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# An Inclusive Analytical Study of Employability Skill Gaps and their Assessment Across India

Deepak Rajvanshi
Research Scholar, Faculty of Management & Commerce, Acharya Vishnu Gupt Subharti College of Management and Commerce, Swami Vivekanand Subharti University, Meerut, (UP), India

Dr. Avanish Kumar Tyagi
Professor, Research Guide, Faculty of Management & Commerce, Acharya Vishnu Gupt Subharti College of Management and Commerce, Swami Vivekanand Subharti University, Meerut, (UP), India

**Abstract:- Globalization and technological advancement have prompted corporations and professionals to continuously reevaluate their enterprises due to significant financial challenges, innovations, and the ever-increasing demands of business. Education and training are crucial in addressing the issues of youth employability, which ultimately contributes to the prosperity of the nation. An MBA is a popular educational choice among youth in India. However, existing literature indicates that, despite its rising popularity, employers often find Indian management graduates to be lacking in employability.**

**This analytical study aims to understand and analyze the findings and perceptions of various researchers, authors, bloggers, and recruiters regarding employability and the skill gap. Very few Indian research studies have comprehensively explored diverse viewpoints from various stakeholders through qualitative inquiry.**

**The current article outlines the employability skill gap among graduating management and other graduates by synthesizing information from published research papers, articles, blogs, and online sources. It also reveals a significant difference in soft skills, such as critical thinking, leadership, and independent decision-making, among senior-level professionals compared to digital skills. The article recommends that candidates acquire soft skills during their preparation before joining institutions and corporate settings.**

**Furthermore, the article seeks to evaluate the factors contributing to the employability gap faced by business students, while discussing and analyzing various significant publications related to the skill gap. It offers several strategies for addressing employability issues.**

**Additionally, the article will present reasons for the discrepancies in graduates' employability and highlight the skill gap, while also addressing the challenges encountered in skill enhancement.**

**This review attempts to explore the determinants of stock returns in the Karachi Stock Exchange (KSE) using two asset pricing models: the traditional Capital Asset Pricing Model (CAPM) and the Arbitrage Pricing Theory (APT) model. To test the CAPM, market return is utilized, whereas macroeconomic factors are considered in testing the APT. These macroeconomic factors include inflation, oil prices, interest rates, and exchange rates. Monthly time series data has been organized from January 2010 to December 2014 for this analysis.**

***Keywords:-*** *Skill Gap, Competency, Industry, Employability Frameworks.*

## I. INTRODUCTION

The increasing intensity of global competition has significantly raised expectations among corporate recruiters, particularly regarding multitasking, soft skills, and self-motivation. These expectations stem from a desire for a better alignment between candidates' interests and organizational goals, fostering meaningful and productive business relationships. Management institutions must recognize and address these evolving expectations. However, there remains a considerable gap between what the corporate sector seeks and what management education delivers, especially in terms of employability skills.

A relevant analogy can be drawn: while water, a compound of hydrogen and oxygen, exists abundantly in nature, there is still an acute shortage of potable water. Similarly, the job market is flooded with candidates, yet employers struggle to find skilled individuals. To address this issue, research is crucial to identify the skill gaps and propose actionable solutions that can be effectively implemented. Management education must equip students with market-relevant skills, transforming them into industry-ready professionals. The onus lies with management institutions to proactively design and deliver programs that prepare students with the requisite competencies for seamless recruitment and integration into corporate roles.

In today's fast-paced, highly competitive, and globalized knowledge economy, corporations expect management institutions to instill essential employability skills in their graduates. According to Bok (2006) and Cappelli (2008), employers seek candidates with a comprehensive skillset and potential for career growth, while employees look for opportunities for advancement and control over their careers. Bridging this gap requires strategic efforts from both corporations and educational institutions. While corporates are revamping their training

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and recruitment functions, the management education system must also evolve, focusing on skill-based learning to achieve productive outcomes.

The academic and business communities recognize the critical importance of enhancing employability skills to sustain India's competitiveness in a global market. Most corporations expect new employees to grow with the organization and contribute value-added skills. Students, on the other hand, view higher education—particularly management education—as a gateway to lucrative job opportunities. As noted by Godse and Rajvanshi (2023), management education equips students with analytical, concise, and presentation skills essential for decision-making in a modern economy. However, employers believe that more can be done to develop teamwork, communication, leadership, critical thinking, and problem-solving skills among students.

Internships and work placements play a pivotal role in improving employability skills. Globalization has introduced challenges such as increased competition, limited resources, technological advancements, workforce diversity, and changing customer behavior (Church, 2000; Friga, Bettis, and Sullivan, 2003; Weisman, 2000). To address these challenges, corporations require a workforce with broad, adaptable skills and attributes (Barret and Beesan, 2002). Management students must possess strategic thinking, technological aptitude, and the ability to influence and persuade diverse groups (Allen et al., 1998; Weisman, 2000).

Additionally, employability today demands proficiency in communication, adaptability, responsibility, collaboration, creativity, problem-solving, technological savviness, team-building, and project management. Despite these needs, prior studies reveal a significant disconnect between corporate expectations and the training provided by management institutions (Fugate and Jefferson, 2001). Corporates often express dissatisfaction with graduates' lack of employability skills, viewing management education as lagging behind global competitiveness standards.

However, academia and industry are increasingly collaborating to bridge the skill gap. Innovative approaches like continuing professional education, internships, case studies, and simulations are being evaluated for their effectiveness in developing employability skills. This research aims to critically analyze the current scenario and offer actionable insights to address these pressing challenges.

## II. EMPLOYABILITY SKILL GAP ANALYSIS

The Employability Skills Gap Investigation is a strategic method for assessing and identifying the gaps in your workforce's abilities. This analysis helps pinpoint the differences between the current skills of employees and the skills required to meet an organization's ongoing and future goals. It serves as a strategic tool that enables the development of cost-effective solutions to bridge the Employability Skills Gap.

For example, organizations can use this tool to identify the skills that a specific employee needs to effectively perform particular tasks but may not yet possess.

The Employability Skills Gap analysis is also beneficial for HR (Human Resources) professionals in determining which competencies are lacking among employees. They can utilize this information to address skills gaps through various methods, such as reskilling, upskilling, and succession planning.

- *Organization or Team Level:*

An enterprise-level skills gap analysis is conducted only under exceptional circumstances. For instance, the pandemic forced many companies to shift to remote work, and many organizations were unprepared for this significant change. To facilitate a smooth transition, some companies undertook a comprehensive skills gap analysis to determine whether their employees possessed the necessary skills to work effectively and productively in a remote environment. Key skills included self-reliance, stress management, and teamwork. After identifying the gaps, these organizations implemented solutions such as online courses and workshops focused on managing stress and anxiety.

- *Individual/Employee Level:*

Skills gap analysis is typically conducted at the individual level when there is a performance gap or when there is a need to upskill an employee for future roles. This analysis ensures that employees' skills do not become obsolete. It involves identifying the skills necessary for effective job performance, assessing the current competency level of the employee, and developing a plan to close any skill gaps (Godse S. & Rajvanshi D. 2023).

Every technology company and team should conduct a skills gap analysis due to the rapid evolution of technology, which can lead to certain technologies becoming outdated. For instance, Java releases an updated version almost every year. Consequently, products and teams reliant on Java must update their features annually to remain relevant. With the rise of advanced technologies such as Artificial Intelligence (AI), Machine Learning (ML), and the Internet of Things (IoT), continuous upskilling for technology-oriented teams has become essential.

Insights gained from skills gap analysis can inform all Human Resource Management (HRM) projects and decisions, including staffing, promotions, retraining, and developing learning and development packages, as well as leadership and succession planning. From a business perspective, skills gap analysis is a critical process. Whether you are a startup, a multinational corporation, a product or service company, or a business process management practitioner, the future of work will impact everyone.

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Skill or competency gap analysis serves as a blueprint for transitioning your company from its current state to its desired future state, ensuring that employees' skills remain up to date and relevant. Skills gap analysis—also referred to as skills gap analysis—categorizes employees' current skills at team, job, and individual levels, aligning them with the company's future goals and aspirations.

When analyzing skills gaps, it is important to evaluate not only employees but also the company's processes, structures, and technologies in order to develop a unified strategy. Conducting a skills gap analysis is the first step any company should take to prepare for a future-ready workforce. It lays the groundwork for a comprehensive readiness program that addresses skills gaps and outlines measures to bridge them. Ultimately, skills gap analysis is a forward-looking approach designed to equip employees with the necessary skills for realizing their full potential and guiding the company towards its desired future.

A Step-by-Step Approach to Conducting an Employability Skills Gap Analysis Skill or competency gapscan be identified through an efficient skills gap analysis process, which uses automated, state-of-the-art tools that help companies understand.

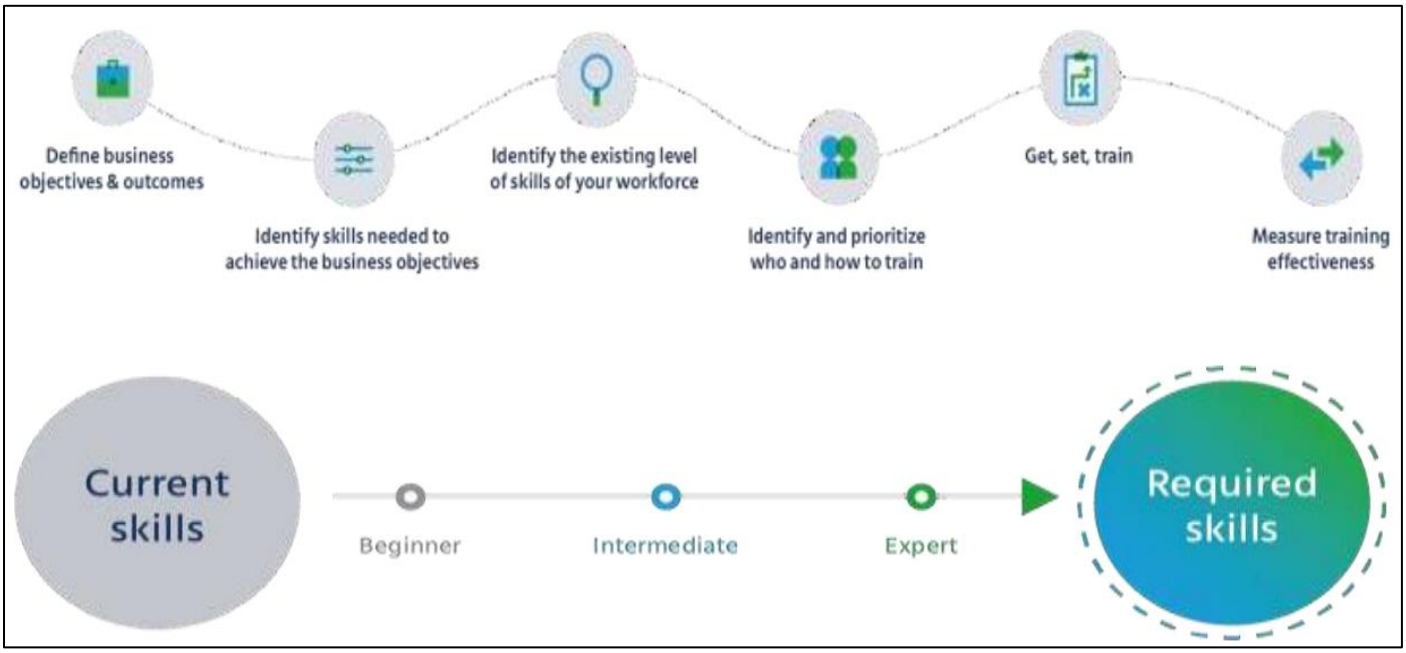


Fig 1 A Step-by-Step Approach
(Data Source: https://mettl.com)

➢ *Why is a Skills Gap Analysis useful?*

- *The Importance of Employability and Skills Gap Analysis in Today's Workforce*

In the face of rapid automation and the ever-evolving nature of work, a comprehensive skills gap analysis has become a critical necessity. The future of work presents significant challenges, with many jobs at risk of drastic changes or outright elimination. As digitalization accelerates, employees must engage in continuous training and upskilling to remain relevant in the modern workplace. Skills gap analysis offers a vital framework for bridging the divide between current capabilities and future demands, helping companies adapt and thrive in the digital era.

According to Mercer's *2020 Talent Assessment Practices Report*, organizations have traditionally faced a choice between hiring new talent and retraining existing employees. Increasingly, companies are turning to internal talent development over external hiring, with around 80% of organizations adopting this approach, as reported by Mettl. This shift places the responsibility for identifying and addressing skills gaps squarely on the shoulders of companies. Moreover, 47% of employees prefer targeted reskilling programs tailored to their specific needs and aspirations. However, concerns such as the absence of objective processes for skills gap analysis and secure methods for selecting candidates for retraining highlight the need for strategic refinement in these areas.

- *The Role of Skills Gap Analysis in Workforce Development*

Skills gap analysis tools offer a structured approach to identifying opportunities for employee development, optimizing processes, and ensuring organizational success in the future. These tools enable businesses to improve response times and implement changes effectively by providing a clear, analytical view of their current workforce capabilities and future needs.

✓ *HR Planning and Workforce Alignment*

Conducting a skills gap analysis provides a holistic understanding of an organization's workforce. It enables leaders to identify where employees excel and where skill deficiencies exist, guiding decisions on promotions, training, or recruitment. For instance, automating a customer billing

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process requires a detailed understanding of the current system and tools in place. Similarly, workforce planning benefits from knowing employees' skill levels to align them with broader organizational goals.

✓ *Fostering Individual and Organizational Growth*

A well-executed skills gap analysis drives learning and development initiatives by tailoring them to specific needs. Employees benefit by acquiring skills for higher-demand roles or improving their performance in current positions. Organizations, in turn, reap the rewards of an engaged, skilled workforce, leading to improved job satisfaction, retention rates, and overall productivity.

✓ *A Collaborative Advantage*

Skill gap analysis creates a win-win scenario for both employees and organizations. It empowers individuals by investing in their career development and enhances organizational success by aligning employee growth with business objectives. Through structured analysis and targeted interventions, companies can foster a culture of continuous improvement and readiness for future challenges.

✓ *Competitive Advantage*

The foundational belief of skill gap documentation is to stay gaining of the curve and not lose the edge in the future of work. Ability gap examination ensures that your staff has the right set of innovative services that make them to work at their optimum size even amidst indeterminate situations. This, in turn, will ascertain that your organization always plans and stays ahead of your competition.

In summary, skills gap analysis is an indispensable tool in today's dynamic work environment. It not only enhances workforce planning but also strengthens employee engagement and retention. By leveraging these insights, organizations can build a sustainable path to success in an increasingly competitive and technologically advanced world.

➢ *Analysis of Talent Supply and Demand (Employment Requirements and Skill Gaps in the Indian IT- BPM)*

The supply of graduate talent for the IT-BPM industry is not limited to just engineers or technically skilled individuals. In fact, with the expanding scope of services offered by BPM—such as Economics, Medicine, and Law—almost every profession is part of the potential talent pool. Out of the 5 to 5.5 million graduates passing out each year, only about 600,000 to 700,000 are considered fit for employment by Tier 1 and Tier 2 companies. This insight is based on research conducted with participation from employers such as Infosys, TCS, HCL, Genpact, and Convergys. The research identified key factors used to filter applicants during the recruitment process.

- *The Three Important Criteria for this Filtering are:*

✓ Academic Performance
✓ General and Technical Aptitude
✓ Soft Skills

When applied sequentially, the research found that these filters result in an employable candidate pool of 20% to 22% for the IT-BPM industry, which translates to approximately 600,000 to 700,000 candidates. With the implementation of the National Occupational Standards (NOS), we anticipate an approximate increase of 250% in the number of employable applicants for the IT Services, Core Engineering, R&D, and Software Products sectors. This growth could lead to an employable pool of around 1.8 to 2 million candidates. Consequently, these initiatives are receiving strong support from the government, industry, and the educational community.

## III. RISE OF SKILL GAPS DURING COVID-19

According to the data collected, youth employability stands at 45.9%, which reflects a significant decrease from the previous year's rate of 46.2%. This decline can be attributed to the emergence of a skills gap, exacerbated by the COVID-19 pandemic. As a result, there has been an increase in demand for computer courses, language classes, and online skill assessments.

Local businesses have adapted by launching online stores, and various social organizations have emerged to connect these businesses with technology. The nature of wireless communications has become a defining factor in contemporary business transactions and operations. For recruiters, hiring potential employees during the pandemic has been facilitated by internet connectivity and applicant screening software. Technology streamlines numerous organizational processes, significantly reducing the time professionals would typically spend on these tasks.

Moreover, interviewing multiple candidates simultaneously has become possible through platforms like Zoom, Google Meet, and Microsoft Teams, which has influenced organizations to focus on candidates with strong technical skills. Employee training has also transitioned to remote formats, often conducted via video calls. Once employees qualify for a role, their training, onboarding, and work are managed remotely.

Establishing a direct correlation between technology and employability in India is crucial for understanding future pathways. The employability landscape in India is evolving with technology, making workplaces more collaborative and operations more efficient. The COVID-19 pandemic has highlighted the central role of technology in everyday life.

➢ *Talent Supply and Demand Analysis (Employment Requirements and Skills Gap in Indian IT-BPM)*

The supply of graduates for the IT-BPM industry extends beyond just engineers and technically skilled individuals. The broad range of services offered by BPM—which includes business, healthcare, law, and more—means that nearly every professional group can contribute to the talent pool. Each year, approximately 5 to 5.5 million graduates enter the job market; however, only around

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600,000 to 700,000 of these graduates are considered employable by Tier 1 and Tier 2 companies. This assessment is based on a survey that involved employers such as Infosys, TCS, HCL, Genpact, and Convergys, and it takes into account the criteria used to filter candidates during the recruitment process.

➢ *Three Key Factors were Identified in this Filtering Process:*

- Academic performance
- General and technical fit
- Soft skills

Research indicated that applying these filters sequentially results in a pool of 20-22% of candidates being deemed employable within the IT-BPM industry. This equates to around 600,000 to 700,000 employable candidates. The introduction of the National Occupational Standards (NOS) is expected to boost the number of employable applicants in IT services, core engineering, research and development, and software products by approximately 250%. This would raise the total number of employable candidates to about 1.8 to 2 million. Consequently, these initiatives have garnered significant attention from the government, industry stakeholders, and the education community.

➢ *Widening Skills Gap due to COVID-19*

According to the data collected, youth employability stands at 45.9%, marking a significant decline from last year's figure of 46.2%. This drop is attributed to the emergence of a skills gap, exacerbated by the COVID-19 pandemic. As a result, there has been an increased emphasis on computer courses, language courses, and online skills assessments.

Local businesses have pivoted to establishing online stores, and numerous social organizations have been created to connect business and technology. The importance of wireless communication has become a key factor in modern business transactions and operations. For recruiters, the advent of internet connectivity and applicant screening software has allowed for the hiring of potential employees even during the pandemic.

Technology has streamlined many organizational processes that otherwise consume professionals' personal time. With the availability of platforms such as Zoom, Google Meet, and Microsoft Teams, companies can conduct interviews with multiple candidates simultaneously. This shift has influenced hiring practices by prioritizing candidates with technical knowledge.

Furthermore, employee training for companies has increasingly been conducted via conference calls. If an employee is qualified for a role, training, onboarding, and work can all be accomplished remotely. Establishing a direct link between technology and employability in India is crucial for paving the way forward. The employment landscape across India is evolving, with technology making the workplace more collaborative and operations more efficient. The COVID-19 pandemic has underscored the central role that technology plays in our daily lives.

Technology has streamlined many organizational processes that previously consumed professionals' personal time. With platforms such as Zoom, Google Meet, and Microsoft Teams, companies can now conduct interviews with multiple candidates simultaneously. This shift in practice has placed greater emphasis on candidates with technical knowledge.

Additionally, employee training is increasingly conducted via conference calls. When an employee is qualified for a role, training, onboarding, and work can all be accomplished remotely. Establishing a clear link between technology and employability in India is essential for progressing in the job market. The employment landscape across India is evolving, with technology making the workplace more collaborative and operations more efficient. The COVID-19 pandemic has highlighted the crucial role that technology plays in our everyday lives.

➢ *Change in Employability over the years: 2015-2021*

Table 1 Year-on-year Change in Employability

| Year | Employability (Men + Women) |
|---|---|
| 2015 | 36.07% |
| 2016 | 38.11% |
| 2017 | 40.44% |
| 2018 | 42.08% |
| 2019 | 45.88% |
| 2020 | 46.30% |
| 2021 | 40.13% |

(Data Source: Statista.com)

➢ *Domain Wise Employability (2015 -2021):*

Table 2 Domain Vs. Employability

| Domain Name | Year → | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
| BE/BTech | 54.00% | 52.58% | 50.69% | 51.52% | 57.09% | 49% | 46.82% |
| MBA | 43.99% | 44.56% | 42.28% | 39.40% | 36.44% | 54.00% | 46.59% |
| B.Arts | 29.82% | 27.11% | 35.66% | 37.39% | 29.33% | 48.00% | 42.72% |
| B.Com | 26.45% | 20.58% | 37.98% | 33.93% | 30.06% | 47.00% | 40.30% |
| B.Sc | 38.41% | 35.24% | 31.76% | 33.62% | 47.37% | 34.00% | 30.34% |
| MCA | 45.00% | 39.81% | 31.36% | 43.85% | 43.19% | 25.00% | 22.42% |
| IT | 44.00% | 40.90% | 42.22% | 29.46% | N/A | N/A | N/A |
| Polytechnic | 10.14% | 15.89% | 25.77% | 32.67% | 18.05% | 32.00% | 25.02% |
| B. Pharma | 56.00% | 40.62% | 42.30% | 47.78% | 36.29% | 45.00% | 37.24% |

(Data Source: Statista.com)

➢ *Sectors that have Hired the Most (Top Sectors) - 2015-2021*


Fig 2 Sector-Wise Hiring Trend from year 2015 till year 2021
(Data Source: Statista.com)

➢ *Top Three States with Maximum Hiring Demand (from 2015 till year 2021)*

Table 3 State-wise (Top 3 States) Hiring Demand

| Sr. No. | State |
|---|---|
| 1 | Delhi-NCR |
| 2 | Karnataka |
| 3 | Maharashtra |

(Data Source: Statista.com)

➢ *Top Three States with Maximum Supply of Employee Talent (from the year 2015 till year 2021)*

Table 4 State-wise Supply of Employable Talents

| Year | Top Three States (with the maximum supply of employee talent) | | |
|---|---|---|---|
| | 1st State | 2nd State | 3rd State |
| 2015 | Delhi | Orissa | Uttar Pradesh |
| 2016 | Andhra Pradesh | Uttar Pradesh | Delhi |
| 2017 | Maharashtra | Andhra Pradesh | West Bengal |
| 2018 | Andhra Pradesh | Delhi | Gujarat |
| 2019 | Andhra Pradesh | Delhi | Uttar Pradesh |
| 2020 | Maharashtra | Tamil Nadu | Uttar Pradesh |
| 2021 | Delhi & NCR | Orissa | Uttar Pradesh |

(Data Source: Statista.com)

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➢ *Gender Wise Employability and Participation at Work:*

Table 5 Men vs. Women Employability and Participation at work-2015-2021

| Year → | | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|---|---|---|---|---|---|---|---|---|
| **Men** | **Employability %** | 34.26 | 36.26 | 40.00 | 46.00 | 46.15 | 45.60 | 39.00 |
| | **Participation at Work%** | 70.00 | 68.00 | 71.00 | 77.00 | 75.00 | 77.00 | 64.00 |
| **Women** | **Employability %** | 37.88 | 39.95 | 40.88 | 38.15 | 45.60 | 47.00 | 41.25 |
| | **Participation at Work %** | 30.00 | 32.00 | 29.00 | 23.00 | 25.00 | 23.00 | 36.00 |
| **Average Employability** | | 36.07 | 38.11 | 40.44 | 42.08 | 45.88 | 46.30 | 40.13 |

(Data Source: wheebox.com and statista.com)

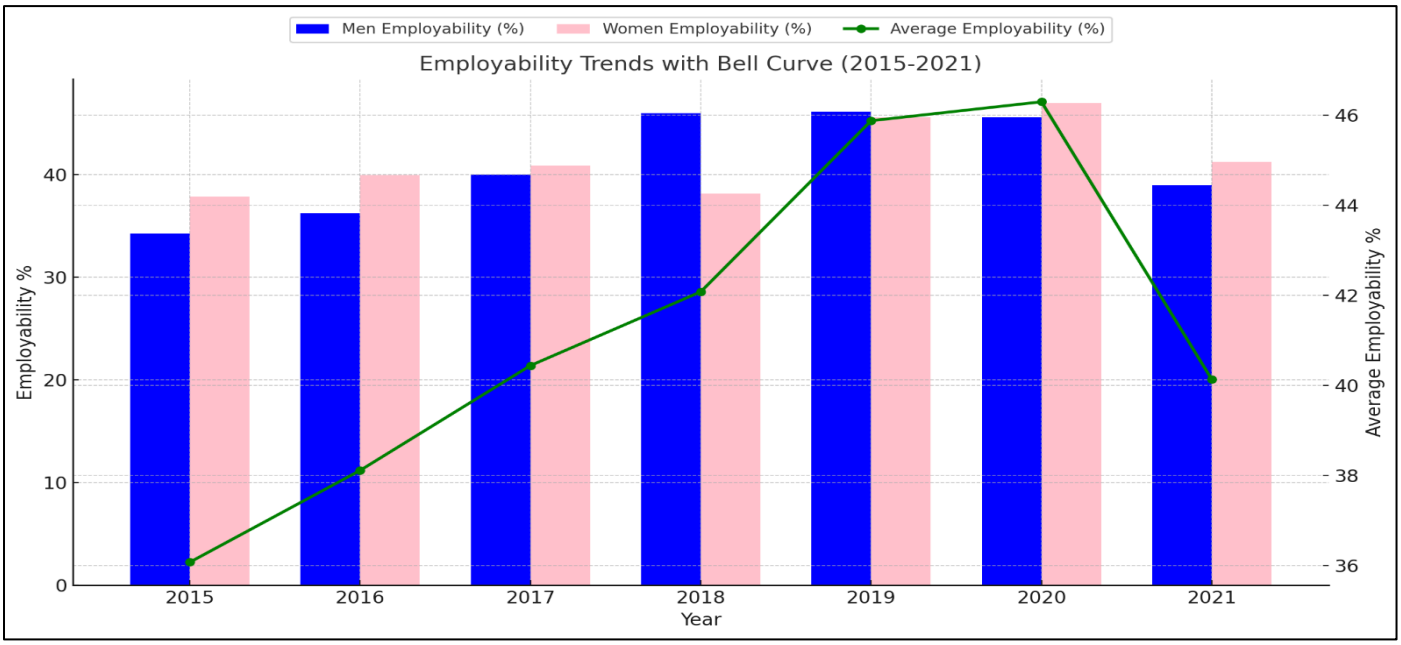


Fig 3 Here is the bar chart showing the employability trends for men and women from 2015 to 2021, along with a bell curve for average employability.

➢ *Annual Developments in Youth Employment*

The youth employment contribution rate decreased by 0.9% in the first nine months of 2021 compared to 2020. This trend poses significant challenges for very young individuals aged 15 to 20. Secondary data from a survey of future professionals reveals that only 45.9% of young people consider themselves highly employable. This figure is notably lower than in previous years, indicating a skills gap in training (Godse V.P., Randive, A., & Rajvanshi, S.D., 2015). Despite this, the statistic remains encouraging, especially given that the average age in India is 26.8 years, which represents a substantial portion of the workforce in South Asia's densely populated subcontinent.

Interestingly, there are more women than men in the employable resource pool. While 41.25% of women are deemed employable, only 38.91% of men are similarly identified. This is a positive statistic, particularly in the context of global gender balance. In recent years, the enrollment of women in universities and degree programs has risen. Among aspiring professionals, B.Tech and MBA graduates are viewed as the most employable talents in their respective industries.

States such as Maharashtra, Tamil Nadu, Uttar Pradesh, and Karnataka have the highest numbers of employable individuals. There is a significant demand for skilled professionals in pharmaceuticals and healthcare, while the software and IT industries are expected to hire more women in the coming year. The overall positive hiring intention of 37% suggests that more men and women are being employed across various sectors. However, a striking statistic reveals that women make up only 36% of the total workforce, compared to 64% for men. Although this marks a considerable improvement over last year, there is still much work to be done regarding women's participation in the labor market. In 2015, the female participation rate was just over 30%.

While the share of qualified women workers is higher at 41.25% compared to 38.91% for men, the demand for technical training remains strong for all aspiring skilled workers and students. The increase in skilled women workers indicates underlying structural changes in the Indian economy. The overall decline in the employability of Indian male youth reflects the stringent measures imposed on education and industry during the lockdown and subsequent pandemic-related restrictions.

To address the decline in overall youth employability, skill enhancement programs and targeted training initiatives will play a pivotal role. Students from diverse disciplines are

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increasingly turning to online courses and training programs to boost their employability. The ISR 2021 report examines aggregate data on talent demand and supply in India, shedding light on the key factors driving employability and offering valuable insights into evolving employment trends nationwide. Understanding the factors influencing employment and employability in India requires a thorough analysis of the industry-wide changes triggered by the COVID-19 global pandemic over the past year.

To combat the decline in overall youth employability, skill-upgradation programs, and employability training will be essential. Students across various disciplines are increasingly enrolling in online courses and training programs to enhance their employability. ISR 2021 analyzes aggregate data on talent demand and supply in India, highlighting the drivers of employability in the country and providing consistent insights into changing national employment trends. To understand the factors affecting employment and employability in India, it is crucial to analyze the industry-wide changes that have occurred over the past year due to the COVID-19 global pandemic.

Though there has been a stable rise in employability from the year 2015 till 2020, conversely, there has been a shrill decay in employability in the year 2021; the major reason for this may be recognized to the knock- on influences of the Corona Epidemic in the year 2020 and 2021.

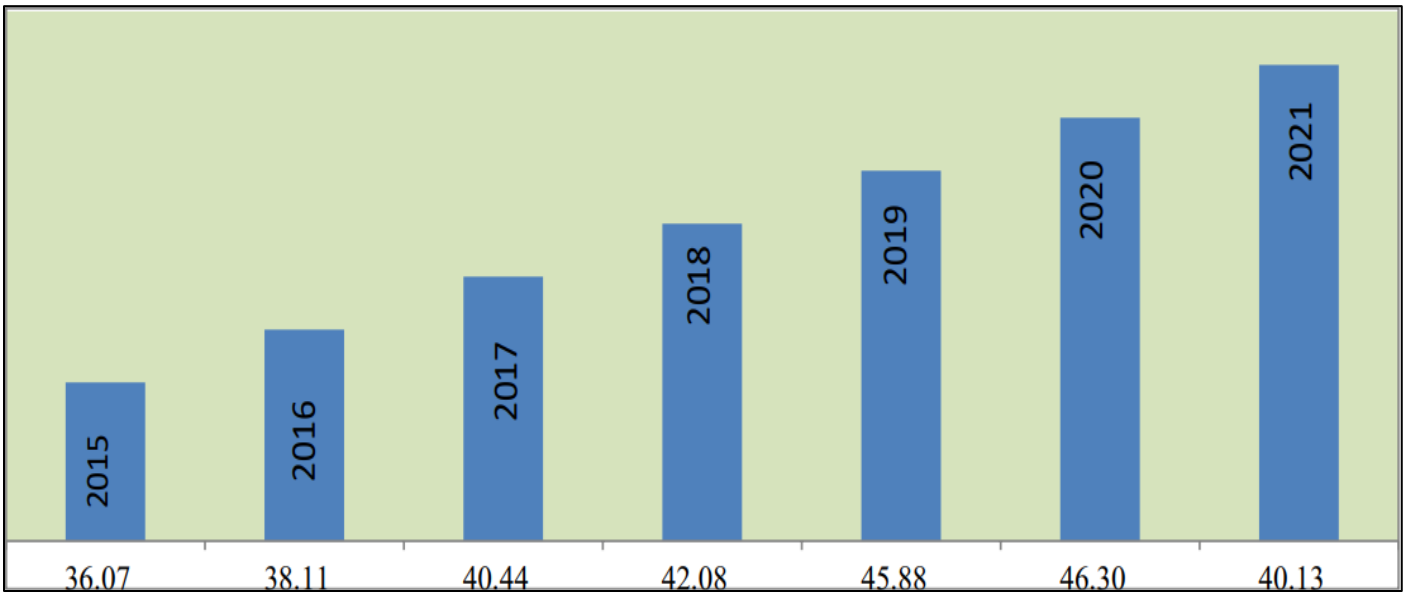

Fig 4 Graphical Representation of year wise trend in the Employability of Graduates & Post Graduates Passing out Across India

➢ *Analysis of the National Employability Test*

An assessment of available talent by the Wheebox National Employability Test (WNET) indicates that the employability of Indian youth stands at 45.9%. The highest percentage of employable individuals is found in the age group of 18-21 years, while the employability rate for older individuals is at 40%. This marks a significant decrease in the total number of employable youth compared to last year's analysis, but it reflects the evolving age demographics in the Indian job market.

To address this gap, reform measures are urgently needed at the grassroots level of the education system to equip young students with the essential skills required for in-demand career opportunities across various industries. B.Tech and MBA graduates currently have the highest employability scores, sitting at 47%. In contrast, MBA graduates held a notable lead last year with a score of 54%. Candidates with degrees in MBA, B.Com, BA, and B.Pharma are now among the top high-employability resources, indicating an increasing number of candidates entering not only the healthcare sector but also various business industries in the coming years (Godse V.P., Randive, A., & Godse, S.S. 2015).

In terms of regional talent, the cities with the highest employability rates are Maharashtra, Tamil Nadu, Uttar Pradesh, and Karnataka, with Hyderabad, Bangalore, and Pune being the top cities for employable talent. Notably, Mumbai has dropped out of the list of the top 10 cities this year, while Hyderabad and Pune have emerged as leaders in offering a rich pool of employable resources.

Employability among women is higher than among men, with 41.25% of women found to be employable compared to 38.91% of men. This trend of increasing employability among women has been consistent over the past three years, suggesting that Indian women represent a significant resource pool for industries in the near future. Currently, men account for 64% of the workforce, while women make up only 36%. However, Rajasthan has a higher rate of employable female candidates at 46.18%, followed by Telangana with 32.71%. Additionally, 85.92% of candidates express a desire for corporate internship opportunities, indicating that India possesses a work-ready talent pool, even though they may lack practical experience.

## IV. CONCLUSION

A skills gap analysis is essential for the future success of any organization. It serves as a roadmap for both the organization and its employees to navigate and thrive in a VUCA (Volatile, Uncertain, Complex, Ambiguous) business environment. This analysis documents the organization's perspective, identifies existing barriers, and projects future needs. Additionally, it reveals valuable insights that can elevate the organization while enhancing employee productivity, engagement, and loyalty.

Many businesses currently find themselves at a critical juncture, with high expectations for what lies ahead. With so much at stake, it can be tempting to become complacent. However, the best way to prepare for the future is to implement a skills gap analysis strategy that will optimize your organization's advantages both now and in the years to come.

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