex-decision-makers' talents may have influenced the service sector's organizational success. According to this test, it is established whether or not a population's unstandardized (or standardized) coefficients are equal to zero (zero). If the p-value is less than .05, we can say that the coefficients are statistically different from zero (zero). The "t" and "Sig." sections include the t-value and matching p-value. The relationship between the Organizational Effectiveness of the Service Sector and Decision-Making Competencies exhibited by Ex-servicemen was statistically significant.

In the case of hypothesis 10, Descriptive statistics are used to describe something. The mean, standard deviation, and number of Analytical Competencies obtained by ex-servicemen, as well as the organizational performance of the service sector, are described in this study. Analytical Competencies earned by ex-servicemen are strongly linked to the service sector's organizational performance, as evidenced by the

R-value of 0.285, which indicates a simple connection. How much diversity in Analytical Competencies achieved by ex-servicemen can be accounted for by organizational effectiveness in the service sector (R^2 value) is shown below. This scenario explains 18.1% of the variance, which is substantial. The ANOVA table's f-ratio tells you whether or not the based on the regression model is appropriate for the data. The independent factors statistically substantially predict the dependent variable, $F(1, 53) = 4.669$, and the dependent variable is substantially predicted by the independent factors (i.e., the regression model is a good fit for the data). According to the alternate hypothesis, ex-Analytical servicemen's Competencies have an effect on the Corporate Effectiveness of the Service Sector. It is determined by this test if the population's unstandardized (or standardized) coefficients are equal to zero (zero). If the p-value is less than .05, we can say that the correlations are statistically different from zero (zero). The "t" and "Sig." sections include the t-value and matching p-value. The relationship between the Organizational Effectiveness of the Service Sector and Analytical Competencies possessed by ex-servicemen was statistically significant. Thus, the conclusion was reached that the organizational effectiveness of human resources in the service sector was hypothetically demonstrated by the level of acquired competencies and skill requirements of ex-servicemen by service sector organizations and that the data supported this conclusion.

4.6 OBJECTIVE 4: TO CREATE A BEST FIT BETWEEN LEVEL OF COMPETENCIES LEVEL AND SKILL REQUIREMENT OF EX-SERVICEMEN BY SERVICE SECTOR ORGANIZATIONS FOR CREATING ORGANIZATIONAL EFFECTIVENESS

Analysis of objective four was done by performing the t-test and correlation test on SPSS, The SEM model was done with the help of SPSS AMOS.

4.6.1 Comparative Analysis between Correlation and Mean Variation between the Competencies Level acquired as per HR and Ex-Servicemen

Descriptive statistics Analysis describes the mean, standard deviation, and the number of Generic Threshold and Differentiating competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test

between HR and Ex-servicemen. The t-test value lies between -1.015 to 1.793 with a p-value more than 0.05, which meant they were statistically non-significant, so we concluded that there was no mean variation between HR and Ex-service of the service sector in competencies level.

Table 4.88: Descriptive Statistics with t-test of Competencies level

Descriptive Statistics with t-test								
	HR			Ex-Servicemen			t-test	p-value
	Mean	Std. Deviation	N	Mean	Std. Deviation	N		
Generic	3.9935	.28631	55	3.9109	.49666	400	1.793	0.076
Threshold	3.7511	.36458	55	3.8069	.49473	400	-1.015	0.313
Differentiating	3.8385	.31077	55	3.8218	.50094	400	0.349	0.728

While the correlation was done between Generic Threshold and Differentiating competencies acquired by both HR and Servicemen of the service sector, all variables showed a correlation coefficient value of more than 0.5, which meant they all were highly correlated in both HR and Servicemen of the service sector, with p-value less than 0.05 which meant they were statistically significant.

Table 4.89: Correlation of Competencies level

Correlations			
HR			
	Generic	Threshold	Differentiating
Generic	1	.635**	.609**
Threshold	.635**	1	.805**
Differentiating	.609**	.805**	1
Ex-Servicemen			
Generic	1	.790**	.769**
Threshold	.790**	1	.768**
Differentiating	.769**	.768**	1
**. Correlation is significant at the 0.01 level (2-tailed).			

From the t-test between acquired competencies in both HR and Ex-servicemen, we concluded that there was less mean difference. However, from the correlation test, we found that the acquired competencies were highly positively related to each other in both HR and Ex-servicemen.

4.6.2 Comparative Analysis between Correlation and Mean Variation between the Competencies Skill Level acquired as per HR managers and Ex-Servicemen

Descriptive statistics Analysis describes the mean, standard deviation, diverse thinking, leadership, Management, Team, Communication, Decision-making,

Analytical, and Time competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -2.138 to 2.672. However, thinking and leadership were statistically significant with a p-value of less than 0.05, so we concluded that there was a mean variation between thinking and leadership competencies acquired by HR and Ex-service of the service sector in competencies level.

Table 4.90: Descriptive Statistics with t-test of Competencies skill level

Descriptive Statistics								
	HR			Ex-Servicemen			t-test	p-value
	Mean	Std. Deviation	N	Mean	Std. Deviation	N		
Thinking	3.6473	.38290	55	3.7720	.54273	400	-2.138	0.035*
Leadership	4.0753	.32175	55	3.9421	.48878	400	2.672	0.009*
Management	3.7745	.37323	55	3.7769	.50178	400	-0.085	0.932
Team	3.9213	.33190	55	3.8938	.53494	400	0.526	0.6
Communication	3.8955	.37482	55	3.8744	.61135	400	0.357	0.722
Decision-making	3.8509	.29420	55	3.8353	.51017	400	0.329	0.743
Analytical	3.7787	.33807	55	3.8044	.50844	400	-0.504	0.616
Time	4.0000	.60858	55	3.9050	.71572	400	1.061	0.292

While the correlation was done between thinking, leadership, Management, Team, Communication, Decision-making, Analytical and Time competencies acquired by both HR and Servicemen of the service sector, all variables showed a correlation coefficient value of more than 0.2, which meant they all were highly correlated in both HR and Servicemen of the service sector, with p-value less than 0.05 which meant they were statistically significant.

Table 4.91: Correlation of Competencies skill level

Correlations								
HR								
	Thinki ng	Leaders hip	Manage ment	Tea m	Communic ation	Decisi on	Analyti cal	Tim e
Thinking	1	.418**	.637**	.491**	.403**	.525**	.752**	.191
Leadership	.418**	1	.695**	.504**	.572**	.810**	.568**	.607**
Manageme nt	.637**	.695**	1	.474**	.605**	.727**	.665**	.346**
Team	.491**	.504**	.474**	1	.602**	.491**	.678**	.212
Communic ation	.403**	.572**	.605**	.602**	1	.611**	.572**	.467**
Decision	.525**	.810**	.727**	.491**	.611**	1	.651**	.505**
Analytical	.752**	.568**	.665**	.678**	.572**	.651**	1	.290*
Time	.191	.607**	.346**	.212	.467**	.505**	.290*	1

Ex-Servicemen								
Thinking	1	.740**	.767**	.679**	.682**	.720**	.778**	.476**
Leadership	.740**	1	.764**	.717**	.713**	.751**	.773**	.616**
Management	.767**	.764**	1	.728**	.733**	.855**	.793**	.559**
Team	.679**	.717**	.728**	1	.748**	.731**	.758**	.592**
Communication	.682**	.713**	.733**	.748**	1	.726**	.771**	.550**
Decision	.720**	.751**	.855**	.731**	.726**	1	.778**	.556**
Analytical	.778**	.773**	.793**	.758**	.771**	.778**	1	.576**
Time	.476**	.616**	.559**	.592**	.550**	.556**	.576**	1
**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).								

From the t-test between skill acquired competencies in both HR and Ex-servicemen, we concluded that there was less mean difference except thinking and leadership acquired skills. However, from the correlation test, we found that the skill acquired competencies were highly positive related to each other in both HR and Ex-servicemen.

4.6.3 Comparative Analysis between Mean Variations between the Generic Competencies Acquired as per HR managers and Ex-Servicemen

Descriptive statistics Analysis describes the mean, standard deviation, and the number of component variables of Generic competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -3.088 to 5.475. However, the component variable ‘They are disciplined people, they have integrity towards the organization they work for, They have the competency of loyalty towards the organization they work for, they are good listeners, They resolve conflict quickly, They can motivate themselves and others, They know what type of behaviour is appropriate in the required situation, They says the right thing at the right time, and They are effective at delegating responsibilities for tasks assigned, were statistically significant, so we concluded that there was mean variation between nine component variables of Generic competencies acquired by HR and Ex-service of the service sector in competencies level.

Table 4.92: Group Statistics between the Generic Competencies acquired by both HR and ex-Servicemen

Group Statistics						
Variable	Type	N	Mean	Std. Deviation	t-test	p-value
AGC_1	HR	55	3.8182	.38925	-0.068	0.946
	Ex-Servicemen	400	3.8225	.72616		
AGC_2	HR	55	4.8364	.37335	5.475	0.001**
	Ex-Servicemen	400	4.5125	.62113		
AGC_3	HR	55	3.6909	.76673	-1.675	0.098
	Ex-Servicemen	400	3.8775	.83019		

Group Statistics						
Variable	Type	N	Mean	Std. Deviation	t-test	p-value
AGC_4	HR	55	4.4909	.66312	2.092	0.040*
	Ex-Servicemen	400	4.2850	.82187		
AGC_5	HR	55	4.6182	.52673	5.348	0.001**
	Ex-Servicemen	400	4.1775	.83531		
AGC_6	HR	55	4.2000	.59004	1.1667	0.247
	Ex-Servicemen	400	4.0950	.84425		
AGC_7	HR	55	4.1091	.49713	3.525	0.001**
	Ex-Servicemen	400	3.8375	.75996		
AGC_8	HR	55	4.1091	.71162	5.540	0.013*
	Ex-Servicemen	400	3.8425	.85118		
AGC_9	HR	55	3.5273	.74173	-1.018	0.312
	Ex-Servicemen	400	3.6375	.83236		
AGC_10	HR	55	3.8909	.62872	0.751	0.455
	Ex-Servicemen	400	3.8200	.83327		
AGC_11	HR	55	3.9636	.54309	0.731	.467

Group Statistics						
Variable	Type	N	Mean	Std. Deviation	t-test	p-value
	Ex-Servicemen	400	3.9025	.80909		
AGC_12	HR	55	3.6000	.62657	-2.738	0.008
	Ex-Servicemen	400	3.8575	.82698		
AGC_13	HR	55	3.9818	.49031	0.405	0.687
	Ex-Servicemen	400	3.9500	.85106		
AGC_14	HR	55	4.0545	.65030	5.279	0.001**
	Ex-Servicemen	400	3.5500	.76089		
AGC_15	HR	55	4.1091	.65751	3.755	0.001**
	Ex-Servicemen	400	3.7525	.68000		
AGC_16	HR	55	4.0727	.57267	2.966	0.004**
	Ex-Servicemen	400	3.8200	.72035		
AGC_17	HR	55	3.7273	.73168	-0.504	0.616
	Ex-Servicemen	400	3.7800	.70202		
AGC_18	HR	55	3.7818	.65802	-1.871	0.065
	Ex-Servicemen	400	3.9625	.76325		

Group Statistics						
Variable	Type	N	Mean	Std. Deviation	t-test	p-value
AGC_19	HR	55	3.9091	.64615	0.095	0.924
	Ex-Servicemen	400	3.9000	.77557		
AGC_20	HR	55	3.6909	.53998	-3.088	0.003**
	Ex-Servicemen	400	3.9400	.69470		
AGC_21	HR	55	3.8000	.55777	-0.805	0.423
	Ex-Servicemen	400	3.8675	.74251		
AGC_22	HR	55	3.8727	.66818	0.232	0.817
	Ex-Servicemen	400	3.8500	.76089		

4.6.4 Comparative Analysis between Mean Variation between the Threshold Competencies Acquired as per HR managers and Ex-Servicemen

Descriptive statistics Analysis describes the mean, standard deviation, and several component variables of Threshold competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -4.320 to 1.715. Only 'Ex-servicemen have critical thinking skills, and Ex-servicemen have a strong business acumen, Ex-servicemen are very talented' were statistically significant, so we concluded that there was mean variation between three component variables of Threshold competencies acquired by both HR and Ex-service of the service sector in competencies level.

Table 4.93: Group Statistics between the Threshold Competencies acquired as per HR and ex-Servicemen

Group Statistics						
	Type	N	Mean	Std. Deviation	t-test	p-value
ATC_1	HR	55	3.9636	.66566	0.680	0.498
	Ex-Servicemen	400	3.8975	.74725		
ATC_2	HR	55	3.5636	.78796	-2.005	0.049*
	Ex-Servicemen	400	3.7900	.76312		
ATC_3	HR	55	3.8727	.66818	-0.760	0.450
	Ex-Servicemen	400	3.9475	.79140		
ATC_4	HR	55	3.3273	.72148	-4.320	0.001**
	Ex-Servicemen	400	3.7825	.81045		
ATC_5	HR	55	4.0000	.60858	1.061	0.292
	Ex-Servicemen	400	3.9050	.71572		
ATC_6	HR	55	3.8545	.65030	0.657	0.513

Group Statistics						
	Type	N	Mean	Std. Deviation	t-test	p-value
	Ex-Servicemen	400	3.7925	.70405		
ATC_7	HR	55	3.9273	.53936	0.271	0.787
	Ex-Servicemen	400	3.9050	.76971		
ATC_8	HR	55	3.4182	.73764	-1.957	0.054
	Ex-Servicemen	400	3.6300	.85436		
ATC_9	HR	55	3.8182	.72242	1.341	0.184
	Ex-Servicemen	400	3.6775	.78104		
ATC_10	HR	55	3.8545	.67818	1.715	0.090
	Ex-Servicemen	400	3.6825	.82364		
ATC_11	HR	55	3.8364	.46203	0.581	0.563
	Ex-Servicemen	400	3.7950	.68859		
ATC_12	HR	55	3.5636	.56972	-3.678	0.001**

Group Statistics						
	Type	N	Mean	Std. Deviation	t-test	p-value
	Ex-Servicemen	400	3.8750	.71108		
ATC_13	HR	55	3.7636	.54309	-0.569	0.571
	Ex-Servicemen	400	3.8100	.71777		

4.6.5 Comparative Analysis between Mean Variation between the Differentiating Competencies acquired as per HR managers and ex-Servicemen

Descriptive statistics Analysis describes the mean, standard deviation, and the number of component variables of Differentiating competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -3.337 to 3.581 only 'Ex-servicemen have creativity and innovations beneficial for an organization., Ex-servicemen take the initiative in what they do for the company. Ex-servicemen earn others' trust and respect through consistency, honesty, and professionalism in all interactions. Ex-servicemen adhere to the code of conduct and avoid situations and actions considered inappropriate to the administration. Ex-servicemen are confident in the iR-values, thinking and judgment', which are statistically significant, so we concluded that there was mean variation between five component variables of Differentiating competencies acquired by both HR and Ex-service of the service sector in competencies level.

Table 4.94: Group Statistics between the Differentiating Competencies acquired as per HR managers and ex-Servicemen

Group Statistics						
	Type	N	Mean	Std. Deviation	t-test	p-value
ADC_1	HR	55	3.5273	.60414	-3.337	0.001**
	Ex-Servicemen	400	3.8275	.76433		
ADC_2	HR	55	3.6364	.61955	-1.246	0.216
	Ex-Servicemen	400	3.7500	.73064		
ADC_3	HR	55	3.6364	.61955	-0.039	0.969
	Ex-Servicemen	400	3.6400	.80125		
ADC_4	HR	55	3.8364	.53623	-1.325	0.189
	Ex-Servicemen	400	3.9450	.77361		
ADC_5	HR	55	3.9636	.54309	0.313	0.755
	Ex-Servicemen	400	3.9375	.80636		
ADC_6	HR	55	3.9636	.54309	2.967	0.004**
	Ex-Servicemen	400	3.7200	.74363		
ADC_7	HR	55	3.8000	.48686	-2.049	0.043*
	Ex-Servicemen	400	3.9525	.70105		

Group Statistics						
	Type	N	Mean	Std. Deviation	t-test	p-value
ADC_8	HR	55	3.6545	.51705	-2.531	0.013*
	Ex-Servicemen	400	3.8525	.70852		
ADC_9	HR	55	3.7091	.65751	-1.749	0.085
	Ex-Servicemen	400	3.8750	.67492		
ADC_10	HR	55	4.0727	.53936	1.242	0.218
	Ex-Servicemen	400	3.9725	.69854		
ADC_11	HR	55	3.9273	.60414	1.908	0.060
	Ex-Servicemen	400	3.7525	.83845		
ADC_12	HR	55	3.8727	.51116	1.169	0.246
	Ex-Servicemen	400	3.7825	.69383		
ADC_13	HR	55	3.9091	.67420	1.590	0.116
	Ex-Servicemen	400	3.7525	.75675		
ADC_14	HR	55	3.8545	.67818	1.153	0.253
	Ex-Servicemen	400	3.7400	.77712		
ADC_15	HR	55	3.8364	.71398	0.517	0.606

Group Statistics						
	Type	N	Mean	Std. Deviation	t-test	p-value
	Ex-Servicemen	400	3.7825	.79168		
ADC_16	HR	55	3.8000	.48686	0.299	0.765
	Ex-Servicemen	400	3.7775	.73098		
ADC_17	HR	55	3.6182	.62334	-0.590	0.557
	Ex-Servicemen	400	3.6725	.74943		
ADC_18	HR	55	3.8909	.53308	1.402	0.164
	Ex-Servicemen	400	3.7775	.74119		
ADC_19	HR	55	4.1273	.66818	3.581	0.001**
	Ex-Servicemen	400	3.7775	.75460		
ADC_20	HR	55	4.1636	.66007	0.574	0.566
	Ex-Servicemen	400	4.0650	2.93809		
ADC_21	HR	55	3.8182	.58026	-0.98	0.330
	Ex-Servicemen	400	3.9050	.82927		

4.6.6 Best Fit between Level of Competencies of Ex-servicemen and level required by Service Sector Organizations for Creating Organizational Effectiveness

After analyzing the hypothesis for HR managers on the acquired competencies level and predicting the cumulative mean value for organizational effectiveness for Ex-servicemen, the same predicted value for skill level competencies acquired. The predicted value of organizational effectiveness for Ex-servicemen was 4.02.

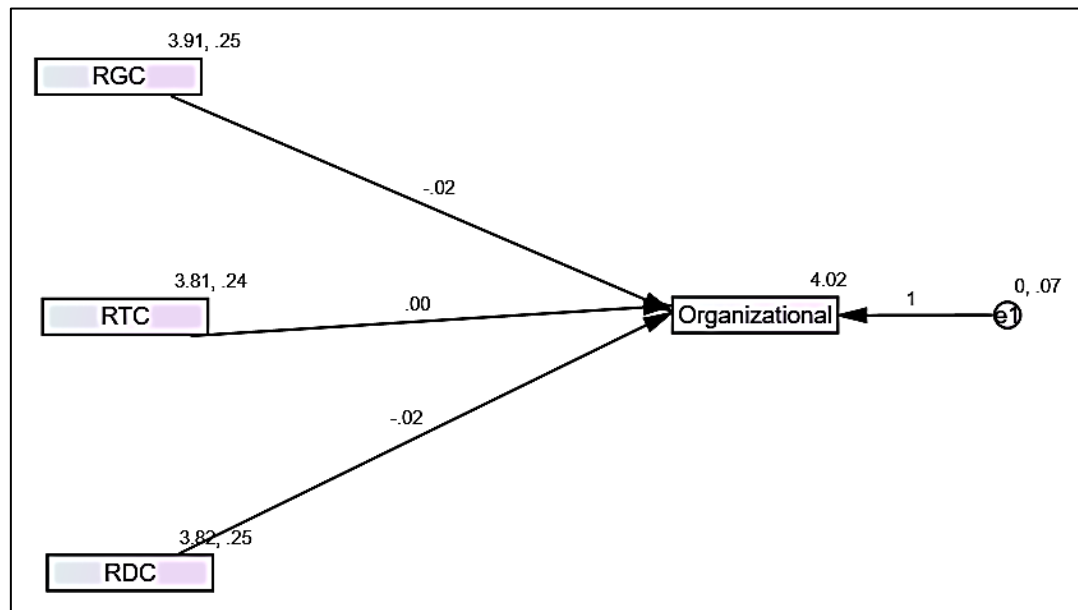


Figure 4.14: Model fit diagram for the different acquired competencies

	Estimate	S.E.	C.R.	P	Label
AGC	3.911	.025	157.490	***	par_4
ATC	3.807	.025	153.900	***	par_5
ADC	3.822	.025	152.586	***	par_6
	Estimate	S.E.	C.R.	P	Label
Organizational	4.023	.183	<u>21.933</u>	***	par_7

The best fit between the Levels of skill Requirement of ex-servicemen by Service sector organizations for creating organizational effectiveness.

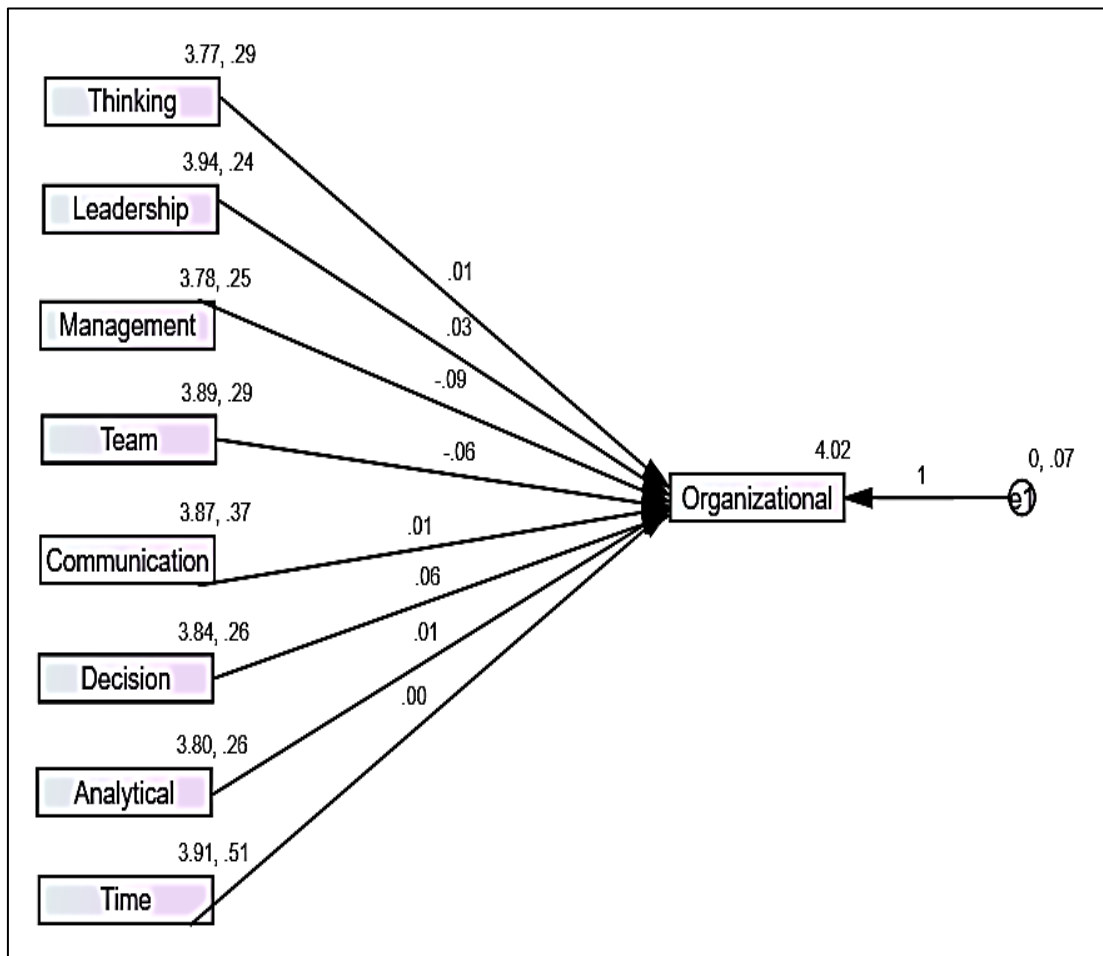


Figure 4.15: Model fit diagram for the different skill acquired competencies

	Estimate	S.E.	C.R.	P	Label
Thinking	3.772	.027	139.002	***	par_9
Leadership	3.942	.024	161.305	***	par_10
Management	3.777	.025	150.539	***	par_11
Team	3.894	.027	145.577	***	par_12
Communication	3.874	.031	126.749	***	par_13
Decision	3.835	.026	150.352	***	par_14

	Estimate	S.E.	C.R.	P	Label
Analytical	3.804	.025	149.650	***	par_15
Time	3.905	.036	<u>109.121</u>	***	par_16
	Estimate	S.E.	C.R.	P	Label
Organizational	4.022	.274	14.688	***	par_17

$$\begin{aligned}
 \text{Accuracy for model fit} &= (1 - ((\text{Actual value} - \text{predicted value}) / \text{actual value})) * \\
 &\quad 100 \\
 &= (1 - ((4.022 - 3.8836) / 4.022)) * 100 = 96\%
 \end{aligned}$$

From the analysis, we concluded that the model fit organizational effectiveness for ex-service was 96% from HR managers.

Interpretation of the Objective

Objective four of the study was to create the best fit between the level of competencies and skill requirements of ex-servicemen by service sector organizations for organizational effectiveness. Analysis of objective four was done by performing the t-test and correlation test on SPSS. The SEM model was done by SPSS AMOS. First, a Comparative Analysis between Correlation and Mean Variation between the Competency levels of Both HR and Ex-Servicemen was made. Descriptive statistics Analysis described the mean, standard deviation, and the number of Generic Threshold and Differentiating competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -1.015 to 1.793 with a p-value more than 0.05, which meant they were statistically non-significant, so we concluded that there was no mean variation between HR and Ex-service of the service sector in competencies level. The correlation was done between Generic Threshold and Differentiating competencies acquired by both HR and Servicemen of the service sector; all variables showed a correlation coefficient value of more than 0.5, which meant they all were highly correlated in both HR and Servicemen of the service sector, with p-value less than 0.05 which meant they were statistically significant. In

the t-test between acquired competencies in both HR and Ex-servicemen, we concluded that there was less mean difference. However, from the correlation test, we found that the acquired competencies were highly positively related to each other in both HR and Ex-servicemen.

We also made a Comparative Analysis between Correlation and Mean Variation between the Competencies and Skill levels of both HR and Ex-Servicemen. The mean variation was an independent t-test between HR and Ex-servicemen. The t-test value lies between -2.138 to 2.672. However, thinking and leadership were statistically significant with a p-value of less than 0.05, so we concluded that there was a mean variation between thinking and leadership competencies acquired by HR and Ex-service of the service sector in competencies level. The correlation was done between thinking, leadership, Management, Team, Communication, Decision-making, Analytical and Time competencies acquired by both HR and Servicemen of the service sector; all variables showed a correlation coefficient value of more than 0.2, which meant they all were highly correlated in both HR and Servicemen of the service sector, with p-value less than 0.05 which meant they were statistically significant. In correlation was done between thinking, leadership, Management, Team, Communication, Decision-making, Analytical and Time competencies acquired by both HR and Servicemen of the service sector; all variables showed a correlation coefficient value of more than 0.2, which meant they all were highly correlated in both HR and Servicemen of the service sector, with p-value less than 0.05 which meant they were statistically significant.

The comparative analysis of Mean Variations between the Generic Competencies Acquired by Both HR and Ex-Servicemen was also made. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -3.088 to 5.475. However, the component variable is ‘They are disciplined people, they have integrity towards the organization they work for, They have the competency of loyalty towards the organization they work for, they are good listeners. They resolve conflict easily, They can motivate themselves and others, They know what type of behaviour is appropriate in the required situation, They say the right thing at the right time. They are effective at delegating responsibilities for tasks assigned, which were statistically significant, so we concluded that there was mean variation

between nine component variables of Generic competencies acquired by HR and Ex-service of the service sector in competencies level.

The comparative analysis of Mean Variation between the Threshold Competencies Acquired of Both HR and Ex-Servicemen was made. As per the findings, The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -4.320 to 1.715. Only 'Ex-servicemen have critical thinking skills, and Ex-servicemen have a strong business acumen, Ex-servicemen are very talented' were statistically significant, so we concluded that there was mean variation between three component variables of Threshold competencies acquired by both HR and Ex-service of the service sector in competencies level. The Comparative Analysis of Mean Variation between the Differentiating Competencies acquired by both HR and ex-Servicemen was also made. Descriptive statistics Analysis describes the mean, standard deviation, and the number of component variables of Differentiating competencies acquired by both HR and Servicemen of the service sector. The mean variation was done independent t-test between HR and Ex-servicemen. The t-test value lies between -3.337 to 3.581 only 'Ex-servicemen have creativity and innovations beneficial for an organization. Ex-servicemen take the initiative in what they do for the company. As per the results, Ex-servicemen earn others' trust and respect through consistency, honesty, and professionalism in all interactions; ex-servicemen adhere to the code of conduct and avoid situations and actions considered inappropriate to the administration. Ex-servicemen are confident in their values, thinking and judgment', which are statistically significant, so we concluded that there was mean variation between five component variables of Differentiating competencies acquired by both HR and Ex-service of the service sector in competencies level. After analyzing the hypothesis for HR managers on the acquired competencies level and predicting the cumulative mean value for organizational effectiveness for Ex-servicemen, the same predicted value for skill level competencies acquired. The predicted value of organizational effectiveness for Ex-servicemen was 4.02. From the analysis, we concluded that the model fit organizational effectiveness for ex-service was 96% from HR managers.

CHAPTER 5

DISCUSSIONS AND FINDINGS OF THE RESEARCH

Organizations found that one of the biggest problems in the service sector is getting Ex-Servicemen to work harder and be more productive as the need for better and higher-quality services grows. Person-organization model fit is related to how well the person and the organization match up, and it happens when at least one of them meets the needs of the other or has the same main traits or when both are true. Person-environment fit, which comes from Levin's ideas, is a larger concept that includes person-organization fit. It means that a person's behaviour is affected by who they are and where they are. When people are a good fit for each other, happiness, productivity, creativity, and stability all improve. Recent studies on business strategy have shown that focusing on human resources as the most important strategic source for the company may give it an edge over its competitors. In other words, human resource management is an intangible asset that could create organizational values to meet the challenges of the current environment. This aspect underlines the need to integrate human resource strategies into the company's fabric to achieve its goals.

The present study collected data from a sample of 455, i.e., 400 ex-servicemen and 50 HR managers. The objective of this study is "Study on Level of Competencies and its Impact on Organization Effectiveness with special reference to Ex-Servicemen of Indian Army." Variables have been captured at various stages of the research process. The data was transformed using Microsoft Office Excel 2019 to use statistical tools such as frequency tables, and SPSS (version 24) was used for analysis. In order to examine the data, relevant statistical procedures, such as descriptive statistics, the T-test, the ANOVA, the reliability test, and regression analysis, among others, were used. In the first objective, we have measured the level of competencies of ex-servicemen in the Indian Army. As discussed earlier, about 70,000 people leave the armed forces every year, K. Sudha (2018). Almost 90% of them retire between 30 and 50, while most civilians do so between 55 and 60. Although ESMs obtain first-rate education and training, society fails to make use of their skills once they leave the workforce. The re-employment of ESMs is not proportional to their previous positions, certificates, or experience in the military. To investigate the possible

reasons behind this, in the first objective, an attempt was made to measure the competency levels of ESMs. For the analysis of objective 1, we're using a reliability test on SPSS tools. A reliability test was used to check the validity of the "*Likert scale*" data of the questionnaires through "*Cronbach's Alpha*" values. From table 4.1, it was shown that From an ex-service member perspective, it was found that out of 400 ex-servicemen respondents that participated in the survey, 16.8 per cent of them were somewhere between 36 - 45 yrs., 77.3 % of them were somewhere between 45 - 55 yrs. and 6.0 per cent of respondents were over 55 yrs. of age. Around 44.3% did education till Senior Secondary Certificate while 47.8 % graduated and only 7.5 % were postgraduate. 47.0% of respondents have Rs 30K – 46K monthly income, while only 4.8% have Rs 45K – 60K. 86.0% of respondents were in supervisory jobs, and 14.0% were in managerial jobs. The CA value of the assessing instrument "Generic Competencies obtained of ex-servicemen" is .931, demonstrating its good validity and revealing that ex-servicemen have a high degree of internal consistency with 22 variables. KMO value is over 0.5, and a significance level for Bartlett's test below 0.05 suggested a substantial correlation in the data. Variables are significantly correlated enough to serve as a good basis for factor analysis, like in "Generic Competencies Acquired by Ex-Servicemen." For further tests, only those commonalities were used that demonstrate values greater than 0.5. Other variables (five variables such as AGC_01, AGC_07, AGC_16, AGC_17, and AGC_22 out of 22 variables) are excluded from subsequent steps in the factor analysis. The CA value of the assessing instrument "Threshold Competencies Acquired by Ex-Servicemen" is .866, which demonstrates its good validity and reveals that ex-servicemen have a high degree of internal consistency with 13 variables. The KMO and Bartlett's test values performed again against the extracted factors indicates variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of "Threshold Competencies acquired by Ex-servicemen." Among these 13 variables, one variable is excluded, ATC_13, which had less than 0.5 extraction values. The CA value of the assessing instrument, "Differentiating Competencies acquired of ex-servicemen," is 0.860, indicating that the instrument is highly reliable and demonstrated high internal consistency with 21 variables. KMO value and Bartlett's test values indicate that the variables are significantly correlated enough to serve as a good basis for factor analysis, like in "Differentiating Competencies acquired by Ex-servicemen." These initial communalities describe the relationship among the

variables and all other variables before rotation. Among these 21 variables, One variable (ADC_10) is excluded, with less than 0.5 extraction values and thus is excluded from further analysis.

From an HR perspective, it was found that the CA value in “Generic Competencies required of ex-service member as per HR Managers working in the organization” is 0.831, indicating that the measuring instrument is highly reliable and has a high degree of internal consistency following the specific dataset. KMO and Bartlett’s test values indicate that all 22 variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Generic Competencies required of ex-service member as per HR managers.” For further tests, only those commonalities were used that demonstrate values greater than 0.5. There were no such variables that had below 0.5 extraction values. The CA value in “Threshold Competencies required of Ex-Servicemen as per HR” is 0.819, indicating that the measuring instrument is highly reliable and demonstrated a high degree of internal consistency with the specific dataset. KMO and Bartlett’s test values indicate that all 13 variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Threshold Competencies required of Ex-Servicemen as per HR manager in the organization.” For further tests, only those commonalities were used that demonstrate values greater than 0.5. Among 13 variables, five, such as AGC_01, AGC_07, AGC_16, AGC_17, and AGC_22, are excluded from subsequent steps in the factor analysis. The CA value in “Differentiating Competencies required of ex-service member as per HR Managers working in the organization” is 0.867, indicating that the measuring instrument is highly reliable and demonstrated a high degree of internal consistency with the specific dataset. KMO and Bartlett’s test values indicate all 21 variables are significantly correlated enough to serve as a good basis for factor analysis, like in the instance of “Differentiating Competencies required of ex-service member as per HR manager.” For further tests, only those commonalities were used that demonstrate values greater than 0.5. There were no such variables which had below 0.5 extraction values. So over, all data on HR and Ex-service men variables is credible, and the level of competencies possessed by Ex-servicemen and required by HR is very high, which ought to be the same as the number of items submitted to component analysis. Following the word frequency plot in the textual analysis of replies from ex-servicemen, the most important abilities

necessary for supervisory and non-supervisory personnel are managerial skills (23) and effective communication skills (12). A thematic analysis of replies from ex-servicemen regarding the abilities necessary by supervisory and non-supervisory staff was conducted to arrive at this conclusion. We discovered that 65 per cent of respondents believe that behavioural skills are significant, while only 35 per cent believe that non-behavioural abilities are relevant. Communication skills, leadership skills, and teamwork are just a few of the major talents that are considered while assessing behavioural skills. A thematic analysis of responses from former military members to questions about the organizational performance was used to develop this report. Qualitative measurements are one form of measure category, while quantitative measures are another sort of measure category that we discovered. The majority (60 per cent) of respondents utilize qualitative measures of organizational performance, while the majority (40 per cent) prefer quantitative measures of organizational effectiveness. The following measurements are included in the qualitative measures category: specified goals and staff involvement. A textual analysis was carried out on ex-responses servicemen to a question on models employed in the service sector to improve organizational effectiveness. The Balanced Scorecard Model (30 per cent) and the Goal Model (30 per cent) were deemed effective for organizations by the vast majority of respondents. And just a few (twenty per cent) believe that the employee satisfaction model and key performance indicators (KRA) are useful for the firm.

According to the results of the sentiment analysis of the model's application, it can be concluded that respondents had strong favourable feelings about the model's application and that they have confidence in the model's ability to measure organizational success. Anticipation and happiness are two of the emotions with the lowest ratings. And the rest of the emotions, such as wrath, disgust, and fear, are almost non-existent in this situation. This study was designed to determine whether mean competence scores between personal, technical, and non-technical categories are equal. ANOVA (one-way analysis of variance) was used. Personal competencies (Mean = 4.4286), technical competencies (Mean = 3.9286), and non-technical competencies (Mean = 4.000) are the three competencies with the highest mean scores. The results show that $F(2, 39) = 2.781$ and $p = 0.074$ for the study. According to the p-values, this group has no statistical difference among personal, technical, and

non-technical capabilities. Table 4.15 lists the competencies identified at supervisory and management levels in terms of Generic Competencies, Threshold Competencies, and Differentiating Competencies, with each level divided into three categories. The competencies of supervisors are depicted in Table 4.15. They are grouped according to the sorts of competencies among ex-servicemen who work in the service sector in India. The competencies have been divided into three categories: generic competencies, threshold competencies, and differentiating competencies. The three competencies, namely, generic, threshold, and discriminating at the Managerial level, are depicted in Table 4.16. A representation of each of the competencies' structures is included, as well as information on how frequently each construct is used. The Organizational Effectiveness of the Service Sector in India is depicted in Table 4.17. There are several categories of organizational effectiveness in the service sector. The balancing scorecard and goal system, Key Resource Area, Employee Satisfaction and process model, and management objectives are some techniques of organization effectiveness that have been categorized together. These are the constructs that contribute to the effectiveness of each organization. At the Supervisory and Managerial levels, various categories of competence were recognized, including generic, threshold, and distinguishing competencies. The qualitative content analysis of the interviews made it possible to identify these competencies. These are developed further with the assistance of previous studies and literature. The examination of respondents' experiences revealed a wide range of competencies as well as the efficacy of the organization. Using the sum of the scores of subcategories within each category, the challenges are ranked, as shown in Table 4.18, and the results are displayed below. For this reason, it was determined that the scale measurement for various acquired competencies and diverse skill competencies variables were verified from the pilot study, which also met the requirements for questionnaires for various acquired competencies and diverse skill competencies variables to be administered to ex-servicemen in the services sector to achieve objective 2. To analyze goal 3, we used the reliability test on the SPSS tools. The reliability of the Likert scale data from the questionnaires was tested using Cronbach's Alpha values, which were put to use to evaluate the data's reliability. Additionally, linear regression was used for hypothesis testing. The Cronbach alpha value in this case, 'Statements on Organizational Effectiveness concerning Ex-Servicemen in the Service Sector,' is 0.753, indicating that the measuring instrument is highly reliable. Also of note, it demonstrated a high

level of internal consistency when compared to the specific sample. If an item is deleted, the results of the Cronbach Alpha test are displayed in the “Item Statistics” section. The Dependability measure must be used to determine which “Item” should be removed to enhance the service reliability and validity instrument.

KMO measure should be more than .70, and if it is less than .50, it is regarded inadequate if it falls below .50. Using the KMO test, we can see if each factor predicts enough items. This place has a temperature of .645, which is fine. Having a significance value of less than .05 is ideal for the Bartlett test. As an example, “organizational effectiveness achieved by HR manager working in the organization” suggests that the variables are linked enough to offer a good basis for component analysis. Before rotation, they demonstrate the relation between a statistic and all other factors (i.e., the squared multiple correlations between a particular thing and all other things). The commonalities that show how much variation there is (i.e., the communality value that should be greater than 0.5) must be greater than zero in order to be considered for further study. Once the extracted factors have been accounted for in the variables, these variables will be eliminated from subsequent factor analysis procedures. This group had no variables with a value of 0.5 or less. The distribution of variation among the five conceivable sources is shown in the Total Variation Explained table. Five variables have eigenvalues (a measure of explained variance) greater than one, which is usually regarded as an indicator of a factor’s value. Multiple items explain more information than it would have been by a single item with an eigenvalue smaller than 1. The eigenvalue measures the total number of factors recovered; This must equal the number of objects exposed to factor analysis. It is important to understand the notion of rotation, which aims to reduce as many factors upon which variables in this study have large loadings as possible. This does not change anything, but it makes it easier to comprehend the analysis results. Component 1 included five independent variables with correlation coefficients more than 0.5, whereas components 2 and 3 each contained three such variables, while components 4 and 5 each contained two. However, one variable, OGE 11, exhibited correlation values that were less than 0.5. As a result, based on the conclusion of objective 3, it was determined that a specific scale (Likert scale) measure is trustworthy if it delivers the same findings when applied to the same object of measurement a sufficient number of times organization effectiveness. The data of

variables from both Human Resources and Ex-Services are reliable for the study. According to the factor analysis results, we discovered five components based on correlation, although one variable, “Ex-servicemen practice interpersonal/social processes as specified by the organization,” was deemed to have a lesser impact on the ex-servicemen by the HR manager. For hypothesis 1, descriptive statistics are used to describe the mean, standard deviation, and several generic competencies acquired, as well as the organizational effectiveness of the services sector in question. The R-value, which shows the simple correlation, is 0.239, indicating that there is just a minor amount of association. A high R² value shows that the Organizational Effectiveness of the Service Sector can explain a significant portion of the total variation in Generic Competencies obtained by Ex-Servicemen. In this scenario, 14.4% of the variance may be very much explained, which is a significant amount. The ANOVA table’s F-ratio tells you whether or not the overall regression model is appropriate for the data. $F(1, 53) = 0.0125$; $p < 0.05$; and $p < .05$; show that independent variables statistically significantly predict dependent variables in the following way: (i.e., the regression model is a great expectation of the data). According to the other theory, ex-Generic servicemen’s Competencies may have an impact on service industry Organizational Effectiveness. It is verified by this test if the population’s unstandardized (or regular) coefficients are equivalent to 0 (zero). We concluded that the coefficients were statistically significantly different from zero, as indicated by the p-value of $< .05$. (zero). The “t” and “Sig.” sections include the t-value and matching p-value. The correlation between ex-servicemen’s organizational effectiveness and Generic Competencies was significant, as indicated by the p-value.

Descriptive statistics were used to test hypothesis 2. The mean, standard deviation, and number of threshold competencies obtained, as well as the organizational performance of the Service Sector, are all described in the analysis. The R-value, which shows the simple correlation, is 0.395, showing a significant association between organizational success and threshold skills attained by the organization’s employees. According to the R² value, the Organizational Effectiveness of the Service Sector can explain how much of the total variation in threshold competencies obtained by Ex-Servicemen can be explained by organizational effectiveness. In this scenario, 15.6 per cent of the variance may be explained, which is a significant amount. Using the F-ratio in the ANOVA table, you may not determine whether the

overall regression model is suitable for the given set of observations. An $F(1, 53) = 9.800$, $p .05$ result reveals that the independent factors are statistically predicted by the dependent variable, which is not statistically predicted by the independent variable (i.e., the regression model is a good expectation of the matter).

As a consequence, the alternative hypothesis (that ex-threshold servicemen's abilities have an impact on the service sector's organizational success) was accepted; this determines whether the unstandardized (or standardized) scores for the population are equal to zero (zero). We observed that the coefficients are statistically important and vary from zero at the $p .05$ level of statistical significance (zero). The "t" and "Sig" sections include the t-value and matching p-value. It was discovered that the Organizational Effectiveness of Service by Ex-Servicemen was significantly associated with the threshold competencies obtained by ex-servicemen. Hypothesis 3 was tested using descriptive statistics. The sector's overall performance is broken down, including the mean, standard deviation, and the number of distinct competencies obtained. There is a strong association between the learning of differentiating competencies and organizational success in the Services Sector, as evidenced by the R-value of 0.544. Specifically, the R^2 number reflects how much of the total variation in the Differentiating Competencies obtained by Ex-Servicemen can be explained by the Organizational Effectiveness of the Service Industry. 29.6 per cent of the variance can be accounted for in this case, which is noteworthy. The ANOVA table's F-ratio tells you not whether the overall regression model is appropriate for the data. There is a statistically significant prediction of the dependent variable by independent variables, as shown in Table 1, and there is a statistically significant prediction of the dependent variable by independent factors ($F(1, 53) = 22.308$, $p .05$) (i.e., the regression model is a good expectation of the matter). The alternate hypothesis (differentiating competencies developed by ex-servicemen have an impact on the organizational effectiveness of the service sector) was accepted as a result of this. This decides whether or not the population's unstandardized (or standardized) coefficients are equivalent to 0 (zero). If the p-value is less than .05, we can say that the variables are statistically different from zero (zero). The "t" and "Sig." sections include the t-value and matching p-value. The Organizational Effectiveness of the Service Sector demonstrated a statistically significant p-value when paired with the Differentiating Competencies exhibited by ex-service personnel.

Descriptive statistics were used to test hypothesis 4. The mean, standard deviation, and the number of Management Competencies obtained, as well as the organizational performance of the service sector, are all described in the analysis. A high degree of correlation exists between Management Competencies learned and organizational success in the service sector, as indicated by the R-value of 0.410, representing a straightforward correlation between the two variables. A positive R^2 value suggests that the Organizational Effectiveness of the Service Sector can explain a significant portion of the total variation in the Management Competencies obtained by Ex-Servicemen. In this scenario, 16.8 per cent of the variance may be explained, a moderately substantial amount. Analyzing an ANOVA table's F-ratio shows whether or not your regression model is acceptable for the data. It was found that the independent variables ($F(1, 53) = 10.701$), which were significantly predictive of the dependent variable ($F(1, 53) p 0.05$), are statistically significant (i.e., the regression model is a good expectation of the matter). It was decided that the alternative hypothesis, positing that the managerial abilities of ex-servicemen impacted the military sector's overall efficiency, was valid. According to this test, it is established whether or not a population's unstandardized (or standardized) coefficients are equal to zero (zero). Using the $p .05$ level of statistical significance, we found that the values were statistically distinct from zero (zero). The "t" and "Sig" columns included the t-value and p-value, respectively. The relationship between the Organizational Effectiveness of the Service Sector and Management Competencies exhibited by ex-servicemen was statistically significant (p-value).

Descriptive statistics were used to test hypothesis 5. The mean, standard deviation, and quantity of Communication Competencies acquired, as well as the organizational performance of the service sector, are all described in the analysis. The R-value, which shows the simple correlation, is 0.226, indicating a significant correlation between Communication Competencies developed and organizational effectiveness in the service industry. A high R^2 value shows that the Organizational Effectiveness of the Service Sector can explain a significant portion of the total variation in the Communication Competencies obtained by Ex-Servicemen. 16.4% of the variation can be accounted for in this instance, which is a substantial sum. The F-ratio determines whether or not the entire regression model is a good match for the data, as seen in the ANOVA table. An $F(1, 53) = 3.729$, $p .05$ significant statistical

correlation between the independent and dependent parts is indicated in Table 1. (i.e., the regression model is a good expectation of the matter). As a result, we put out a new hypothesis: that the abilities of former military communicators impact the military's efficiency. This test determines if the population's standard error (or standardized) coefficients are zero (zero). This means that the variables are significantly different from 0 if the p-value is less than .05 (zero). The t-value and p-value were included in the "t" and "Sig." columns. The relationship between the Organizational Effectiveness of the Service Sector and Communication Competencies possessed by ex-servicemen was found to be statistically significant (p-value).

Descriptive statistics were used to test hypothesis 6. The mean, standard deviation, and quantity of leadership competencies acquired by ex-servicemen, as well as the organizational performance of the service sector, are all described in the study. A high degree of correlation exists between leadership competencies acquired by ex-servicemen and the organizational effectiveness of the service sector, as indicated by the R-value of 0.563, which indicates a high degree of correlation between leadership Competencies acquired by ex-servicemen and the organizational effectiveness of the service sector. In the service sector, Organizational Effectiveness (R²) measures how much of the diversity in leadership Competencies obtained by ex-servicemen can be explained by Organizational Effectiveness (R²). A substantial portion (31.7 per cent) of the variation can be explained in this case. An ANOVA table's overall regression model F-ratio is high doesn't mean it's a good fit for the data. It is clear from Table 1 that the independent and dependent variables have a statistically significant link, but this relationship does not exist between the study variables. As a result, the regression model is a good match for the data. Per the alternative hypothesis, the army sector's efficiency is affected by the talents of ex-leadership troops. This test establishes whether or not a population's standard error (or standardized) scores are equal to zero (zero). There is statistical significance when the p-value is less than .05, which means the coefficients differ from zero (zero). The t-value and p-value can be found in the "t" and "Sig" columns, respectively. The relationship between organizational success in the service industry and Leadership Competencies possessed by ex-servicemen was shown to be statistically significant (p-value).

In the case of hypothesis 7, Descriptive statistics are used to describe something. The mean, standard deviation, and quantity of thinking Competencies acquired by ex-service personnel, as well as the organizational effectiveness of the service sector, are described in the analysis. It is important to note that while the R-value represents a simple correlation, it is 0.240, indicating a significant correlation between thinking Competencies obtained by Ex-Service and Organizational Effectiveness in the Service Sector. It is indicated by the R² value how much of the entire diversity in thinking Competencies obtained by Ex-Servicemen can be explained by the Organizational Effectiveness of the Service Sector. In this instance, a significant amount of 22.0 per cent may be explained. As indicated in the ANOVA table, the f-ratio decides whether or not the overall regression model is appropriate for the data. In the table, $F(1, 53) = 3.062$, $p < 0.05$ indicates that the independent variables statistically significantly predict the dependent variable (i.e., the regression model is a good fit for the data). Ex-ability servicemen to develop critical thinking skills have been linked to higher levels of organizational effectiveness; thus, we went with the alternative hypothesis in this situation. It is determined by this test if the population's unstandardized (or standardized) coefficients are equivalent to 0 (zero). We observed that the coefficients are statistically different from 0 at the $p < .05$ level of statistical significance (zero). The "t" and "Sig." sections include the t-value and matching p-value. The relationship between the Organizational Effectiveness of the Service Sector and Thinking Competencies exhibited by ex-servicemen was statistically significant (p-value).

Descriptive statistics were used to test hypothesis 8. The mean, standard deviation, and quantity of team competencies acquired by ex-servicemen, as well as the organizational effectiveness of the service sector, are all described in the study. A low degree of association between team Competencies acquired by ex-servicemen and organizational effectiveness in the military sector is indicated by the R-value of 0.280, which implies a simple correlation between the two variables. A positive R² value shows that the Organizational Effectiveness of the Service Sector can explain a significant proportion of the total variation in the team competencies developed by ex-servicemen. In this scenario, 20.6 per cent of the variance may be explained. The F-ratio in the ANOVA table informs you if the regression evaluation method fits the data or not. The independent factors are not statistically significant predictors of the dependent variable, $F(1, 53) = 4.346$. (i.e., the regression model is a good expectation

of the matter). According to another theory, the success of the service industry has been influenced by the abilities of ex-team troops. If the population's standard error (or standardized) coefficients are equal to zero, this test verifies it (zero). This shows that the variables are statistically different from zero if the p-value is less than .05 (zero). The "t" and "Sig." columns included the t-value and p-value, respectively. The relationship between the Organizational Effectiveness of the Service Sector and Team Competencies exhibited by ex-servicemen was statistically significant (p-value).

Descriptive statistics were used to test hypothesis 9. The mean, standard deviation, and quantity of decision-making competencies acquired by ex-servicemen, as well as the organizational effectiveness of the service sector, are described in the analysis. The R-value of 0.538 indicates a strong correlation between ex-decision-making servicemen's abilities and military sector organizational success. For ex-decision-making servicemen's competencies, the R² value is used to establish how much variation in their abilities can be explained by independent variables, Organizational Effectiveness of Service Sector (OES). It is possible to explain 29.0 per cent of the variance in this case, quite a bit. Using the ANOVA table, the F-ratio determines whether the regression model based on the data is a good fit. They are statistically significant predictors of both the dependent and independent variables ($F(1, 53) = 21.622$ p .05), which means that the variables they are attempting to explain are highly predictive (i.e., the regression model is a good expectation of the matter). Alternate hypotheses suggest that ex-decision-makers' talents may have influenced the service sector's organizational success. According to this test, it is established whether or not a population's unstandardized (or standardized) coefficients are equal to zero (zero). If the p-value is less than .05, we can say that the coefficients are statistically different from zero (zero). The "t" and "Sig." sections include the t-value and matching p-value. The relationship between the Organizational Effectiveness of the Service Sector and Decision-Making Competencies exhibited by Ex-servicemen was statistically significant.

In the case of hypothesis 10, Descriptive statistics are used to describe something. The mean, standard deviation, and number of Analytical Competencies obtained by ex-servicemen, as well as the organizational performance of the service sector, are described in this study. Analytical Competencies earned by ex-servicemen are

strongly linked to the service sector's organizational performance, as evidenced by the R-value of 0.285, which indicates a simple connection. How much diversity in Analytical Competencies achieved by ex-servicemen can be accounted for by organizational effectiveness in the service sector (R^2 value) is shown below. This scenario explains 18.1% of the variance, which is substantial. The ANOVA table's f-ratio tells you whether or not the based on the regression model is appropriate for the data. The independent factors statistically substantially predict the dependent variable, $F(1, 53) = 4.669$, and the dependent variable is substantially predicted by the independent factors (i.e., the regression model is a good fit for the data). According to the alternate hypothesis, ex-Analytical servicemen's Competencies have an effect on the Corporate Effectiveness of the Service Sector. It is determined by this test if the population's unstandardized (or standardized) coefficients are equal to zero (zero). If the p-value is less than .05, we can say that the correlations are statistically different from zero (zero). The "t" and "Sig." sections include the t-value and matching p-value. The relationship between the Organizational Effectiveness of the Service Sector and Analytical Competencies possessed by ex-servicemen was statistically significant. Thus, the conclusion was reached that the organizational effectiveness of human resources in the service sector was hypothetically demonstrated by the level of acquired competencies and skill requirements of ex-servicemen by service sector organizations and that the data supported this conclusion. Objective four explains how the organizational effectiveness validated the learned competencies level and skill required of ex-servicemen in the military sector, as stated by the SEM model.

For objective 4, we used SPSS to do the t-test and correlation test, and the SEM model was created using the SPSS AMOS software package. Descriptive statistics are used to describe something. The mean, standard deviation, and several Generic Thresholds and Differentiating skills obtained by both Human Resources and Servicemen in the service industry are described in the analysis. In order to determine the mean variation, an independent t-test was performed between HR and ex-servicemen. The t-test value ranged from -1.015 to 1.793, with a p-value greater than 0.05, indicating that the results were statistically non-significant. As a result, we determined no mean variation in competence levels between HR and Ex-service employees in the service sector.

When a correlation was conducted between Generic Threshold and Differentiating competencies acquired by both HR and Servicemen in the service sector, all variables showed a correlation coefficient value greater than 0.5, indicating that they were all highly correlated in both HR and Servicemen in the service sector, with a p-value less than 0.05, indicating that they were statistically significant in the service sector. We concluded that there was less mean difference between acquired skills in HR and Ex-servicemen based on the t-test. However, we discovered that the acquired competencies were strongly positively associated with each other in both HR and Ex-servicemen based on the correlation test. Descriptive statistics are used to describe something. Analyses indicate the mean, standard deviation, and the number of competencies developed by both human resources and servicemen in the service sector in thinking, leadership, management, teamwork, communication, decision-making, analytical, and time management. In order to determine the mean variation, an independent t-test was performed between HR and ex-servicemen.

However, thinking and leadership competencies were statistically significant with a p-value less than 0.05, which led us to conclude that there was a mean variation between thinking and leadership competencies acquired by HR and ex-service members of the service sector in terms of competency level as measured by the t-test. However, no statistically significant relationship was found. Between the competencies acquired by both HR and service members in the service sector in terms of thinking, leadership, management, teamwork, communication, decision-making, analytical, and time management, all variables had correlation coefficient values greater than 0.2, indicating that they were all highly correlated in both HR and service members in the service sector, with a p-value less than 0.05 indicating that they were statistically significant. Concerning skill acquired competencies in both HR and Ex-servicemen, we found less mean difference except for thinking and leadership acquired skills. However, concerning the correlation test, we discovered that the skill acquired competencies were highly positive related to each other in both HR and Ex-servicemen. Conclusions: Descriptive statistics are used to describe something. The mean, standard deviation, and the number of component variables of Generic skills obtained by both Human Resources and Servicemen in the service industry are described in the analysis. In order to determine the mean variation, an independent t-test was performed between HR and ex-servicemen. They are a disciplined person,

they have integrity towards the organization they work for, and they have the competency of loyalty towards the organization they work for, they are good listeners, they can resolve conflict easily, and they know what type of behaviour is appropriate in the required situation, they say the right thing at the right time, and they are honest. The t-test value ranges from -3.088 to 5.475, but the component variable 'They are disciplined people, they have integrity towards the organization they work for; as a result, we determined that there was a mean variation in skills level between nine component variables of Generic competencies gained by HR and Ex-service members of the service sector. Descriptive statistics are used to describe something. The mean, standard deviation, and the number of component variables of Threshold competencies obtained by both human resources and servicemen in the service industry are described in the analysis.

In order to determine the mean variation, an independent t-test was performed between HR and ex-servicemen. T-test values range from -4.320 to 1.715, depending on the sample size. Statistical significance was found only in the statements 'Ex-servicemen have critical thinking skills, Ex-servicemen have strong business acumen, and Ex-servicemen are exceptionally talented,' leading us to conclude that there was mean variation between three component variables of Threshold competencies acquired by both HR and Ex-servicemen in the service sector in terms of competencies level, as well as between HR and Ex-servicemen in the service sector in terms of competencies level. Descriptive statistics are used to describe something. The mean, standard deviation, and the number of component variables of Differentiating skills obtained by both Human Resources and Servicemen in the service industry are described in the analysis. In order to determine the mean variation, an independent t-test was performed between HR and ex-servicemen. Ex-servicemen demonstrate creativity and innovation that are beneficial to the organization. Ex-servicemen take the initiative in what they do for the company. Ex-servicemen earn others' trust and respect by being consistent, honest, and professional in all interactions. Ex-servicemen adhere to the code of conduct, avoid situations and actions deemed inappropriate for the administration, and are confident in their abilities.' Ex-organizational servicemen's effectiveness was predicted to be the same as the predicted value for skill level competencies acquired after analyzing

the hypothesis for HR managers on the acquired competencies level and predicting the cumulative mean value for organizational effectiveness for Ex-servicemen.

Regarding ex-servicemen, the predicted value of organizational effectiveness was 4.02. The best match between the level of skill required by service sector organizations and the level of skill required by ex-servicemen to increase organizational effectiveness. Based on the study's findings, the model fit organizational effectiveness for ex-service personnel was 96 per cent among human resource managers.

In order for an organization to be successful, it must make the most of the most beneficial resources that are at its disposal, contend with external forces that pose a threat, channel its energy toward the primary objective of the organization, continue to grow by maintaining its ability and sustainability, as well as the ability to adapt to a changing environment and find solutions to any problems that may crop up. The study's findings have concluded, in line with previous studies, that there is no one optimal approach to succeeding because it depends on how management views effectiveness within the organization. This is the conclusion that the study came to. In point of fact, the individuals at the organization should clearly understand the issue, the purpose, and the strategies for achieving success in their work. After that, the corporation's management has to guarantee that every individual working for the organization has an identical grasp of the qualities that lead to successful performance. As the need for better and higher-quality services develops, several organizations have discovered that one of the most significant challenges in the service industry is figuring out how to motivate Ex-Servicemen to work harder and be more productive.

The service industry is expanding at a dizzying pace in India and around the world, and India's expansion rate alone is sixty per cent. Not only is the service industry expanding at a dizzying pace in India, but it is also expanding at a dizzying pace around the world. There is proof that only 25 per cent of individuals are employed with it, which is a quantity concerning for the generation that is now living today as it is currently living in the present. Delivering low-value services will no longer be sufficient for India to achieve economic success. Consequently, the nation has to direct a greater portion of its energy into enhancing the level of service it offers. This

illustrates that to achieve year-over-year growth and Organizational Effectiveness, the service industry has to have effective and competent people. This not only ensures that former service members who are now employed in the service sector will be recruited based on their skills as obtained during their time in the military or via the training that was either assisted by the DGR or the APA, but it also ensures that they will be recruited based on those skills.

Businesses nowadays are continuously emphasizing improving the capabilities of their employees. Companies need to hire more workers with advanced skills if they want to improve their ability to manage their human resources. Competent employees include what an employee knows about how to properly perform their job and what and how they do their job based on what they've learned. Competent employees are an asset to any organization. Competent workers include both what and how they do their job based on what they've learned. Competency mapping has become more important for members of the general public and former troops of the Indian Army. In today's business world, having a good human resources (HR) department in any corporation involves competent tools to examine the process of recruitment and selection but also having talented employees. What is meant by the term "competency" is the development of one's technical, managerial, and, most importantly, behavioural abilities to put such abilities to use in a specific setting and achieve high levels of performance. This should be the primary focus of each worker as well as the Human Resources department as a whole. Competency development can be divided into technical, managerial, and behavioural.

At the same time, "competence" is a basic need for a person to perform the duties associated with a certain profession successfully. It comprises several components, the most important of which are information, abilities, and proactive action, all of which can be used to improve performance. As a result, competency has become more crucial and comprises clusters of information, skills, and personal characteristics that influence an individual's capacity and capability to execute.

The study identified that a significant number of service members who have left the military have gone on to earn higher levels of education and certification, whether at the undergraduate, graduate, or professional levels. In addition, these former troops have between 15 and 20 years of experience in the field they are now employed in.

This must be discovered, and the problems must be remedied by using the appropriate strategy and having sufficient information about the underlying cause and the gap. Ex-servicemen who now work for corporations have demonstrated that they can quickly and effectively manage the responsibilities given to them because of their innate capabilities in the field of interpersonal skills, such as their value system, integrity, and leadership quotient. Human resources are the source of innovation and competitive advantage; however, a rigorous process of identifying skills that ultimately result in increased job performance is required to get the most out of these resources. Human resources are the source of innovation as well as a competitive advantage.

Research's own interpretation of the findings (objective wise);

RO1 : To measure level of competencies possessed by ex-servicemen of the Indian Army.

The analysis of the research brings to light that former members of the Indian Army are highly competent. According to the survey's findings, the median age of the ex-servicemen who participated was 45, with a much lower number being older than 55. Only a tiny fraction of respondents had graduate or professional degrees, although the vast majority had at least a senior secondary education. When asked about their monthly income, the majority of respondents said they made between Rs 30,000 and Rs 46,000, with a smaller proportion making between Rs 45,000 and Rs 60,000. Additionally, the survey's assessing instruments, including the "Generic Competencies obtained of ex-servicemen," the "Threshold Competencies Acquired by ex-servicemen," and the "Differentiating Competencies required of ex-servicemen," were found to have high validity and reliability, indicating that the data on competencies possessed by ex-servicemen is trustworthy. Factor analysis indicates a high level of competence among ex-servicemen because of the strong internal consistency and considerable connection between the variables. The reliability and internal consistency of the assessment tools employed in the survey also point to a high level of skills held by ex-servicemen, which is supported by the data received from HR managers in the organization. From the available research, it is clear that ex servicemen of the

Indian Army are equipped with a wide range of skills that make them desirable in a number of different workplace settings.

RO2: To assess the skill sets required by ex-servicemen for service sector organization for creating organizational effectiveness.

The results of the research show that ex-servicemen in India's military sector need specialized training to maximize their organizations' efficiency. Managerial, communication, supervisory, technical, leadership, time management, critical thinking, collaboration, decision making, and analytic abilities were the most often recognised skill sets using word frequency analysis. The majority of respondents agreed that it is important to have behavioural skills such as communication, leadership, and collaboration. Most participants in the survey also found that qualitative indicators, like as the Balanced Scorecard and Goal models, were their top choices for gauging an organization's success. Respondents' favourable sentiments and belief in the models were shown in a sentiment analysis. ANOVA findings also showed no statistically significant difference between the three categories of ex-service members' competences (personal, technical, and non-technical), indicating that all three are critical to the development of organizational performance in the service industry. According to the research, organizations like the Directorate General Resettlement (DGR) and the Army Placement Agency (APA) should prioritize employing ex-servicemen based on the skills they developed during their service. As the service industry grows quickly in India and throughout the world, it is essential to place a premium on service quality; ex-servicemen may make valuable contributions to organizational success thanks to their diverse set of experiences and perspectives. To sum up, in order to achieve organizational effectiveness, ex-servicemen working in the military industry need specialized competences, such as management, communication, supervisory, technical, and behavioural skills. The Balanced Scorecard and the Goal models are examples of preferred qualitative methods for gauging organizational performance. Recruiting ex-servicemen with the right mix of personal, technical, and non-technical skills is a great way to boost the efficiency and development of the service industry.

RO3: To measure the level of organizational effectiveness with respect to ex-servicemen of the service sector.

According to the results, organizations in India's service industry are often quite adept at integrating former military members into their workforce. Cronbach's Alpha values, a measure of reliability, showed that the study's measuring instrument (Likert scale) was highly reliable and consistent with previous research. The variables are substantially correlated and appropriate for factor analysis, as shown by the findings of the Kaiser-Meyer-Olkin (KMO) metric and the Bartlett test. The success of organizations catering to military ex-servicemen was broken down into its component parts, or factors, using factor analysis. These factors were determined to have eigen values larger than 1.0, a threshold for establishing the significance of a factor. A variable connected to whether or whether "Ex-servicemen practice interpersonal/social processes as mentioned by the company" had less of an effect on the ex-servicemen was, according to HR managers, a less important factor. Overall, the findings support HR managers' perceptions that the service industry in India effectively employs ex-servicemen. This study's results have the potential to help service-sector businesses better understand and use the skills and experiences of ex-servicemen by shedding light on organizational success. To better understand the elements impacting organizational success in this environment and to establish strategies for increasing the use of ex-servicemen in India's service sector, further study and analysis may be necessary.

RO4: To create a best fit between the Level of competencies level and skill requirement of ex-servicemen by service sector organizations for creating organizational effectiveness.

The study's results suggest that organizations in the service industry may benefit from hiring ex-servicemen who possess the requisite levels of competency and competence. Several significant results emerged from the study performed using SPSS's t-test, correlation tests, and SEM model in SPSS AMOS. To begin, when comparing HR and ex-servicemen in the military sector, no statistically significant mean variation was found when comparing correlation and mean variance of competence levels. This means that the competence levels of HR

professionals and ex-servicemen are similar; suggesting that ex-servicemen have the same skills as HR professionals in the service industry. Second, there was a robust positive association between generic threshold and distinguishing abilities among HR professionals and ex-servicemen. This suggests a strong correlation between the skills developed by HR professionals and ex-servicemen working in the service industry. This indicates that the skills and knowledge gained by ex-servicemen are applicable and in line with the needs of businesses in the service industry, where they may help boost productivity. The results point to a correlation between the abilities and skill needs of ex-servicemen and the efficiency of service sector organizations. Ex-servicemen' skill sets are highly associated with those of HR experts and are on par with those obtained during military service. This suggests that organizations in the service industry may maximise the value of their veteran employees by matching their skill sets with the needs of the business. Strategies for better using ex-servicemen's abilities for organizational efficiency may need further study and analysis to identify the precise competencies that are most applicable to former servicemen in the service sector.

CHAPTER 6

CONCLUSION, FUTURE PROSPECTS & LIMITATIONS

6.1 CONCLUSION

An effective organization is successful and likely to survive. For an organization to be effective, it must use the best resources, deal with outside forces that pose a threat, focus its energy on the organization's primary goal, and continue to grow by keeping its ability and sustainability, as well as being able to adapt to a changing environment and solve any problem. Effectiveness research has shown that there is no best way to be effective because it depends on how the management sees effectiveness in the company. In reality, the issue, goal, and methods for achieving effectiveness should be clear to company workers. After that, management should try to make the qualities of effectiveness a shared perspective for all members of the organization. The four components are adaptation, goal accomplishment, integration, and pattern maintenance. Attaining effectiveness, like continuous development, is a continual process. It is constantly studied and practiced. Constant review and evaluation are carried out to understand what works and what does not and to continue improving. The key to organizational success is using the correct methods and instruments to achieve organizational objectives.

Organizations found that one of the biggest problems in the service sector is getting Ex-Servicemen to work harder and be more productive as the need for better and higher-quality services grows. Person-organization model fit is related to how well the person and the organization match up, and it happens when at least one of them meets the needs of the other or has the same main traits or when both are true. Person-environment fit, which comes from Levin's ideas, is a larger concept that includes person-organization fit (1935). It means that a person's behaviour is affected by who they are and where they are. When people are a good fit for each other, happiness, productivity, creativity, and stability all improve. Recent studies on business strategy have shown that focusing on human resources as the most critical strategic source for the company may give it an edge over its competitors. In other words, human resource management is an intangible asset that could create organizational values to meet the

challenges of the current environment. This aspect underlines the need to integrate human resource strategies into the fabric of the company to assist in achieving its goals.

Various approaches have studied effectiveness from many perspectives. Talcott Parsons (1970) provided a methodology to measure organizational success and described effectiveness in a perfect model.

- (a) **Adaptation:** Adaptation is one of the primary tasks of organizations, and it is also an essential indicator of organizational performance. Adaptation stresses an organization's compatibility with its surroundings also the environment's compatibility with the organizational requirements.
- (b) Goal achievement is about figuring out the organization's goals and getting the resources and energy needed to reach those goals. Common signs that a manufacturing company has achieved its goals are finding more resources, making more products, and so on.
- (c) Integration stresses the value of cohesion and connectedness among a system's constituent parts in an organization.
- (d) Pattern maintenance: Culture, values, behaviour, and ideology are formed and maintained as part of pattern maintenance.

These tasks are critical for resource identification and may be seen as organizational goals. As a result, all systems must address four functional components: adaptability, goal accomplishment, integration, and pattern maintenance.

Ex-organization Servicemen's fit theory says that some organizational traits may be compatible with individual traits. It also says that the degree of compatibility or fit between an individual and an organization affects how that person acts and thinks. According to the research, a better fit between the person and the organization might make the organization more appealing. The idea of "person-organization fit" has been seen as a useful and important way to explain why people are drawn to a certain organization, why that organization chooses them, and why they stay with it. The fact that person-organization fit can lead to many good things may be one reason why

people are interested in studying it. This strategy matches employees' work, executive, and technological needs with the organization's needs, such as knowledge, skills, and abilities, so that employees can do their jobs well.

When a serviceman gets out of the military, he is in his late 30s or 40s. This means that he still has a lot of responsibilities to his family. Most people get married in their late 20s or early 30s, so when they leave the military, most already have kids to take care of. Some of the benefits and perks the ex-servicemen had while they were in uniform are taken away. On the one hand, ex-servicemen have to do a lot, but they don't have much money and mostly depend on their pension. When these factors are considered, the need to provide adequate services to ex-servicemen for their resettlement grows.

In the digital age, companies have to keep their skills up to show that "survival of the fittest" is true. For better human resource management, organizations need to hire more people who are highly qualified. Competent workers include what an employee knows about how to do their job well and what they do based on what they've learned. The need for competence mapping develops critical not just for the general public but also for ex-Indian Army personnel. A strong HR department in every organization nowadays requires competent tools to analyze the recruiting and selection process and skilled individuals. Competency is the acquisition of technical, managerial, and, most importantly, behavioural skills to use in a particular circumstance and achieve high-performance levels. This should be the primary emphasis of both individual workers and the HR Department. At the same time, "competence" is a standard criterion for a person to do a given profession correctly. It comprises information, skills, and proactive behaviour used to increase performance.

Competency is a decisive element in the effective performance of the person and the organization. Competencies and performance are essential components of every organization. It is necessary to do a significant study on how competencies affect the performance of ex-servicemen of the Indian Army. Competency comprises clusters of information, skills, and personal characteristics that influence an individual's capacity and capability to execute. Technical skills include being aware of competitors and the world around them; managerial skills include consumer orientation, planning skills, multi-functional skills, quality work achievement, decision making, leadership, risk-

taking, delegating and supporting organization-subordinates for coordination. Human attributes include teamwork and interpersonal effectiveness, communication, integrity, and transparency. These characteristics are essential for examining ex-servicemen's acquired and required skills during and after their Indian Army service, resulting in organizational efficiency in both financial and non-financial aspects.

The persistent traits and regulated work culture gained throughout army training benefit society or the businesses for which they work. After retirement, these ex-servicemen are resettled by organizations such as the Directorate General of Resettlement DGR & APA, an internet site that helps them find employment and start businesses. Several studies have shown that these ex-servicemen are underused owing to unmapped abilities. This has to be handled by examining the learned capabilities while serving in the Indian Army and the necessary competencies in organizations to get the best results for both ex-servicemen and organizations since both are mutually beneficial. DGR offers a thorough training plan via an internet portal to all army grades. It also indicates the quantity and duration of the training and the names and categories of training. Training is offered during employment and after retirement for five years following registration via the DGR site.

Many ex-servicemen have improved their degrees and qualifications, whether undergraduate, postgraduate or skill pieces of training. These ex-servicemen also have 15 to 20 years of expertise in the job description they are working for. This must be identified, and the issues must be resolved using the correct approach and knowledge of the underlying cause and gap. A strategic framework incorporating Competency Mapping is used to analyze and monitor the performance and development of the company's workers. This CM framework should be developed for a competitive market to find competent people who are appreciated despite recessions and downturns owing to their valuable capabilities. Employee development dependent on competency mapping can achieve high organizational productivity, efficiency, and effectiveness.

A company's success is determined by the quality of its human resources, which raises concerns about the workers' competency. Ex-servicemen working with corporations have proved their capacity to manage the assigned responsibilities quickly and successfully because of their natural capabilities in the realm of

interpersonal skills such as value system, integrity, and leadership quotient. The source of innovation and competitive advantage is human resources, and getting the most out of them requires a robust process of identifying competencies, which leads to improved job performance.

6.2 MANAGERIAL IMPLICATIONS

There are several implications for organizational managers who hire Ex-servicemen of the Indian Army. The major implications are;

Military experience typically results in ex-servicemen personnel having superior leadership qualities. They learn how to manage people, work under pressure, and make choices with lasting consequences. Positions in management and supervision, among others, might benefit from leaders with these traits. Ex-servicemen have valuable leadership experience that may improve team dynamics, policy formulation, and overall business effectiveness. Employees who have served in the military often exhibit higher levels of discipline, professionalism, and work ethic than their civilian counterparts. They are used to working under established norms and guidelines. These traits may transfer to a dedicated work ethic and a methodical attitude to civilian life and the workplace. Employees with military experience tend to be prompt, dependable, and dedicated to doing a good job, all of which contribute to the organization's success.

Experts have the skills and experience to adapt and persevere in a wide range of settings because of their training in the military. Ex-servicemen entering the workforce may benefit from these traits as a result of their time spent serving their country. They have learned to adapt to ambiguity and pressure, and they can bring that resilience to the job. Employees who have served in the military often show resilience and adaptability in the face of adversity, making them valuable assets to any company. Many civilian workers benefit from the technical and specialized knowledge that many ex-servicemen have gained during their time in the military. Some jobs in an organization, such as those in engineering, logistics, IT and healthcare, might benefit greatly from possessing these abilities. Ex-servicemen with unique skill sets should be given hiring priority, as they may contribute to increased productivity in key areas and a broader expansion of the company's capabilities.

Teamwork and collaboration are highly valued in the military, and as a result, former service members make excellent workers. They have experience working in multicultural groups, establishing effective working relationships, and encouraging team members to support one another. Effective teamwork is vital to success in the organizational setting, hence these abilities in teamwork and cooperation may be useful. Employees with military experience may help bring a good energy to the workplace, which in turn boosts productivity. The military puts a premium on these qualities, and as a result, former service members typically make excellent workers. They are instructed to maintain the highest standards of integrity, loyalty, and responsibility. Integrity, trust, and openness are all hallmarks of a healthy workplace, which may be fostered through promoting these ethical ideals. There is less employee turnover among military ex-servicemen than among civilian workers. Employee retention rates are greater among ex-servicemen because of the dedication, commitment, and long-term perspective they bring to their jobs. The organization may save money on hiring and training costs, and the staff may see less turnover. Hiring ex-servicemen also improves a company's image to the public and strengthens the company's employer brand. Companies with a track record of hiring and supporting ex-servicemen are typically held up as examples of corporate citizenship and patriotism. In the viewpoint of clients, business associates, and the general public, this can only be good news.

6.2.1 ACADEMIC AND POLICYMAKER IMPLICATIONS

Academic Implications:

- Adds to literature on competencies and organizational effectiveness
- Contributes to theoretical development in competency-based approaches
- Advances research methodologies in competency research

Policymaker Implications:

- Helps in formulating policies for enhancing resettlement courses for Ex-servicemen akin to the requirement of corporate world
- Helps in formulation of policies by DGR, DESW and MOD for service personal.
- Informs human resource management policies for leveraging ex-servicemen competencies

- Supports ex-servicemen employment initiatives by highlighting relevant competencies
- Guides policies for enhancing organizational effectiveness through ex-servicemen competencies.

6.3 Future Recommendations

Achieving collaboration between the Service Sector and DGR, APA services in order to bridge the gap between the competencies required by the service sector and those acquired by ex-servicemen for ex-servicemen to gain the appropriate knowledge and the most recent scenario in the service sector worldwide.

It is recommended that DGR and APA execute restructuring in their training session to prioritize skills and build the coursework to encompass the top-ranking abilities seen as most vital for the sector's growth.

Competencies should be mapped at the DGR or APA end to identify the competencies and recommend the appropriate training program for ex-soldiers, to the appropriate industry or sector for ex-soldiers to bridge the gap. This will allow for the identification of the competencies.

A training program of high quality and relevance for all former members of the armed forces, tailored to their skills, with instructors drawn from various fields of service throughout the world.

Involvement of trainers and HR managers from service sectors in the process of planning training and coursework for ex-servicemen either before they leave the services or after they leave the services, depending on when they leave the services.

The responses to open-ended questions posed to HR Managers about training programs revealed that the suggested training for ex-servicemen includes both technical and non-technical components, such as anger management, people management, a process for identifying, honing, and executing creative elements in an employee, interpersonal Communication, flexibility, and other similar topics.

6.4 LIMITATIONS

1. The researcher was limited in terms of both time and money when it came to gathering primary and secondary data. As a result, the sampling approach chosen as one of convenience and the population as a whole could not be accurately represented.
2. Due to the significant amount of secret data and concerns about security, it was difficult to extract the data from the army.
3. The competencies may be broken down into more specific categories, such as marketing, financial, human resources, and other core competencies.
4. In order to get more accurate results from the research, it is preferable to conduct it using a longitudinal design. Both the population and the sample have the potential to be used to represent the whole country.

The limitations of data collection via interviews method are

1. The interviewer's personality and actions might add subjectivity and bias to the process, which in turn shape participants' answers.
2. There is a possibility of recall bias because participants have trouble remembering details of prior events or experiences.
3. The validity and reliability of the data obtained may be compromised by the interviewer effect, which occurs when a participant's replies are influenced by the traits and actions of the interviewer.
4. Extensive planning, preparation, and analysis prior to conducting interviews may be time and resource-consuming.
5. Participants' replies may be influenced by considerations of social desirability or fear of judgment since interviews lack the anonymity of self-administered procedures.

Bibliography

1. Aghelie, A., Sorooshian, S., & Azizan, N. A. (2016). Research gap in sustainopreneurship. *Indian Journal of Science and Technology*, 9(12), 1-6.
2. Ahern, J., Worthen, M., Masters, J., Lippman, S. A., Ozer, E. J., & Moos, R. (2015). The challenges of Afghanistan and Iraq ex-servicemen' transition from military to civilian life and approaches to reconnection. *PloS one*, 10(7), e 0128599.
3. Ahrne, G., & Brunsson, N. (2011). Organization outside organizations: The significance of partial organization. *Organization*, 18(1), 83-104.
4. Angafor, G. N., Yevseyeva, I., & He, Y. (2020). Bridging the cyber security skills gap: Using tabletop exercises to solve the CSSG crisis. In *Serious Games: Joint International Conference, JCSG 2020, Stoke-on-Trent, UK, November 19–20, 2020, Proceedings 6* (pp. 117-131). Springer International Publishing.
5. Armstrong, M. (2010). *Armstrong's essential human resource management practice: A guide to people management*. Kogan Page Publishers.
6. A. K. (2004). Organization Information. *Organization*, 816, 846-0736.
7. Awasthi, S., & Sharma, R. C. (2016). Employee development through competency mapping: A way ahead for organizational growth. *International Journal in Management & Social Science*, 4(6), 260-270.
8. Awasthi, S., & Sharma, R. C. (2017). Competency Mapping: A conceptual Perspective. *International Journal of Management, IT and Engineering*, 7(6), 290-305.
9. Bauman, A., & Lucy, C. (2021). Enhancing entrepreneurial education: Developing competencies for success. *The International Journal of Management Education*, 19(1), 100293.
10. Berkowitz, H., & Dumez, H. (2016). The concept of meta-organization: Issues for management studies. *European Management Review*, 13(2), 149-156.
11. Biswas, S. (2009). HR practices as a mediator between organizational culture and transformational leadership: Implications for employee performance. *Psychological Studies*, 54, 114-123.

12. Bocciardi, F., Caputo, A., Fregonese, C., Langher, V., & Sartori, R. (2017). Career adaptability as a strategic competence for career development: An exploratory study of its key predictors. *European Journal of Training and Development*.er success.
13. Bolden, R., & Gosling, J. (2006). Leadership competencies: time to change the tune?. *Leadership*, 2(2), 147-163.
14. Brathwaite, A. C. (2003). Selection of a conceptual model/framework for guiding research interventions. *Internet Journal of Advanced Nursing Practice*, 6(1), 1-10.
15. Bratton, J. (2020). *Work and organizational behaviour*. Bloomsbury Publishing.
16. Brown, A. (2001). Organizational Culture and Identity, unity and division at work. *Human Relations*, 54(9), 1243.
17. Caligiuri, P., & Tarique, I. (2012). Dynamic cross-cultural competencies and global leadership effectiveness. *Journal of world Business*, 47(4), 612-622.
18. Campion, M. A., Fink, A. A., Ruggeberg, B. J., Carr, L., Phillips, G. M., & Odman, R. B. (2011). Doing competencies well: Best practices in competency modeling. *Personnel psychology*, 64(1), 225-262.
19. Cannon, H. M., Feinstein, A. H., & Friesen, D. P. (2010). Managing complexity: applying the conscious-competence model to experiential learning. In *developments in business simulation and experiential learning: proceedings of the annual ABSEL conference* (Vol. 37).
20. Chan, C. K., Fong, E. T., Luk, L. Y., & Ho, R. (2017). A review of literature on challenges in the development and implementation of generic competencies in higher education curriculum. *International Journal of Educational Development*, 57, 1-10.
21. Chemers, M. M., Watson, C. B., & May, S. T. (2000). Dispositional affect and leadership effectiveness: A comparison of self-esteem, optimism, and efficacy. *Personality and Social Psychology Bulletin*, 26(3), 267-277.
22. Cheng, M. I., Dainty, A. R., & Moore, D. R. (2005). What makes a good project manager?. *Human resource management journal*, 15(1), 25-37.
23. Clardy, A. (2008). The strategic role of human resource development in managing core competencies. *Human resource development international*, 11(2), 183-197.

24. Corvellec, H. (Ed.). (2018). Stories of achievements: Narrative features of organizational performance. Routledge.
25. Cron, W. L., Marshall, G. W., Singh, J., Spiro, R. L., & Sujan, H. (2005). Salesperson selection, training, and development: Trends, implications, and research opportunities. *Journal of Personal Selling & Sales Management*, 25(2), 123-136.
26. Curtis, G. E., & Karacan, T. (2002). The nexus among terrorists, narcotics traffickers, weapons proliferators, and organized crime networks in Western Europe. Library Of Congress Washington Dc Federal Research Div.
27. Daft, R. L. (2015). *Organization theory and design*. Cengage learning.
28. Dai, G., Yii Tang, K., & De Meuse, K. P. (2011). Leadership competencies across organizational levels: A test of the pipeline model. *Journal of Management Development*, 30(4), 366-380.
29. Dasgupta, S. (2014). The Indian army and the problem of military change. In *Security and South Asia* (pp. 80-113). Routledge India.
30. Drummet, A. R., Coleman, M., & Cable, S. (2003). Military families under stress: Implications for family life education. *Family relations*, 52(3), 279-287.
31. Eisenhardt, K. M., & Sull, D. N. (2001). Strategy as simple rules (pp. 107-112). Harvard Bus Pub.
32. Erevelles, N. (2020). The color of violence: Reflecting on gender, race, and disability in wartime. In *Feminist Theory Reader* (pp. 434-441). Routledge.
33. Feaver, P. (2009). *Armed servants: Agency, oversight, and civil-military relations*. Harvard University Press.
34. Fredrickson, B. L., Tugade, M. M., Waugh, C. E., & Larkin, G. R. (2003). What good are positive emotions in crisis? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001. *Journal of personality and social psychology*, 84(2), 365.
35. Garcia Zea, D., Sankar, S., & Isna, N. (2019). The impact of emotional intelligence in the military workplace. *Human Resource Development International*, 1-17.
36. Geirhos, R., Narayanappa, K., Mitzkus, B., Thieringer, T., Bethge, M., Wichmann, F. A., & Brendel, W. (2021). Partial success in closing the gap between human and machine vision. *Advances in Neural Information Processing Systems*, 34, 23885-23899.

37. Goetz, N., & Wald, A. (2021). Employee performance in temporary organizations: The effects of person-environment fit and temporariness on task performance and innovative performance. *European Management Review*, 18(2), 25-41.
38. Hackney, A., Yung, M., Somasundram, K. G., Nowrouzi-Kia, B., Oakman, J., & Yazdani, A. (2022). Working in the digital economy: A systematic review of the impact of work from home arrangements on personal and organizational performance and productivity. *Plos one*, 17(10), e0274728.
39. Håkansson, H., & Henders, B. (2014). International co-operative relationships in technological development. In *Managing networks in international business* (pp. 32-46). Routledge.
40. Hall, L. K. (2012). The importance of understanding military culture. In *Advances in social work practice with the military* (pp. 3-17). Routledge.
41. Hamidifar, F. (2010). A study of the relationship between leadership styles and employee job satisfaction at IAU in Tehran, Iran. *Au-GSB e-Journal*, 3(1).
42. Higate, P. (2000). Ex-servicemen on the road: travel and homelessness. *The Sociological Review*, 48(3), 331-347.
43. Hillman, A. J., & Keim, G. D. (2001). Shareholder value, stakeholder management, and social issues: what's the bottom line?. *Strategic management journal*, 22(2), 125-139.
44. Hoshmand, L. T., & Hoshmand, A. L. (2007). Support for military families and communities. *Journal of Community Psychology*, 35(2), 171-180.
45. Hussain, M., & Hoque, Z. (2002). Understanding non-financial performance measurement practices in Japanese banks: A new institutional sociology perspective. *Accounting, Auditing & Accountability Journal*, 15(2), 162-183.
46. Irwin, Sarah. "Data analysis and interpretation." *Handbook of emergent methods* (2008): 415-436.
47. Jamrog, J. J., & Overholt, M. H. (2004). Measuring HR and organizational effectiveness. *Employment Relations Today*, 31(2), 33.
48. Jones, G. R., & Jones, G. R. (2013). *Organizational theory, design, and change*.
49. Jou, R. C., Kuo, C. W., & Tang, M. L. (2013). A study of job stress and turnover tendency among air traffic controllers: The mediating effects of job

- satisfaction. *Transportation research part E: logistics and transportation review*, 57, 95-104.
50. Kahlenberg, R. D. (2004). *All together now: Creating middle-class schools through public school choice*. Brookings Institution Press.
 51. Kamilah, N., Kee, D. M. H., Syafiq, M., Aina, S., San Yap, H., Alqallaf, A. A., & Quttainah, M. A. (2020). Factors affecting organizational success: A case study of Foodpanda. *Journal of the Community Development in Asia (JCDA)*, 3(3), 58-69.
 52. Kansal, J., & Jain, N. (2019). Development of competency model and mapping of employees competencies for organizational development: A new approach.
 53. Kaplan, R. S. (2009). Conceptual foundations of the balanced scorecard. *Handbooks of management accounting research*, 3, 1253-1269.
 54. Kaur, J., & Kumar, V. (2013). Competency mapping: A gap Analysis. *International Journal of Education and Research*, 1(1), 1-9.
 55. Khatoon, S., & Farooq, A. (2015). Balanced scorecard as a tool to influence organizational performance: evidences from Indian companies. *Prestige e-Journal of Management and Research*, 2(1), 18-35.
 56. Kijkuit, B., & Van Den Ende, J. (2007). The organizational life of an idea: Integrating social network, creativity and decision-making perspectives. *Journal of Management Studies*, 44(6), 863-882.
 57. Klieme, E., Hartig, J., & Rauch, D. (2008). The concept of competence in educational contexts. *Assessment of competencies in educational contexts*, 3, 22.
 58. Knouse, S. B., & Webb, S. C. (2000). Unique types of mentoring for diverse groups in the military. *Review of Business*, 21(1/2), 48.
 59. Kumar, D. (2010). The Officer Crisis in the Indian Military. *South Asia: Journal of South Asian Studies*, 33(3), 442-467.
 60. LaFromboise, T. D., Hoyt, D. R., Oliver, L., & Whitbeck, L. B. (2006). Family, community, and school influences on resilience among American Indian adolescents in the upper Midwest. *Journal of community psychology*, 34(2), 193-209.
 61. Lê, J. K., & Schmid, T. (2022). The practice of innovating research methods. *Organizational Research Methods*, 25(2), 308-336.

62. Lechasseur, K., Caux, C., Dollé, S., & Legault, A. (2018). Ethical competence: an integrative review. *Nursing ethics*, 25(6), 694-706.
63. Lecy, J. D., Schmitz, H. P., & Swedlund, H. (2012). Non-governmental and not-for-profit organizational effectiveness: A modern synthesis. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 23(2), 434-457.
64. Lengnick-Hall, M., & Lengnick-Hall, C. (2002). *Human resource management in the knowledge economy: New challenges, new roles, new capabilities*. Berrett-Koehler Publishers.
65. Lewis, R. E., & Heckman, R. J. (2006). Talent management: A critical review. *Human resource management review*, 16(2), 139-154.
66. Li, S., Ragu-Nathan, B., Ragu-Nathan, T. S., & Rao, S. S. (2006). The impact of supply chain management practices on competitive advantage and organizational performance. *Omega*, 34(2), 107-124.
67. Lilleväli, U., & Täks, M. (2017). Competence models as a tool for conceptualizing the systematic process of entrepreneurship competence development. *Education Research International*, 2017.
68. Madichie, N. O., & Ayasi, K. (2018). Entrepreneurial opportunities and challenges for retired senior military officers in Nigeria. *African Entrepreneurship: Challenges and Opportunities for Doing Business*, 131-151.
69. Maharajan, K., & Krishnaveni, R. (2016). "Managing the Migration From Military to Civil Society" Motivation Model for Socioeconomic Needs in Resettlement of Ex-servicemen in India. *Armed Forces & Society*, 42(3), 605-625.
70. Maharajan, K., & Krishnaveni, R. (2017). Inclusive management of ex-servicemen in India: Satisfaction of air force ex-servicemen from resettlement facilities with special reference to Tamil Nadu. *IIMB Management Review*, 29(1), 5-17.
71. Maharajan, K., & Subramani, B. (2015). One Rank One Pension: Ethics and Management Implications in Resettlement of Defence Service Ex-servicemen in India. *PURUSHARTHA-A journal of Management, Ethics and Spirituality*, 8(2), 58-70.

72. Male, S. A., Bush, M. B., & Chapman, E. S. (2011). An Australian study of generic competencies required by engineers. *European Journal of Engineering Education*, 36(2), 151-163.
73. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. (2016). Human resource management. Cengage Learning.
74. Mkumbo, L. S. (2013). Impact of inadequacy of succession planning in Engineering companies in Tanzania: A case of don consult limited and netwas (t) Limited (Doctoral dissertation, Mzumbe University).
75. Moore, D. R., Cheng, M. I., & Dainty, A. R. (2002). Competence, competency and competencies: performance assessment in organizations. *Work study*, 51(6), 314-319.
76. Morin, R. (2011). The difficult transition from military to civilian life. Washington, DC: Pew Research Center.
77. Nayak, J. K., & Singh, P. (2021). Fundamentals of Research Methodology Problems and Prospects. SSDN Publishers & Distributors.
78. Parmenter, D. (2015). Key performance indicators: developing, implementing, and using winning KPIs. John Wiley & Sons.
79. Posen, B. R. (2003). Command of the commons: the military foundation of US hegemony. *International security*, 28(1), 5-46.
80. Rajagopal, G., Singh, K. K., Anand, A. C., Rai, K. M., & Jayaram, J. (2008). Ex-servicemen medical aid group (ESMAG): The hidden force. *Medical Journal Armed Forces India*, 64(1), 61-64.
81. Rao, T. V. (2004). Performance Management and Appraisal Systems: HR tools for global competitiveness. SAGE Publications India.
82. Ray, G., Barney, J. B., & Muhanna, W. A. (2004). Capabilities, business processes, and competitive advantage: choosing the dependent variable in empirical tests of the resource-based view. *Strategic management journal*, 25(1), 23-37.
83. Redmond, S. A., Wilcox, S. L., Campbell, S., Kim, A., Finney, K., Barr, K., & Hassan, A. M. (2015). A brief introduction to the military workplace culture. *Work*, 50(1), 9-20.
84. Rexhaj, X., Mula, M., & Hima, A. (2010). Mapping Policies and Practices for the Preparation of Teachers for Inclusive Education in Contexts of Social and

- Cultural Diversity. Kosovo (under UNSCR 1244) Country Report. Torino: European Training Foundation.
85. Rider, E. A., & Keefer, C. H. (2006). Communication skills competencies: definitions and a teaching toolbox. *Medical education*, 40(7), 624-629.
 86. Robinson, P. (2007). Ethics training and development in the military. *The US Army War College Quarterly: Parameters*, 37(1), 8.
 87. Roy, K. (2013). Race and Recruitment in the Indian Army: 1880–1918. *Modern Asian Studies*, 47(4), 1310-1347.
 88. Sanghi, S. (2016). *The handbook of competency mapping: understanding, designing and implementing competency models in organizations*. SAGE publications India.
 89. Salami, K. K. (2014). Ex-Servicemen and the life courses of retirement in Ibadan, Nigeria. *The Nigerian Journal of Sociology and Anthropology*, 12(1), 213-232.
 90. Sawant, B. S., & Dhavan, A. (2012). Competency Mapping Of The Employees (A Study Of Cimmco Spinning Mill, Solapur). *Global J. of Arts & Mgmt*, 2(2), 2.
 91. Sharma, M. R., & Jain, D. (2020). Resettlement problems of ex-servicemen in India: A critical study. In *2020 Fourth World Conference on Smart Trends in Systems, Security and Sustainability (WorldS4)* (pp. 639-644). IEEE.
 92. Sharma, M. R., Jain, D., & Sharma, V. (2022). Transition of Ex-Servicemen from Military to Civilian Society: Challenges and Prospects in Reintegration. *Information and Communication Technology for Competitive Strategies (ICTCS 2020) ICT: Applications and Social Interfaces*, 547-558.
 93. Shet, S. V., Patil, S. V., & Chandawarkar, M. R. (2019). Competency based superior performance and organizational effectiveness. *International Journal of Productivity and Performance Management*, 68(4), 753-773.
 94. Sileyew, K. J. (2019). *Research design and methodology* (pp. 1-12). Rijeka: IntechOpen.
 95. Singh, O. (2005). *Indian ex-servicemen*. Krishna Prakashan Media.
 96. Sotomayor, A. C. (2014). *The myth of the democratic peacekeeper: Civil-military relations and the United Nations*. JHU Press.
 97. Stone, C., & Stone, D. L. (2015). Factors affecting hiring decisions about ex-servicemen. *Human Resource Management Review*, 25(1), 68-79.

98. Studer, S., & Von Schnurbein, G. (2013). Organizational factors affecting volunteers: A literature review on volunteer coordination. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, 24, 403-440.
99. Taneja, V. (2016). Empirical Research on Second Career Options for Ex-service Personnel in India Incorporated. Centre for Land Warfare Studies, 63.
100. U.S. Bureau of Labour Statistics, (2020). <https://www.bls.gov/opub/mlr/2020/>
101. Verbruggen, M., van Emmerik, H., Van Gils, A., Meng, C., & de Grip, A. (2015). Does early-career underemployment impact future career success? A path dependency perspective. *Journal of Vocational Behavior*, 90, 101-110.
102. Walia, S. S., & Verma, R. (2022). Second career-availability and aspirations of ex-servicemen. *International Journal of Society Systems Science*, 14(2), 163-179.
103. Walsh, S., & Linton, J. D. (2002). The measurement of technical competencies. *The Journal of High technology management research*, 13(1), 63-86.
104. Warn, J., & Tranter, P. (2001). Measuring quality in higher education: a competency approach. *Quality in higher education*, 7(3), 191-198.
105. Wheeler, H. A. (2012). Ex-servicemen' transitions to community college: A case study. *Community College Journal of Research and Practice*, 36(10), 775-792.
106. Wilson, J. (2010) "Essentials of Business Research: A Guide to Doing Your Research Project" SAGE Publications, p.7
107. Wolniak, R. (2013). The assessment of significance of benefits gained from the improvement of quality management systems in Polish organizations. *Quality & Quantity*, 47, 515-528.
108. Wunderle, W. D. (2006). *Through the Lens of Cultural Awareness: A Primer for United States Armed Forces Deploying in Arab and Middle Eastern Countries*. Government Printing Office.
109. Xiaofei, W., Korobeinik, V. A., & Kozina, Z. L. (2021). Features of the organization of teaching for future physical education teachers in the People's Republic of China and the possibility of implementing an individual approach in their training: a review article. *Health, sport, rehabilitation*, 7(2), 8-17.

110. Yan, J. (2021). Research on the Expanding Enrollment and Specific Training of Ex-serviceman in Higher Vocational Colleges—A Case Study of Shenzhen Polytechnic. *Frontiers in Educational Research*, 4(6).
111. Young, J., & Chapman, E. (2010). Generic competency frameworks: A brief historical overview. *Education Research and Perspectives*, 37(1), 1-24.
112. Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management perspectives*, 26(4), 66-85.

APPENDIX

1. Questionnaire

Questionnaire for HR Managers of Service Industry

Section-A

OUTSTANDING PERFORMANCE ON THIS COMPETENCY FAR EXCEEDS ACCEPTABLE STANDARDS	5
VERY GOOD PERFORMANCE ON THIS COMPETENCY, BETTER THAN ACCEPTABLE STANDARDS	4
QUITE ACCEPTABLE PERFORMANCE ON THIS COMPETENCY, MEETS REQUIREMENTS	3
PERFORMANCE ON THIS COMPETENCY IS NOT QUITE UP TO ACCEPTABLE STANDARDS, A DEVELOPMENT NEED	2
PERFORMANCE ON THIS COMPETENCY FAILS TO MEET ACCEPTABLE STANDARDS, A MAJOR DEVELOPMENT NEED	1

Kindly rate each competency level required in overall performance of the job at Managerial/ Supervisory level by ex-servicemen for Organizational effectiveness

Ser No.	Please rate on the Competencies possessed by Ex-servicemen working in your Organization [Mark (✓) as one option out of the five options for each Question]	1	2	3	4	5
01	They have an ability to think fast and act according to the required situation					
02	They are disciplined person					
03	They have adequate management skills to be applied in any situation while working					
04	They have integrity towards the organization they work for					
05	They have competency of loyalty towards the organization they work for					
06	They have a competency of working systematically in the organization					
07	They are good listener					
08	They resolve conflict easily					
09	They have overall management skills					

10	They give timely feedback and are receptive to feedback received					
11	They are fair and transparent in passage of communication					
12	They have ability to express in verbal as well as written form					
13	They have an ability to adapt and develop themselves					
14	S					
15	They know what type of behaviour is appropriate in required situation					
16	They says the right thing at the right time					
17	They deals with others effectively					
18	They contribute valuable insight to a team project					
19	Theycan easily facilitate communication among the team members					
20	They are effective at delegating responsibilities for tasks assigned					
21	They perform well in jobs which require restructuring of the task					
22	Theyperform well if provided appropriatetraining					
23	Ex-servicemen have leadership skills					
24	Ex-servicemen have critical thinking skills					
25	Ex-servicemenhave a flair to work in team					
26	Ex-servicemen have a strong business acumen					
27	Ex servicemen make timely decision					
28	Ex servicemen can manage execution well					
29	Ex servicemen are good at problem solving					
30	Ex-servicemenhave an ability to think out of the box					
31	Ex-servicemen have an ability to take holistic view of situations					
32	Ex-servicemen have capabilities to perform more than their potential					
33	Ex-servicemenperform very well in difficult situations					
34	Ex-servicemen are very talented					
35	Ex-servicemen deal appropriately with challenges					
36	Ex-servicemen have creativity and innovations beneficial for organization.					

37	Ex-servicemen are good at dealing with organizational change					
38	Ex-servicemen have strategic agility					
39	Ex-servicemen possess personal credibility					
40	Ex-servicemen enjoy developing others					
41	Ex-servicemen takes initiative in what they do for company					
42	Ex-servicemen earn others' trust and respect through consistency, honesty and professionalism in all interactions					
43	Ex-servicemen adhere to the code of conduct, avoids situations and actions considered inappropriate to the administration					
44	Ex-servicemen does not misrepresent self or use position or authority for personal gain					
45	Ex-servicemen rewards right behavior					
46	Ex-servicemen voluntarily accepts additional responsibility					
47	Ex-servicemen take ownership on the assigned responsibilities					
48	Ex-servicemen are impartial and fair in exercising the responsibilities					
49	Ex-servicemen sets and achieves challenging goals for self and others					
50	Ex-servicemen drives for continuous improvement while being on the job					
51	Ex-servicemen take sustained action in the face of obstacles or adversity.					
52	Ex-servicemen actively seeks out interesting projects to work on when the current assignment is completed.					
53	Ex-servicemen gets results consistently					
54	Ex-servicemen are confident of their values, thinking and judgment					
55	Ex-servicemen remains positive during difficult situations					
56	Ex-servicemen make decision with priority as per the values of the organization					

Strongly Agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

No.	STATEMENTS ON ORGANIZATIONAL EFFECTIVENESS	1	2	3	4	5
	[Mark (✓) as one option out of the five options for each Question]					
1	Are you satisfied with performance of the Ex-servicemen in terms of acquired competencies					
2	Ex-servicemen wish to leave the company due to competency requirements					
3	Ex-servicemen have trust in the management and practices of the organization they work for					
4	Ex-servicemen can take any risk and challenge for upliftment of the organization they work for					
5	Ex-servicemen take decisions to complete the responsibility given by management for the benefit of organization					
6	Ex-servicemen are involved in innovation as they are looking forward for the growth of the					
7	Ex-servicemen are satisfied with the management and management processes practiced					
8	Ex-servicemen are performance oriented and are happy to get identified by organization					
9	Ex-servicemen are happy with risk and challenges handled by them					
10	Ex-servicemen are overall satisfied (with company's ability to succeed)					
11	Ex-servicemen practise interpersonal/social processes as mentioned by the company					
12	Ex-servicemen provide warmth and support to team mates					
13	Ex-servicemen are happy working in team for the organization					
14	Ex-servicemen love to cooperate and help teammates					

15	Ex-servicemen work with integrity and organizational integration					
----	--	--	--	--	--	--

Questionnaire to assess self-Competency (Ex-service men) of Service Industry

Section A: Personal Details.

Q.1 your age: Please tick the appropriate box.

- I. 36-45 years ☐
- II. 45-55 years ☐
- III. Above 55 years ☐

Q.2 Salary: (Please Mark (✓) as one option as your Salary)

- I. below 15000 INR ☐
- II. 15000 – 30000 INR ☐
- III. 30000–45000 INR ☐
- IV. 45000 – 60000 INR ☐
- V. Above 60000 INR ☐

Q.3 Educational Qualification:

- I. Xth Std ☐
- II. XIIth Std ☐
- III. Graduate ☐
- IV. Postgraduate ☐
- V. Others ☐

Level of Job in Army: 1. Supervisory ☐ 2. Managerial ☐

Section-B

OUTSTANDING PERFORMANCE ON THIS COMPETENCY FAR EXCEEDS ACCEPTABLE STANDARDS	5
VERY GOOD PERFORMANCE ON THIS COMPETENCY, BETTER THAN ACCEPTABLE STANDARDS	4
QUITE ACCEPTABLE PERFORMANCE ON THIS COMPETENCY, MEETS REQUIREMENTS	3
PERFORMANCE ON THIS COMPETENCY IS NOT QUITE UP TO ACCEPTABLE STANDARDS, A DEVELOPMENT NEED	2
PERFORMANCE ON THIS COMPETENCY FAILS TO MEET ACCEPTABLE STANDARDS, A MAJOR DEVELOPMENT NEED	1

Kindly rate each competency level you have acquired during service at Managerial/ Supervisory level?

Sr. No.	Please rate yourself on the Acquired Competencies [Mark (✓) as one option out of the five options for each Question]	1	2	3	4	5
01	I have an ability to think fast and act according to the required situation					
02	I am disciplined person					
03	I have adequate man management skills to be applied in any situation while working					
04	I have integrity towards the organization I work for					
05	I have competency of loyalty towards the organization I work for					
06	I have a competency of working systematically in the organization					
07	I am a good listener					
08	I resolve conflict easily					
09	I have overall management skills					
10	I give timely feedback and are receptive to feedback received					
11	I am fair and transparent in passage of communication					
12	I have ability to express in verbal as well as written form					
13	I have an ability to adapt and develop themselves					
14	I have an ability to motivate themselves and others					
15	I know what type of behaviour is appropriate in required situation					
16	I say the right thing at the right time					
17	I deal with others effectively					
18	I contribute valuable insight to a team project					
19	I can easily facilitate communication among the team members					
20	I am effective at delegating responsibilities for tasks assigned					
21	I perform well in jobs which require restructuring of the task					
22	I perform well if provided appropriate training					
23	I have leadership skills					

24	I have critical thinking skills					
25	I have a flair to work in team					
26	I have a strong business acumen					
27	I make timely decision					
28	I can manage execution well					
29	I am good at problem solving					
30	I have an ability to think out of the box					
31	I have an ability to take holistic view of situations					
32	I have capabilities to perform more than their potential					
33	I perform very well in difficult situations					
34	I am very talented					
35	I deal appropriately with challenges					
36	I have creativity and innovations beneficial for organization.					
37	I am good at dealing with organizational change					
38	I have strategic agility					
39	I possess personal credibility					
40	I enjoy developing others					
41	I take initiative in what I do for company					
42	I earn others' trust and respect through consistency, honesty and professionalism in all interactions					
43	I adhere to the code of conduct, avoids situations and actions considered inappropriate to the administration					
44	I do not misrepresent self or use position or authority for personal gain					
45	I rewards right behavior					
46	I voluntarily accepts additional responsibility					
47	I take ownership on the assigned responsibilities					
48	I am impartial and fair in exercising the responsibilities					
49	I set and achieves challenging goals for self and others					
50	I drive for continuous improvement while being on the job					

51	I take sustained action in the face of obstacles or adversity.					
52	I actively seeks out interesting projects to work on when the current assignment is completed.					
53	I get results consistently					
54	I am confident of their values, thinking and judgment					
55	I remain positive during difficult situations					
56	I make decision with priority as per the values of the organization					

2. Companies (Silicon city triangle) selected for data collection

Serial number	COMPANY	CITY
1.	TCS	Pune
2.	SBI	Pune
3.	Tata Motors	Pune
4.	HCL	Pune
5.	Honda	Pune
6.	HDFC	Pune
7.	Skillsster	Pune
8.	PICT Pune	Pune
9.	Gen Pact	Pune
10.	Hire Military	Pune
11.	Bajaj Auto Ltd	Bangalore
12.	TCS	Bangalore
13.	Mind Tree Ltd	Bangalore
14.	GGM Pvt Ltd	Pune
15.	Wipro	Bangalore
16.	L&T	Bangalore
17.	SBI	Bangalore
18.	Amazon	Bangalore
19.	Amazon	Hyderabad
20.	Hire Military	Pune
21.	Amazon	Pune
22.	SBI	Hyderabad
23.	HDFC	Hyderabad
24.	Zensar Technologies	Pune
25.	FlipKart	Hyderabad
26.	ITC	Pune
27.	DRDO	Bangalore
28.	Soni HR Services	Hyderabad
29.	Mahindra & Mahindra	Pune
30.	MIT School of Mgt	Pune
31.	Eicher Motors	Pune
32.	Mahindra Motors	Bangalore
33.	Tata Motors	Pune
34.	Tata Tech	Bangalore
35.	Next Gen Labs	Hyderabad
36.	Axis Bank	Hyderabad
37.	HDFC Home Loan	Hyderabad
38.	Au Small Finance Bank	Hyderabad
39.	Accenture	Hyderabad
40.	Boots & Crampons	Hyderabad
41.	Coca Cola	Hyderabad
42.	Lupin	Hyderabad
43.	IBM	Hyderabad

44.	Google	Bangalore
45.	Mind Tree Ltd	Bangalore
46.	Skill Transit	Bangalore
47.	Reliance	Bangalore
48.	Ginger Hotels	Bangalore
49.	ICICI	Bangalore
50.	Tech Mahindra	Pune
51.	Mahindra Motors	Pune
52.	Ashok Leyland	Pune
53.	Max Life	Bangalore
54.	SBI	Pune
55.	TCS	Bangalore