Chapter 3

Research Methodology
3.1 Research

Research methodology is a systematic and scientific search for getting relevant answers on any taken up specific topic. Research is conducted for scientific enquiry into a subject and for search of knowledge. The research methodology chapter states the methodology which is adopted for the specific study by the researcher. The methodology consists of research objectives, research design to help in deciding the sampling methods, methods for data collection and data analysis tools. The research has been undertaken to study the “Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan. According to Clifford Woody, research involves defining and redefining problem; formulating hypothesis; collecting, organizing and evaluating the data; reaching conclusion and testing the conclusion to determine if the hypothesis formulated fits into it. Kothari & George J. Mouly (2012) defined research as the systematic application with scientific and logical solution of any identified problems in various fields. C.C. Crawford (2011) defines “Research as a systematic and refined technique of thinking, employing specialized tools, instruments, and procedures to obtain a more adequate solution of a problem”. Singh Y.K. (2006) identified that the research process includes observations with data collection and drawing out the conclusions. Yet research begins with problem recognition, compilation of data, facts with review on the real facts and analysis. The purpose of the research is to answer the queries and formulate hypothesis through scientific methods.

In general term research is known as search for knowledge; the main aim of any research is to generate measurable and testable data, gradually adding to the accumulation of human knowledge for welfare of human mankind in one or other way.

Research Methodology is a way to systematically solve the research problem. It may be understood as the science of studying how the research is done scientifically. Therefore the present research on Impact of Competency Mapping
Research Methodology

on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan is based to cover the following Research Methodology

**Flow Chart 3.1  The Scientific Research Method**

1. Ask a Question
2. Research Existing Sources
3. Formulate a Hypothesis
4. Design & Conduct a Study
5. Draw Conclusions
6. Report Results

The methodological aspects related to the research conducted in the present study are given in this chapter. It begins with a development of the research framework. Then, it provides the hypothesis developed in this study. Thereafter, the design of
the research instrument, scales and measurements, and the data collection procedure will be discussed. Finally, the data analysis techniques used are also presented.

3.2 Literature Review

Retailing is an upcoming area in the field of management research. Though retailing is a concept which is existing during the existence of the mankind, but the concept of unorganized retailing turning to organized one is not that older a concept. Indian retailing has gone through a drastic change late nineties after liberalization. The advent of retailing as a more organized form has given way to a lot of research avenues and off course the human behavior at the pivotal of this. It is the main area which is on focus for every researcher. Consumer has been the most important factor for any retailing activity. In other words, retailing is always consumer centric and studying the consumer behavior is of utmost importance for the retailers, marketers and the researchers.

Retailing has offered the specialists with a considerable measure of key zones to study right from the behavioral parts of the client including customer desires, observation, identity, disposition, way of life, inclination, support conduct, shopping intentions, shopping background and diversion part of shopping to the retailers useful qualities like retail location traits, store arrangements, stock administration, combinations, assortment, merchant administration, showcase and visual promoting, climate and atmospherics, administration quality, store design and area, store picture, marking and advancement, private marks, retail advertise techniques, store operations, data innovation in retailing, SCM, CRM, and a great deal more ranges relating to the retail examine.

An alternate part of advanced retailing that has stimulated the enthusiasm of the scientists is the developing idea of the shopping centers as shopping destinations. Late changes in the Foreign Direct Investment (FDI) rules for retailing in India have additionally driven path to the examination prospects. Additionally, bureau's late choice on permitting 51% FDI in multi-brand retailing and further rollback
has likewise cleared path for the scientists to produce their perspectives on the same.

There have been generous studies led on different parts of retail over past few years on some of these zones relating to distinctive geologies and demographics. The specialist has experienced far reaching study on the writing effectively accessible and attempted to create a thought of the exploration prospects and different perspectives over which an examination can be directed in retail division.

3.2.1 Dimensions of Review of Literature

Dimension of review of literature studied on the competency mapping and talent acquisition of employees in Organized Retail Sector of Rajasthan is as given:

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Dimensions</th>
<th>No. of Review Literature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Review on Retail</td>
<td>23</td>
</tr>
<tr>
<td>2</td>
<td>Review on Competency Mapping</td>
<td>6</td>
</tr>
<tr>
<td>3</td>
<td>Review on Talent Acquisition</td>
<td>3</td>
</tr>
</tbody>
</table>

Source: Literature Reviewed
Table 3.2 Literature Reviewed Year Wise

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Literature Reviewed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 2000 – Year 2005</td>
<td>4</td>
</tr>
<tr>
<td>Year 2006 – Year 2010</td>
<td>18</td>
</tr>
<tr>
<td>Year 2011 – Year 2015</td>
<td>16</td>
</tr>
</tbody>
</table>

Source: Literature Reviewed

Table 3.2 Dimensions on Literature Reviewed

Source: Literature Reviewed
3.2.2 Snapshot of Review of Literature

*Harvey Michael G., Milorad M. Novicevic and Cheri Speier (2000)*, opined on “An innovative global management staffing system: A competency – based perspective” that significant demands are obligatory on company management of international companies to develop a strategic orientation of their world human resource management systems. This strategic orientation, that must balance the requirement for each international stability and native flexibility, necessitates an additional pronounced multicultural management membership. The competency-primarily based system planned during this paper combines an innovative international management staffing follow of impetrating foreign managers with the existing expatriating domestic managers. The competency-based criteria are accustomed to establish global manager candidate pools capable of executing an integrated international management system.

*Banerjee A. and Divakar S. (2001)* in their paper attempted to find basic rules structured by shoppers more than a time of time to settle on choices with respect to whether to purchase or not to purchase merchandise in view of the progressions in business sector costs of products. As indicated by them, these straightforward rules are edge costs, which trigger various types of procurement conduct (choice to forego buy till future periods, choice to expand utilization, choice to stockpile for what's to come). They attempted to highlight the requirement for retailers to be touchy to the issue of customer's multi-period by arranging methodology, which might altogether affect the viability of advancement plans. The exploration uncovered that there exists a value edge that triggers stockpiling conduct of the retail client.

*Sinha P.K, Banerjee Anand and Uniyal D.P. (2002)* in their study attempted to comprehend store decision conduct of customers in the connection of the changing retailing environment. They have attempted to distinguish real drivers behind decision of stores for different shopping needs as displayed by a run of the mill Indian purchaser. Their study uncovered that accommodation and stock are the essential explanations for picking a store. Closeness of the store, store atmosphere
and administration are different reasons. Supermarkets are picked all the more on the premise of their nearness and long haul relationship with stock. Stores managing in clothes, books, and music are picked built absolutely in light of feel. Buyer strong stores are picked unmistakably in view of stock and individual referrals accessible with feel somewhat influencing decision.

**Kaur, Jaipdeep and Kumar Vikas** (2004) in their research “*Competency Mapping: A Gap Analysis*”, explained the need of Competency Mapping in an organization. Competency Mapping establishes expectations for performance excellence, leading to a scientific approach to skilled development, improved job satisfaction, and higher worker retention. It increases the effectiveness of coaching and skilled development programs by linking them to the success criteria. The competencies are broadly divided into 3 categories:

- **Technical or Functional skills** – Includes business awareness, organizational awareness, technical skills and external awareness.

- **Managerial skills** – Includes planning skills, cross functional approach, concern for excellence, fair judgment, leadership, delegating and supporting subordinates and risk taking.

- **Human attributes** – Includes fair communication, team working and interpersonal effectiveness, integrity and transparency.

Authors concluded that the competency mapping is important not only for the organizational development, but also for the growth of the individual. According to the case study, the upper level lacked in practical competencies, middle level was in need of managerial skills and a primary level manager was in the need of human skills. The competencies that are lacking in deputy manager are technical skills however extraordinary in cross functional, concern for excellence, risk taking and the other alternative competencies are meeting the desired level. The senior managers lacks in business awareness, planning skills, proper deputing tasks and cooperating with the subordinate, team work, social skills however exceed the priority for excellence and rest other competencies were up to
the mark. The junior manager was in need of technical skills, external awareness, leadership, team effectiveness and social skills however was wonderful in planning and risk taking.

_Ganesh J., Reynolds K. E. and Luckett M. (2007)_ have attempted to study the Retail support conduct and customer typologies utilizing a multi-form, multi-system approach. Their discoveries on both the inspiration based and quality based bunch examination uncovered five normal customer sorts overall retail organizes. In view of their retail support conduct these customers are termed as 'Indifferent customers' (the most hesitant customers), Enthusiastic customers (shopping happiness), 'Destination customers' (image seekers), Basic customers (need fulfilling), and the 'Deal seekers (cost situated). Buyers do see contending retail arranges in an unexpected way, however the purposes of contrast, and thus the impression of the retail organizations, have changed and will keep on evolving.

_Singh B. D., Sita Mishra (2008)_ stated “Indian Retail Sector- HR Challenges & Measures for Improvement”. She talked about the emerging job opportunities in retail in India and the challenges which the HR has to face in order to hire the best talent. In a retail organization the front line staff is the face of the organization. It was found that the disinterested, unprepared, poorly groomed and unwelcoming sales people lead to loss of business irrespective of the brand profile. India is perceived as most promising land for the retailers across the world. It is predicted that India will become world’s 5th largest consumer market by 2025, which is at 12th position presently. Thus, the demand for talent has spiked up and underscored need for effective HR systems.

_Rigopoulou Irini D. (2008)_ in their shopping introduction division methodology attempted to portion clients in a "live" and exploitable way. This study was attempted to create extra information on shopping introduction, every portion recognized is proposed to contrast as far as the relative significance put on particular store-decision criteria in the retail environment. The study uncovers that both Product/Price and Service scape/Personnel related criteria are basic to store-decision. These criteria, together with fulfillment, can be seen as a calculated stage
in view of which retail clients can be viably sectioned. As indicated by them, the clients fall into two unique fragments, specifically the "particular" and the "nice" clients. "Meticulous" are the clients who rate the significance of certain store-decision criteria at lower level and in parallel, they are pronouncing a lower level of fulfillment. Whereas "agreeable" clients, the inverse is the situation that is they rate the specific store-decision criteria higher in significance and they appear to be more fulfilled regarding all fulfillment related elements.

Sinha R.K. (2009) in his study researched the customers' inclination for composed and disorderly retail organizes. Such inclination was researched alongside view of practical profits offered by the two arrangements of retailing alongside demographic and individual elements. His study brought about helpful experiences about better forecast of customers' conduct. Customers buy from more than one outlet notwithstanding some favored store or store form. This demonstrates that customers' impression of outlets and inclination don't bring about disparaging of retail outlets. Hence, this examination uncovered that impression of practical profits; demographic components and individual variables have no effect on the general support conduct of customers, towards diverse arrangements of basic supply retailing. The study says situational components like any sort of offers advancement, accessibility of items, assessments of relatives or it can be verity looking for inclination and comparable variables which may assume an unequivocal part for the customers while shopping.

Ghosh (2009) in their exploration endeavored to deliver issues identified with store qualities and their pertinence in the store choice procedure. Eleven variables (store properties) have been recognized in this article taking into account hypothesis and judgment. Element examination has yielded three components: Convenience & Merchandise Mix, Store Atmospherics and Services as the fundamental variables which structure the premise for client to assess a retail location. Accommodation is looked for regarding separation of an outlet from home or work environment and carpet of an outlet for simplicity of development inside the outlet. Presentation to different alternatives to browse makes clients
Research Methodology

additionally requesting while selecting an outlet. They look for mixture of items at focused costs. Clients search for bother free shopping in a situation that is helpful. Well-lit stores with the right temperature and right sort of music may likewise lessen stress. Clients search for quick and productive charging frameworks, visual merchandizing, and instructive signage inside the store and brief staff. Therefore, the study uncovers that the over three credits end up being the most essential in assessing a retail location.

Yadav R. (2009) in his study has attempted to recognize the clients' state of mind and observation towards developing retail configurations, for example, shopping centers. It likewise looks to learn the key variables (determinants) that influence state of mind and observation arrangement towards the shopping centers.

The study revealed that customer attitude towards shopping malls is strongly influenced by the absence or presence of certain elements, like location, infrastructure, and amenities, ambience, merchandising and pricing, entertainment value and personal value. The study proved that the presence of optimum level of these elements has led to higher customer satisfaction with the malls and in turn a positive attitude and perception towards the malls. The study also revealed that customer preferred to purchase apparels the most whereas the least preference was given to electronic gadgets for purchasing from the shopping mall. It also reveals that increase in average family income not only increases the frequency of visit to the malls but also positively influences the time spent by the customer in the mall.

Kamath G.B. (2009) in his research analyzed the consumers’ preferences of the specific attributes of retail store in Mangalore city. The most significant factor that determines the retail outlet preference is the shopping experience and ease of shopping itself. Consumer wants a hassle free shopping, Convenience in parking, clean and friendly atmosphere when he enters the store, gets whatever he wants to buy, gets a good service and quality products. The second most important factor is the entertainment and gaming facilities availability at the store. When the parents are shopping, the consumers want their kids to be engaged in some activity.
The third most important factor is the discounts and the low prices. They want a value for their money. The fourth factor can be called the add-on services and facilities like smooth billing, easy and effective bagging and free home delivery. Consumers prefer a lot of comfortable shopping. The fifth factor is termed as variety available at the retail store. The consumers require ample range of different brands and products from which they can choose from. Other factors like anytime shopping, convenient placement of products and proximity to location also play an important role in deciding a purchase from organized retail outlet.

Mittal K.C. and Prashar A. (2010) tried to understand the differences in retail purchase behaviour conditioned by demographic and geographic factors and its implications on Retail Marketing. They tried to study the diversity in retail purchase behaviour and the influence of place and demographic factors on it. The study was confined to four cities of Punjab and the results revealed that purchase patterns of grocery remains same across geographies to large extent and people prefer grocery stores to be nearby. Proximity and price are more important than other factors.

Sainy R. (2010) tried to find out a relationship between retail service quality and customer loyalty for a retail outlet and to see if there is any impact of demographic variables on customer loyalty. The research revealed that service quality affects customer perception while determining patronage towards a retail outlet. The dimensions of service quality namely tangibles, reliability, assurance, empathy and responsiveness play an important role in determining customer perception towards a retail outlet. It was also inferred from the study that there is significant difference between the dimensions of service quality and its effect on customer loyalty i.e. tangibles (quality, merchandise and convenient operating hours) has the highest effect on customer loyalty. Also, demographic variables like age, gender and income have a positive effect on customer loyalty.

Chakraborty S. (2010) identified the driving shopping motives of Indian discount store shoppers. Other three dimensions of the study were store attributes, shopping
outcomes and perceived shopping cost. The outcome of their study revealed diversion motive, socialization motive and utilitarian motive. Also, store attributes and perceived shopping cost affects the buying motives of the shoppers of discount retail store.

**Devgan D. and Kaur M. (2010)** in their research have identified key factors which affect the Indian consumers’ perception about shopping malls. The research revealed six important factors namely value for money, customer delight, information security, credibility, store charisma, and productive excellence which a customer considers for buying from a shopping mall. Customers wish to buy from that shopping mall only which is more reliable from these perspectives. Moreover, layout of the mall is also given due weightage; more emphasis on branded products along with variety was also laid.

**Dalwadi R.K., Rathod H. and Patel A. (2010)** in their study examined empirically how consumers’ perceptions towards stores get affected by demographic, situational and store variables when they make purchase decision. The research inferred that usual shopping place and demographic variables have no significant or considerable association with customer perception. The study emphasizes that product range, store layout, shopping convenience; promotional schemes, product pricing, customer service, employee behavior, and store ambience significantly influence the customers.

According to **Mittal K.C., Arora M. and Prashar A. (2010)** the customers’ preference for an organized retail store depends on various factors. This study focused on analyzing the consumers’ preferences of the specific attributes of retail stores in various cities of Punjab. The researchers identified the shopping availability and variety of products as the most significant factors that determine the retail outlet preference. Secondly, they revealed that customer services like free home delivery, sale executive to help, sufficient parking space, availability of baskets and trolleys and fast checkouts are equally important attributes that a shopper prefer in a retail outlet. Customer also prefers to shop in a store which has a good ‘ambience’, and is clean with attractive displays and sufficient lighting.
Other factors like discounts and special offers, quality of products, advertisement, prestige and recommendations by friends and relatives also play an important role in preferring a retail outlet. Thus, this study revealed the innate behavior of a shopper desiring to enjoy his shopping.

Paulrajan Rajkumar (2011), opined on “Employability Skills in Chennai Retail Market, India”. The aim of this paper was to report the finding from study to stipulate the underlying abilities required in obtaining and sustaining employment within the organized grocery and vegetable retail business. The focus was ‘Employability’ that is neither one time achievable nor marketable vocational and academic skills to create employment opportunity. A preliminary study has been carried out to perceive the necessity of skill set required in organized grocery and vegetable merchandising for entry level jobs. This study presents a complete framework for choosing store level managerial jobs by the help of Analytic Hierarchy Process (AHP). This method, expresses to work out the attributes during a multiple criteria decision – making problem in the selection the personnel

Study concluded in employability skills are related to getting jobs in organized grocery and vegetable retail sector. A mix of educational qualifications, necessary business skills and interpersonal skills are essential skills for entry level jobs. Employers in retail industry are searching for individuals for the managerial jobs with totally different set of skills set like educational qualifications, communication skills, leadership skills, teamwork skills and work expertise. This study of employability in organized retail market helps working professionals in process the information and skills needed by individuals seeking, acquiring and sustaining-employment.

Thenmozhi R. Dhanpal D. and Sathyapriya P. (2011) in their research addressed the customer perception about the retail service quality and also tried to test the relationship between the demographic profile of the customers and their perception on retail service quality using Retail Service Quality Scale (RSQS) in Tamil Nadu and Bangalore. The research revealed that perception of retail service quality varies across different cities; the retailers can meet the customer expectations based
on the factors that drive them. They identified certain factors which were important like model outlook in store, attractive arrangements, keeping up store promises, quicker checkouts, adequate parking facilities, door delivery, firm’s loyalty cards, price range, authority to handle complaints, easy to reach and sufficient stock. Thus, various factors influence the perception of retail service quality and it varies significantly according to the evolution of organized retail firms. Also, they explored that there is no significant association of demographic variables on perception of retail service quality among the consumers.

_Bhardwaj S., Sharma R. and Agarwal J. (2011)_ have discussed the perception of the customers towards the shopping malls. The research found that shopping malls are perceived to be a choice because of the eating joints and recreation centers in the malls, Brands and trends attract people toward malls. Customers prefer large variety of products that are available in the malls ranging from clothes, food items, electronic goods etc. The research revealed that habits of consumers are affected by ‘Word of Mouth’ and their perception towards the malls is influenced significantly by the referrals. The researchers also found that ‘customer service’ is all about the customer’s perception and it is a critical factor appealing the customers and motivating them to visit the outlet again.

_Swaroop Kirti and Jain S. (2011)_ have studied the perception of shoppers about the shopping malls in the area of Delhi/NCR. The researchers have explored the behavior patterns and the causes that draw consumers to the mall. They have identified six factors which develop a perception in the minds of Indian consumers. The factors identified are related to product attributes, mall design, reasons other than shopping (enjoyment), product information and delivery, buying behavior and motives of buying. Findings from the study suggest that consumer today has high focus on getting value for money. Comfort and recreational activities are part and parcel of Indian consumers. Also, with pleasure and fun while shopping at malls it is really
relevant for the customers to have a secure payment gateways and information systems in place. It is evident from the findings of the study that malls have transformed from being strictly purchase sites to being centers for many activities.

**Verma H. and Madan P. (2011)** in their research have identified key store attributes which have significant impact on the store image of an apparel store. The five factors extracted through Factor analysis are Store's Product and Operational Quality, Store's Overall Visual Appeal, Customer Convenience, Perceived Price and Past Satisfaction and Store's Promotional Effectiveness. Out of this, Store’s Product and Operational Quality is the most important factor determining overall Image of the store. Surprisingly, according to them Customer Convenience (Representative of the factors such Store Timings, Quality of Trial rooms, Parking Facilities, Utilities such as water, Toilets etc.) has not been found to be one of the major issues at least for customers buying apparel items as its impact on Store’s image has been found to be minimal. Customer may ignore the inconvenience and still visit a store if he/she finds quality cloths of his/her choice at particular store that is visually appealing and has a good past experience from the store. Thus, the study reveals that perception of receiving a high value for money results in more satisfaction which in turn builds higher image for a store.

**Jain S. (2011)** in his research focused on examining the impact of demographic variables of Jaipur consumers’ in various types of organized food and grocery retail formats (convenient, supermarket and hypermarket) and exploring the drivers of customer satisfaction and Loyalty in Jaipur Retail Supermarkets. The study revealed that demographic variables like age, education, occupation; family size and income levels have significant influence on the preference of types of food and grocery retail outlets. The major reasons of shopping in retail mall in Jaipur were Variety, all products available at one place, Display of goods, Quality, Offers & Discounts.

**Thiruvenkadam T. and Panchanatham N. (2011)** used the personality A : B scale developed by R.W. Bortner(1969) and tried to find out the relationship of these
personality types and the retail patronage behavior of shoppers. The Type A personality describes someone who is aggressively involved in a chronic, incessant struggle to achieve more and more in less and less time. They are impatient. In contrast, Type B’s are the exact opposites. Bortner (1969). There research revealed that Type “A” shoppers were more concerned with advertising, sales promotions, price of the products, location of the store, store atmosphere, convenience factors, and adjustments made by the store. Type “B” customers were concerned more about the product quality, variety and reputation of the store. Both A and B customers were concerned with brand image of the store and both were not concerned with the sales men.

Balaji S, D. Vimala (2012) in their research “Competency Mapping in Adecco Service Organizations, Chennai” viewed the Competency Mapping in Adecco Service Organizations at Chennai. The primary aim of this Study is to recognize the distinction between the performances of the workers of Adecco Service Organization at Chennai and the secondary aim is to spot the ability gap of its existing employees by using the Competency Model. This model finds out the competencies required to work during a specific role inside job, occupation, organization, or business. The quick changes happening within the demography and social systems therefore have given probability for varied human resource practices enhancing the employee productivity and growth.

The Study has created an effort to spot the distinction among the Performance of Employee of Adecco Organization and also the competency Gap of every dimension of competent factors. It is revealed that the competency levels of Adecco workers are found to vary among the staff members. The competency gaps are found to be higher in Job oriented Skills, Performance and Meta Qualities of workers of Adecco Organization. These might be developed by giving coaching specifically on Job specific Skills and Meta Qualities to the employees to improve their performances.

Chouhan Vikram Singh Dr. Sandeep Srivastava (2012), reviewed on “Competencies and Competency Models: Development and Applications”. Many
organizations in India and abroad place sturdy stress on competency and channeling their efforts to mapping competencies and implementing assessment and development centers. To out shine it's essential to understand what competencies a business requires. In any business strategy, employees are essential than the set up. Strategies will solely be effectively enforced if organizations have a competent force of employees. An efficient Human Resource strategy provides direction to herald in modification in an orderly fashion. This can be done by developing a competency model and mapping every job mandatory to these competencies. This paper makes an attempt to shed some extra light on the sector of competencies and competency models additionally to the applications of the competency model in a company.

Study concluded that Competency models are absolutely appropriate for human resources. They're position models at the center of every competency based human resource application. Thus, competencies and competency models are viable tool that may be used to organize the current and future manpower and retain trained incumbent employees to fulfill the task necessities and other requirements of employers. Future analysis could examine various factors of competency model for various wants of the industry and might decide that's there any agreement for the factors of competency model that we can arrive for an identical business.

**Hsieh Su-Chin, Lin Hung Jui-Shin -Chun Lee (2012)** in their study “Analysts on Literature: Review of Competency”, opined that presently, human resources management has been observed as a key plan to low the cost of manpower and improve an organization’s economic development. The term of “competency” plays the vital role in improving job performance and in turn qualifies HR. Especially, under the climate of globalization; the place of work requires business practitioners to obtain a new set of knowledge, skills, and attitudes to face the multiplicity and difficulty of the new business environment successfully. The main purpose of this study is to review the literature concerning the development, models, categorization, and paradigm shift. Authors try to compares the term “job descriptions” and “Key Responsibility Area (KRAs)” competencies are viewed
Research Methodology

generally and behavior-based. Each competency needs several KRAs. Competencies encompassed several factors that influenced job success however aren’t parts of the job description. 3 key points in defining a competency are underlying qualification and attributes of an individual, noticeable behaviors, and customary of individual performance outcomes. In summary, the aim of distinguishing competencies is to supply a well-trained manpower that may work for organizational goals effectively and with efficiency.

**Solomon Dr. M. Daniel (2013)** stated on “**Competency Mapping – A holistic approach to industries**”. This research was undertaken with the primary aim of searching for the extent of competency prevailing among the executives at a public sector and to supply appropriate suggestion. The major findings were almost ½ of the respondents have moderate level of overall managerial competency, human resource competency and general competency. Suggestion concerning the study given is that the management must organize additional capability building programmes. Study elaborated that Competency Mapping plays a major role in achieving the structure expectation through development of employees that create an excellent structure culture and additionally offers job satisfaction to the employees. It's necessary to introduce new plans and practices to spot competence gap and take initiatives to reward normal performance which might bring sensible results. Therefore, it's refined that competence mapping helps to often live and valuate individual and cluster performance to achieve the objectives of the organization and it'll additional facilitate to the expectation of the organization.

**Sen Nandita (2013),** in her article “**Competency Mapping of Front Line Staff – A need for an hour for retail sector**” quoted that creating competency based culture and systems in organizations are the necessity of the hour. This creates a demand for human resource professionals to have specialized skills and have a continuous up-gradation of information. Performing on solutions to assist the Retail business in addressing the front-line workers Challenges around Hiring, Training, and Retention. Historically, most retailers have had very localized operations. This localized nature of the business is dynamic as retailers face low rates of growth
and vulnerable profit at home. The call is for Human Resource practitioners to play a lot of proactive and outstanding role so as to retain the high tech versatile workers who are perpetually searching for bigger gains and prospects in their work. This is the real Human Resource challenge to retain the "knowledge workers" and "knowledgeable workers" by introducing new processes and procedures and still ride high in implementing organizational effectiveness.

Kohli Garima (2013), in her research work “Talent Acquisition Latest Trends” articulated that Talent acquisition is generally used as a synonym to recruitment. However, these are two different entities, where recruitment is a subset of talent acquisition which includes activities like sourcing, screening, interviewing, assessing, selecting and hiring the candidate.

S. Gandhi Manjula, S. Thenmozhi, P. Dhibiya, Dr. J. Venkatesh (2014), stated in their article “Changing Dynamics Of Talent Acquisition – A Tool For Managing Business Teams” that the organizations invest in talent acquisition to select the best fir for the right job. By developing the talent management procedure the organizations will go back to stop-gap process of recruitment and retention. The business model of these companies is based on stimulating temporary jobs, preserve resources and social innovation. Social entrepreneurs have risen up the bar. They have related in technology and social innovation below the same ridge while carrying out the social mission with the strength of a missionary. Managers are surprised to find the right kind of talent in their own pool of employees.

Dolai Dr. Dolly (2015), researched in her article “Challenges and Strategies for Talent Acquisition: The Case of an Indian Retail Chain”, that for an organization to achieve success proper recruitment and selection strategies has to be in place, which helps in formulating the manpower of the organization. These processes face a number of challenges. The research states that the challenges in recruitment and selection can be overcome by designing strategies for dealing which each of these challenges. To ensure the smooth inflow of manpower, the recruitment process has to be smooth, which can be done by streamlining the process.
### 3.2.3 Summary of Literature Review

#### Table 3.3: Literature Review

<table>
<thead>
<tr>
<th>S.No</th>
<th>Author(s), (Year)</th>
<th>Title</th>
<th>Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Harvey Michael G., Milorad M. Novicevic and Cheri Speier (2000)</td>
<td>An innovative global management staffing system: A competency – based perspective</td>
<td>The competency- primarily based system planned during this paper combines an innovative international management staffing follow of impetrating foreign managers with the existing expatriating domestic managers.</td>
</tr>
<tr>
<td>4</td>
<td>Kaur, Jaipdeep &amp; Kumar Vikas (2004)</td>
<td>Competency Mapping: A Gap Analysis</td>
<td>According to the research, the upper level lacked in practical competencies, middle level was in need of managerial skills and a primary level manager was in the need of human skills.</td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
<td>Title</td>
<td>Research Findings</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>6</td>
<td>Singh B. D., Sita Mishra (2008)</td>
<td>Indian Retail Sector-HR Challenges &amp; Measures for Improvement</td>
<td>This research stated that the disinterested, unprepared, poorly groomed and unwelcoming sales people lead to loss of business irrespective of the brand profile.</td>
</tr>
<tr>
<td>8</td>
<td>Sinha R. (2009)</td>
<td>Consumers' Perceptions, Preferences and Patronage Behavior for Retail Formats.</td>
<td>This study indicates that consumers' perception of outlets and preference do not result in patronizing of retail outlets. The study states situational factors may play a decisive role for the shoppers while shopping.</td>
</tr>
<tr>
<td>9</td>
<td>Kamath, G.B (2009)</td>
<td>Consumers Preference of Retail Store Attributes: A Case Study of Mangalore</td>
<td>The study reveals six major factors namely shopping experience and ease, entertainment and gaming facilities, promotion, discounts and low prices, add-on facilities and services, variety of products and other factors for shopping convenience influence consumers to prefer a retail store.</td>
</tr>
<tr>
<td>10</td>
<td>Yadav R. (2009)</td>
<td>Customers’ attitude and perception towards shopping malls: A study in Ghaziabad and Noida.</td>
<td>The study concluded that customer attitude towards shopping malls is strongly influenced by the absence or presence of certain elements, like location, infrastructure, and amenities, ambience, merchandising and pricing, entertainment value and personal value. The presence of optimum level of these elements has led a positive attitude and perception towards the malls.</td>
</tr>
<tr>
<td>No.</td>
<td>Authors</td>
<td>Title</td>
<td>Summary</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------</td>
</tr>
<tr>
<td>11</td>
<td>Ghosh P., Tripathi V. and Kumar A. (2010)</td>
<td>Customer expectations of store attributes: A study of organized retail outlets in India.</td>
<td>Convenience &amp; Merchandise Mix, Store Atmospherics and Services are the main factors which form the basis for customer to evaluate a retail store.</td>
</tr>
<tr>
<td>12</td>
<td>Mittal K.C., Arora M. and Prashar A. (2010)</td>
<td>An empirical study on factors affecting consumer preferences of shopping at Organized retail stores in Punjab.</td>
<td>The research depicted that the ‘shopping availability’ and ‘variety’ of products are the most significant factors that determine the retail outlet preference.</td>
</tr>
<tr>
<td>13</td>
<td>Sainy R. (2010)</td>
<td>A study of the effect of service quality on customer loyalty in retail outlets.</td>
<td>The study highlighted a positive impact of service quality on customer loyalty and also showed that demographic variables as age, gender and income have a positive effect on customer loyalty.</td>
</tr>
<tr>
<td>16</td>
<td>Dalwadi, RK, Rathod H and Patel A (2010)</td>
<td>Key Retail Store Attributes determining Consumers’ perceptions: an Empirical study of Consumers of Retail stores Located in Ahmedabad</td>
<td>The research inferred that usual shopping place and demographic variables have no significant or considerable association with customer perception.</td>
</tr>
<tr>
<td>Page</td>
<td>Author(s)</td>
<td>Title</td>
<td>Research Highlights</td>
</tr>
<tr>
<td>------</td>
<td>-----------</td>
<td>-------</td>
<td>---------------------</td>
</tr>
<tr>
<td>17</td>
<td>Mittal K.C. and Prashar A. (2011)</td>
<td>Retail purchase behavior in food and grocery in Punjab: A study of retail strategy.</td>
<td>The research revealed that purchase patterns of grocery remain same across geographies to large extent and proximity and price are more important than other factors.</td>
</tr>
<tr>
<td>18</td>
<td>Paulrajan Rajkumar (2011)</td>
<td>Employability Skills in Chennai Retail Market, India</td>
<td>The aim of this paper was to report the finding from study to stipulate the underlying abilities required in obtaining and sustaining employment within the organized grocery and vegetable retail business.</td>
</tr>
<tr>
<td>19</td>
<td>Thenmozhi R. Dhanpal D. and Sathyapriya P. (2011)</td>
<td>Retail service quality: A customer perception study.</td>
<td>The research stated that perception of retail service quality varies across different cities. Various factors influence the perception of retail service quality and it varies significantly according to the evolution of organized retail firms.</td>
</tr>
<tr>
<td>20</td>
<td>Bhardwaj S., Sharma R. and Agarwal J. (2011)</td>
<td>Perception of Consumers towards Shopping Mall- A Case Study with reference to Aligarh and Mathura City</td>
<td>Shopping malls are perceived to be a choice because of the eating joints and recreation centers in the malls. Perception towards the malls is influenced significantly by the referrals and the customer service factor.</td>
</tr>
<tr>
<td>21</td>
<td>Swaroop K. and Jain S. (2011)</td>
<td>Perception about shopping malls in India: Evidences from factor analysis.</td>
<td>Findings from the study suggest that consumer today has high focus on getting value for money along with comfort and recreational activities as a part and parcel of Indian consumers.</td>
</tr>
<tr>
<td>22</td>
<td>Verma H. and Madan P. (2011)</td>
<td>Factor analyzing the store attributes to identify key components of store image.</td>
<td>Store’s Product and Operational Quality is the most important factor determining overall Image of the store.</td>
</tr>
<tr>
<td>23</td>
<td>Jain S. (2011)</td>
<td>A critical study of consumer preferences towards organized retail in Jaipur.</td>
<td>The study revealed that demographic variables like age, education, occupation; family size and income levels have significant influence on the preference of types of food and grocery retail outlets.</td>
</tr>
<tr>
<td>24</td>
<td>Thiruvenkadham T. and Panchanatham N. (2011)</td>
<td>Impact of Personality on Retail Patronage Behaviour of Shoppers.</td>
<td>Personality types A and B affect the retail patronage behavior of shoppers. Type “A” shoppers’ patronage was higher than Type “B” shoppers.</td>
</tr>
<tr>
<td>25</td>
<td>Balaji S, D. Vimala (2012)</td>
<td>Competency Mapping in Adecco Service Organizations, Chennai</td>
<td>This research finds out the competencies required to work during a specific role inside job, occupation, organization, or business. The quick changes happening within the demography and social systems therefore have given probability for varied human resource practices enhancing the employee productivity and growth.</td>
</tr>
<tr>
<td>26</td>
<td>Chouhan Vikram Singh Dr. Sandeep Srivastava (2012)</td>
<td>Competencies and Competency Models: Development and Applications</td>
<td>Study suggested that Competency models are absolutely appropriate for human resources. They're position models at the center of every competency based human resource application.</td>
</tr>
<tr>
<td>27</td>
<td>Hsieh Su-Chin, Lin Hung Jui-Shin -Chun Lee (2012)</td>
<td>Analysts on Literature: Review of Competency</td>
<td>The researcher find out that the aim of distinguishing competencies is to supply a well-trained manpower that may work for organizational goals effectively and with efficiency.</td>
</tr>
<tr>
<td>28</td>
<td>Solomon Dr. M. Daniel (2013)</td>
<td>Competency Mapping – A holistic approach to industries</td>
<td>Competence mapping helps to often live and valuate individual and cluster performance to achieve the objectives of the organization and it'll additional facilitate to the expectation of the organization.</td>
</tr>
<tr>
<td></td>
<td>Author(s)</td>
<td>Title</td>
<td>Summary</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>29</td>
<td>Sen Nandita (2013)</td>
<td>Competency Mapping of Front Line Staff – A need for an hour for retail sector</td>
<td>The researcher quoted that creating competency based culture and systems in organizations are the necessity of the hour. This creates a demand for human resource professionals to have specialized skills and have a continuous upgradation of information.</td>
</tr>
<tr>
<td>30</td>
<td>Kohli Garima (2013)</td>
<td>Talent Acquisition Latest Trends</td>
<td>The study articulated that Talent acquisition is generally used as a synonym to recruitment. However, these are two different entities, where recruitment is a subset of talent acquisition.</td>
</tr>
<tr>
<td>31</td>
<td>S. Gandhi Manjula, S. Thenmozhi, P. Dhibiya, Dr. J. Venkatesh (2014)</td>
<td>Changing Dynamics Of Talent Acquisition – A Tool For Managing Business Teams</td>
<td>The article state that the organizations invest in talent acquisition to select the best fit for the right job. By developing the talent management procedure the organizations will go back to stop-gap process of recruitment and retention.</td>
</tr>
<tr>
<td>32</td>
<td>Dolai Dr. Dolly (2015)</td>
<td>Challenges and Strategies for Talent Acquisition: The Case of an Indian Retail Chain</td>
<td>The research states that the challenges in recruitment and selection can be overcome by designing strategies for dealing which each of these challenges.</td>
</tr>
</tbody>
</table>

**3.3 Research Gap**

Human Resource is the most important asset for any organization and it is the source of achieving competitive advantage. Managing human resources is very challenging as compared to managing technology or capital and for its effective management, organization requires effective HRM system. HRM system should be backed up by sound HRM practices. HRM practices refer to organizational activities directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. Literature cited above states about the Competency Mapping and its requirement in the retail sector.
and other sectors. To develop an effective organization, hiring and retaining the competent manpower is very important. But, the study on specifically mapping the competency of the front line staff has not been done for Rajasthan retail sector. The reason behind this is because the entry of organized retail in the state is still in the initial phase.

Precise job competencies need to be communicated to all the employees in the Retail sector. Research indicates that the closer the employer’s job competency expectations i.e. the required competency level to the actual job competency level of the employees, better services are offered for Sales and Promotion, Branding management, controlling shrinkage, multi skill development and the employees are highly motivated and satisfied with their jobs.

The literature review about Impact of Competency Mapping on Talent Acquisition reveals that talent acquisition is highly impacted by competency mapping. Through competency mapping at the time of talent acquisition / recruitment the employees can be assigned roles based on their competencies for the better performance. The present research aims to study the impact of competency mapping on talent acquisition through primary and secondary data captured from selected retail stores of Rajasthan. It has been observed that no research has been carried out in the Rajasthan retail sector, because of the new entry of organized retail in the state. Therefore, this significant research is an attempt to provide the overview of competency mapping in the retail sector of Rajasthan.

In order to ascertain accurate and current job competency expectations i.e. the required competency to work in a retail sector in Rajasthan, Supervisors and Retail Store heads were asked to rate the importance of the specific job competencies for the workforce i.e. frontline staff of respective retail chain. Competency analysis has been ascertained by the views obtained from customers of retail sectors.

It is therefore required to study Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan. It is necessary to study the challenges retail sectors are facing with the emergence of several modern
HR Practices and what all measures can be taken to promote it not only at grass level but also at grand level.

3.4 Need and Significance of Study

The competency mapping framework provides the base to all the HR practices. Competency mapping provides better results for all the HR processes like talent acquisition, talent management, performance appraisals and training and development. The competencies and skill management are greatly allied to the efforts of the organizations to create an efficient manpower to enhance the innovation, competitiveness and effectiveness. The purpose of measuring the competencies is to analyze the skill requirement in the retail sector between the present competences of the company and the competency required to meet the organizational strategic goals. The researcher finds that there is a need of Competency Mapping in the retail sector of Rajasthan. Effective competency mapping makes the process of talent acquisition more efficient and in line with the organizational goals. So, the research aims to measure the impact of Competency mapping on the process of talent acquisition in the Rajasthan retail sector.

Therefore, it appears important to investigate if a difference exists in job competency expectations held by the retails sector for their employees between the required competency levels to the existing level of working front line staff of retail chains in Rajasthan.

3.5 Objectives of the Research

The present study aims to achieve the following objectives by considering the main objective as “Impact of Competency Mapping on Talent Acquisition: A study of Organized Retail Sector in Rajasthan”:

- To understand the key concepts in competency – based management.
- To identify the different attributes of competency viz. knowledge, skill, talent, attitude of the employee and their perceived allocation.
Research Methodology

- To analyze the skill level of employees especially front line managers and staff for training need assessment.
- To study the linkages between competency mapping practices and performance of front line employees of retail sector in Rajasthan.
- To assess the gap in competencies of the employees in retail sector based on various dimensions.
- To investigate the contribution of competency mapping during the process of talent acquisition in the retail sector.

To achieve these objectives both quantitative and qualitative methods were employed to understand competency mapping practices opted by retail sector for front line staff in Rajasthan.

3.6 Hypotheses

Hypothesis is defined as “Hypothesis” by Bob Ryan, Robert W. Scapens and Michael Theobald (1992) which is a tentative statement regarding the elucidation of any given problem that require to be verified on some logical base.

The present study of Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan is undertaken to test the following hypothesis:-

- H₀: There is no significant association between the expected and actual competencies and the performance on employees of the retail stores.
- Hₐ: There is a significant association between the expected and actual competencies and the performance on employees of the retail stores.
- H₀₁: There is no significant relationship between competency mapping and talent acquisition in organized retail sector.
- Hₐ₁: There is a significant relationship between competency mapping and talent acquisition in organized retail sector.
3.7 Research Design

A *research problem* in general, refers to some deficiency which a researcher experiences in the context of either a theoretical or practical situation and wants to obtain a solution for the same.

The issue related to the Impact of Competency Mapping on Talent Acquisition on one hand and high impact of Competency of Employees on performance in retail stores on the other hand, have become highly important. Therefore a proper performance and evaluative study is required as it will remove confusion and management of retail stores to develop a proper and standard competent front line staff for enhancing the profits of the organization and also for maintaining the retention of employees.

A number of studies had been conducted across the world including India, to find out the HR Practices and Employees retention but not much has been done in India over *Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan.* Hence the present study was undertaken to fill this research gap.

**Research Design:-**

The function of research design is to provide for collection of relevant data with minimum expenditure of effort, time and money. Preparation of research design involves usually the means of obtaining information.

3.7.1 Method of Research

- *Exploratory & Descriptive*

“Exploratory research is intended only to provide greater familiarity with the phenomena (one) wants to investigate so that (one) can formulate more precise research questions and perhaps develop hypotheses. Such studies can be essential when (one) is investigating new phenomena or phenomena that have not been studied before”.
The aim of the research is to explore and describe the facts and developments related to the topic of the study. Exploratory research design is useful for the researcher to decide research design, selection of respondents and data collection method. Descriptive research helps to get the answers for the relevant research.

The present study to ascertain the *Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan is Exploratory and Descriptive in nature.*

### 3.7.2 Sampling Design (Evaluation Design)

**Sample type:** - *Stratified Random Sampling.* (Non- Probability)

**Sample Unit**– Sample of the study broadly comprised of following segment-

- Managers and Supervisors of 10 Retail stores

All employees were also selected of both gender (male and female) and segmented further as per various age groups, experience, educational qualifications etc. Retail stores selected for the study with the no of employee’s questioners to be filled from each store are explained below in table 3.2 below:-

<table>
<thead>
<tr>
<th>Retail store</th>
<th>Segment and no. of respondents</th>
<th>Managers/ Supervisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shopper’s Stop, Jaipur</td>
<td></td>
<td>75</td>
</tr>
<tr>
<td>Easy day , Jaipur</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Big Bazaar, Jaipur</td>
<td></td>
<td>75</td>
</tr>
<tr>
<td>Hypercity Retail, Jaipur</td>
<td></td>
<td>25</td>
</tr>
<tr>
<td>Reliance Retail, Jaipur</td>
<td></td>
<td>70</td>
</tr>
<tr>
<td>Metro Cash &amp; Carry, Jaipur</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Central Retail</td>
<td></td>
<td>35</td>
</tr>
<tr>
<td>Uphar Store, Jaipur</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>National Handloom, Jaipur</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Vishal Mega Mart, Jaipur</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>500</strong></td>
</tr>
</tbody>
</table>
The research is conducted only in selected retail stores of Rajasthan. Thus, the geographical limitations can be assumed to be a hurdle in the authenticity of the research. The universe of the study is the managers and supervisors of retail stores of Rajasthan.

3.7.3 Data Collection

To study the Impact of Competency Mapping on Talent Acquisition: A Study of Organized Retail Sector in Rajasthan, the research is based on both Primary and Secondary Data.

- **Primary Data**
  - Through a Questionnaire of Sample size 500 for each employee by Managers and Supervisors and the area for survey is Ten retail stores of Rajasthan only. The research design is exploratory and descriptive.
  - Unstructured Interview: Due to qualitative nature of the study, it is assumed that besides the questions included in the schedule, certain supplementary questions were required to be asked. Hence an unstructured interview was also conducted on the respondents.

- **TOOLS OF DATA COLLECTION**
  - There were four Sections of Structured Questionnaire administered to Managers and Supervisors and departmental heads of the selected organized retail chain stores as given:

    **Section A:** Dealt with demographic profile of respondents
    - This has been measured using nominal scale with intervals ranging from 1 to 5.
    - Demographic details are asked divided into two sections –
      1. Personal details of the Manager/Supervisor of the store
2. Details of front line staff of retail store as – (i) Gender (ii) Age (iii) Experience (iv) Qualification

Section B: This section comprises of Competencies desired during acquisition/recruitment of talent/employees in retail store on following dimensions –

1. Creativity
2. Mental agility
3. Communication skills
4. Selling strategy and assertiveness
5. Integrity and emotional stamina
6. Negotiation skills and problem solving skills

Section C: Comprises of competency parameters of employees which help in growth of the store. The dimensions taken are –

1. Optimistic and futuristic
2. Communicate vision
3. Inspiring and motivating
4. Team work
5. Code of Conduct

Section B and Section C has been measured using ‘5 point Likert Scale’ with intervals ranging from 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. Validity and reliability test were conducted to test the scales.

Section D: This section contains competency parameters of talent acquisition at managerial level. This section was filled by the managers/supervisors of the store, stating dimensions related to talent assessment and management at store level.

The dimensions were subjective and were not on the Likert Scale.
Research Methodology

- **Secondary Data**

The research study was accomplished through the analysis of secondary information available in the published form, which includes data from textbook, journals, management reports seminar papers etc. The electronic data and results of surveys conducted by organizations were also important data sources for the report. To gather all the information that the research report required, the researcher found related information by accessing reference books folk related magazines and journals and web sources.

3.7.4 **Parameters and Variables Of Study**

The parameters on which Competency Mapping of Front Line Staff of Retail Sector in Rajasthan is based are -

a) Communication strategy

b) Selling technology

c) Innovative practices employed

d) Ability to work for long hours

e) Presentation skills of employees.

The parameters evaluated by Managers, Supervisors and Customers for competency of front line staff of retail stores deals with following variables:

- Competencies desired during acquisition/ recruitment of talent/ employees in store- variables relevant with this fact are:-
  - Creativity
  - Mental agility
  - Balanced learning habits and skills
  - Self-knowledge
  - Selling Strategy
  - Presentation and Communication skills
Research Methodology

- Assertiveness
- Integrity
- Self-sufficiency
- High emotional stamina:
- Analytical and problem solving skill
- Concern for excellence
- Negotiation skill

B) Competency Parameters of Employee Help in Growth Of Store:

Variables relevant with this fact are:-

- Sees new possibilities to take the organization to a higher realm
- Optimistic- Sees everything with a positive outlook
- Creates and communicates compelling vision or direction
- Inspires and motivates others with enlightened insights
- Assembles strong teams (Team work)
- Aligns with company values
- Adheres to code of conduct

3.8 Pilot Study - Reliability And Validity

Prior to the primary data collection the researcher has gone through a number of stages.

1. The researcher conducted in-depth interviews with key respondents including Managers and Supervisors and departmental heads of the selected organized retail chain stores. On the basis of the results of these interviews and study of the available literature on the research topic, the researcher is able to identify the major dimensions and outcomes of Impact of Competency Mapping on
Talent Acquisition in retail sector, and then develop the draft of the questionnaire with various items.

2. In the second phase the researcher contacted experts in the field of human resource management & organization behavior, and taking their rating on the questionnaire analyzed the results. After checking the corrected item total correlation of each statement the total number of items in the questionnaire was reduced from 103 to 57.

3. In the last phase, to check the reliability test ‘Cronbach’s Alpha or the Reliability Coefficient’ was conducted on the coded pilot data using IBM SPSS 22. Though the total sample size for the research is 500 respondents, pilot study has been conducted on 50 respondents from 10 selected retail stores of Rajasthan. Nunnally (1978), has suggested that an acceptable Cronbach’s Alpha score for reliability needs to be higher than 0.700. The researcher has obtained Cronbach’s reliability coefficient for all dimensions as given below:

Table 3.5. Reliability Coefficients of the Scales for Managers and Supervisors of Retail Stores

<table>
<thead>
<tr>
<th>Scale</th>
<th>Number of Items</th>
<th>Reliability coefficient</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Managers</td>
<td>Supervisors</td>
</tr>
<tr>
<td>Talent Acquisition</td>
<td>11</td>
<td>0.951</td>
<td>0.908</td>
<td></td>
</tr>
<tr>
<td>Competencies Desired During Acquisition/Recruitment Of</td>
<td>17/14</td>
<td>0.966</td>
<td>0.946</td>
<td></td>
</tr>
<tr>
<td>Talent/Employees In Store</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Competency Parameters Of Employee Help In Growth Of</td>
<td>18</td>
<td>0.977</td>
<td>0.954</td>
<td></td>
</tr>
<tr>
<td>Store</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Items in the Questionnaire</td>
<td>60/57</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Primary Data

The results of the pilot study in the above table shows that Cronbach’s Alpha values were higher than 0.700 in all dimensions and the results were found acceptable and highly reliable. The results were carefully studied and necessary changes were incorporated in the questionnaire. The total number of statements in
the questionnaire is reduced from 71 to 57. Primary data is collected from 500 employees of the selected 10 Retail stores of Rajasthan. The data collected through face to face interactions with the respondents on the basis of scheduled meetings.

3.9 Statistical Tools Of Data Analysis

- **Descriptive Analysis:** Statistical methods are used to summarize or describe the collection of data. Various descriptive statistical tool such as frequencies, charts and graphs, Percentages, Arithmetic Averages; correlation and Standard Deviations etc. are used according to the data.

- **Influential Analysis:**
  
  **Classification, presentation and analysis of data:** - The researcher has to classify the raw data into some purposeful and usable categories. Tabulation is a part of the technical procedure wherein the classified data is put in the form of tables. Analysis work after tabulation is generally based on the computation of various percentage, ratios and coefficient, etc. by applying various well defined formulae. In the process of analysis, relationships or differences, supporting or conflicting with original hypothesis should determine with what validity data can be said to indicate conclusion.

**Tools for Testing Hypothesis:**

The data collected from the questionnaire is used to check the hypothesis. For hypothesis testing the following statistical techniques has been used on the tabulated data.

- **Normality test**
  
  To check the reliability of the questionnaire Normality test (Cronbach’s Alpha) has been applied with the help of SPSS software.
➢ Likert’s Scale

Depending on the requirement of scaling / ranking for questionnaire Four Point/ Five Point Likert’s scale has been applied on various questions and score sheet is formulated.

➢ Students “t” test

Among the most commonly used statistical significance tests applied to small data sets (population’s samples) is the series of Student's tests. One of these tests is used for the comparison of two means, which is commonly applied to many cases. The outcome of these tests is the acceptance or rejection of the null hypothesis ($H_0$). The null hypothesis generally states that: "Any differences, discrepancies, or suspiciously outlying results are purely due to random and not systematic errors". The alternative hypothesis ($H_a$) states exactly the opposite.

➢ Chi-Square Test (A Goodness Of Fit)

Hypothesis tests may be performed on contingency tables in order to decide whether or not effects are present. Effects in a contingency table are defined as relationships between the row and column variables; that is, are the levels of the row variable differentially distributed over levels of the column variables. Significance in this hypothesis test means that interpretation of the cell frequencies is warranted. Non-significance means that any differences in cell frequencies could be explained by chance.

Hypothesis tests on contingency tables are based on a statistic called Chi-square. The sampling distribution of the Chi-squared statistic is presented, preceded by a discussion of the hypothesis test.

The chi-square test of significance is useful as a tool to determine whether or not it is worth the researcher's effort to interpret a contingency table. A significant result of this test means that the cells of a contingency table should be interpreted. A non-significant test means that no effects were
discovered and chance could explain the observed differences in the cells. In this case, an interpretation of the cell frequencies is not useful.

- ANOVA (Analysis Of Variance)

ANOVA, generally called an F test, is about related to the t test. The noteworthy difference is that, where the t test measures the qualification between the systems for two totals, an ANOVA tests the differentiation between the strategies for two or more get-togethers.

- Available Software (Essa, E. L,1987)\(^6\)

(a) SPSS: - The ANOVA routines in SPSS are OK for simple one-way analyses. Anything more complicated gets difficult. All statistical packages (SAS, Minitab etc.) provide for ANOVA.

(b) Excel:-Excel allows to ANOVA from the Data Analysis Add-on.

*In the current research design one way ANOVA is been applied and values are interpreted with the help of F test table as well as SPSS software.*
References


Research Methodology

