ABSTRACT

Today’s complex and cutthroat selling environment combined with rapid technological changes and globalization has raised a concern for superior performance. Firms are becoming increasingly aware of the need to have competent employees for survival and long term sustainability. All types of organizations irrespective of their size, structure and age are talking about competencies. Pharmaceutical industry has emerged as one of the significant industries and one of the top contributing industries to economic growth of India. It necessitated the identification of important competencies both for sales staff and HR professionals for enhanced organisation effectiveness.

The aim of the study was to measure the competency levels of sales staff of Pharmaceutical industry. Eight competency groups, i.e., technical, personal, Client orientation, time management, Interpersonal, team player and presentation competency groups and their linkages to the organization effectiveness were analyzed using the statistical software SPSS. Altogether 8 competency groups and 6 factors of organization effectiveness items were analyzed. The use of survey data in the study helps us to provide evidence of the relationship between the competencies and organization effectiveness.

The aim of the study is to explore formalization of competency mapping in organizations of India. In spite of numerous benefits of competency mapping, implementation of the same in Indian organizations is still in infant stage. Significant competencies were identified through factor analysis which can lead to enhanced organization effectiveness in pharmaceutical industry. Competency mapping was done by identifying the gap between required competency level and actual competency level. The study deployed quantitative research design of 350 respondents. Competencies of sales staff have a significant impact on organization effectiveness. Among eight competency groups identified through factor analysis, technical competency group emerged to be the most significant group followed by personal competency group. The study concludes with specific implications based on research findings which can be used for further research. The study is beneficial to fields of competency mapping, pharmaceutical companies of India, Sales staff, HR Professionals, the
academicians, organizations and researchers.

Key words: Competency mapping, Organization effectiveness, Sales staff, Pharmaceutical Industry.