CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This section starts with an exchange of the significant discoveries of three Phases of the study. Stage I of the Study was Exploratory including Secondary information research and Pilot Study. Stage II PART A and PART B of the study comprised of a Descriptive Survey and Qualitative top to bottom meetings with Competency Mapping Heads and Employee Efficiency data of Life Insurance Company and Reliance Life Insurance office in Gwalior Madhya Pradesh. Stage III utilized the learning of past two stages to create scientific categorization of CSFs and Roadblocks and Implementation Model for Competency Mapping.

3.2 Findings and Implications

Phase I ± Exploratory Part A and B

The Exploratory study involved two segments or parts in particular

A. Primary Data as to investigate/Pilot ponder through Survey and Questionnaire

B. Secondary Data Research

Here a blended techniques approach was conveyed for twin reasons for comprehension the procedure of competency mapping in every one of its consequences and picking up a thorough point of view of the current situation of competency mapping as utilized and incorporated as a part of different procedures in associations. The Secondary Data Research included work area research of surviving writing on the subject of Competency Mapping and united territories to comprehend the theoretical structure of Competency Mapping, improvement of its models and structures, Myriad Tools utilized as a part of different phases of competency mapping, Applications in different sub-frameworks of HR, different players included end to end simultaneously. The gathered writing was likewise explored to uncover any sort of research holes.
The writing audit uncovered certain crevices ± notable among them was the way that most contextual analyses in the range are established in created nations far expelled from Indian substances. Facilitate, there are uncommon examples of studies on encounters of Organizations of different sorts and size in Implementation of Competency mapping what's more, its mix with different HR and in addition different procedures in the Organization. Another hole uncovered by writing review is as far as lack of studies on Critical Success elements and Roadblocks for Competency Mapping or other HR Interventions in Indian situation. Likewise there is inaccessibility of studies on CM as is available in Gwalior today-a thorough investigation of associations crosswise over areas/enterprises, traversing associations of all size and sort.

Essential Research/exploratory pilot concentrate additionally uncovered a hypothesis hone crevice with troughs likening Competency mapping with Performance Management or Recruitment and Selection, small understanding that Competency Mapping has applications crosswise over Sub-frameworks of HR. The discoveries of Phase I Exploratory distinguished respondent factors regarding (Organization sort, Age, Size (as far as number of representatives), Industry to which the association has a place and so on.) and wonders/handle factors (degree of CM use, its application crosswise over capacities, detours and Critical/key achievement variables for execution) of the study. The previously mentioned factors helped in detailing of Hypothesis and choice and planning of information social affair instruments of PHASE II ±Survey and top to bottom meetings of the key sources.

3.3 Major Findings and Implications

PHASE II - PART A and B

Two arrangements of poll ± one for HR Managers and another for Non HR Managers- were utilized for gathering reactions on different parts of Competency Mapping in PHASE II PART An of the exploration. The gathered information was examined quantitatively utilizing Statistical instruments and strategies. Speculation testing was utilized to find out the relationship between different Independent and Dependent factors of the study. The real discoveries of PHASE II PART Ais being exhibited as takes after
3.4 Analysis of the Survey Study-

Competency Mapping of LIC and Reliance offices in Gwalior are as follow:

- The Objectives of the Phase II Part A Descriptive Research incorporate the accompanying:
- To decide Competency mapping utilization or generally in Organizations Operating in Gwalior
- To decide the quantity of years for which Competency Mapping has been utilized as a part of Organizations

Theory

Relating to the above targets the accompanying Hypothesis was tried utilizing Runs Test, Binomial and One Sample Chi-Square:

- \( H_{10} \) Competency Mapping is not utilized as a part of Organizations in India.

The above tests unmistakably uncovered that Competency Mapping is utilized as a part of Organizations. For to what extent Competency Mapping has been utilized as a part of associations of various size, age - One-Sample Chi-Square in Gwalior (Number of Years) uncovered that competency mapping has been followed in Organizations from under 1 year, 1-2 years, 3-5 years and over five years, though 40% of the examined associations did not take after competency mapping by any stretch of the imagination.

3.5 Awareness of Competency mapping Tools

The Objective was:

To figure out if the HR and Line/Non HR directors know about Various Competency Mapping Tools Speculation

- \( H_{20} \) There is no noteworthy contrasts in mindfulness levels of Competency mapping instruments/hones between capacities (office sort).
The Hypothesis was tried utilizing Chi-Square trial of autonomy between mindfulness levels and capacity/office to which the Manager Respondent had a place and the test uncovered that there is a huge distinction between mindfulness levels of HR and Non HR Managers in regards to seven Competency Mapping apparatuses are viz. Industry Benchmark, Assessment Centers, Development Centers, master boards, Forced Rank request, Job Role Clarification, Checklists for Observations. \(N\geq 480\). Henceforth it can be presumed that there are contrasts in mindfulness levels of HR and Non HR Managers wing to absence of use and presentation to these apparatuses. As it were Awareness levels are positively lower among Non HR Managers attributable to absence of utilization and introduction to these Competency mapping instruments.

3.5.1 Analysis of the Survey Study - Competency mapping applications in Various Sub-frameworks of HR

**Destinations:**

- To discover the degree of appropriateness Competency Mapping to different Sub-frameworks of HR
- To figure out whether the CM Applications in HR Sub-frameworks are subject to
  - Sector or industry
  - Department or Managerial capacity of the respondent
  - Employee/Staff Strength (Size) of the Organization
  - Age (Years of foundation) of the Organization

**Theory:**

- **H3₀** Indian Organizations don't utilize Competency Mapping with the end goal of:
  - Recruitment and Selection
  - Training and Development
  - Performance Management
  - Compensation and Reward
  - Career Planning
  - Building proper Culture
  - Succession Planning
- Change Enablement
- Talent Management

- \( H_4 \) Competency Mapping Applications in HR Sub-frameworks are not subject to
  - Sector or industry
  - Department or Managerial capacity of the respondent
  - Employee/Staff Strength (Size) of the Organization
  - Age (Years of foundation) of the Organization

Utilizing one specimen t-test it was uncovered that Competency Mapping Implementers guaranteed high Application in six zones to be specific, Recruitment and Selection, Training and Improvement, Performance Management, Compensation and Reward, Succession Arranging and Change Enablement and discovered most reduced Applications in Career Planning, Building Appropriate Culture and Succession Planning.

Free Samples t-test was sent for testing CM Applications by Sector sort (Manufacturing or Service). The test results demonstrate that there is no huge distinction in means utilizations of two gatherings of segment ± Manufacturing and Service-for all Application with the exception of one i.e. Progression arranging. The mean for Service Sector is fundamentally higher than Manufacturing Sector for this situation. In this way it can be induced that CM Applications in all Sub-frameworks of HR aside from one don't contrast or differ with segment.

Autonomous Samples t-test for CM Applications by Department (capacities) uncovered that the method for the two gatherings of division (HR and Non HR) vary fundamentally in the event of Recruitment and Selection, Performance administration, Compensation and advantages and Career arranging. Henceforth invalid speculation is dismisses in these cases (p<0.05). This can most likely be clarified by the non-inclusion of Line/Non HR Managers in the ranges of Recruitment and Selection, PMS, Compensation and advantages and Career arranging and henceforth the low application evaluations given by them.

Chi-Square trial of Independence between Organizational Age Category and CM Applications in HR Sub-frameworks demonstrated that there is no relationship
between Organizational Age Category and CM applications relating to all HR Sub-frameworks aside from one which is Change Enablement.

Chi ±Square trial of Independence was rush to discover relationship between Organizational Staff Strength and CM Applications in HR Sub-frameworks. The test uncovered that CM Applications in HR sub-frameworks fluctuate with Organizational Staff quality for Recruitment and Selection, Training and Development Performance Management, Compensation and Rewards, Career Planning, Change Enablement and Talent Management. Henceforth Null Hypothesis is rejected for the up to specified HR Sub-frameworks.

3.5.2 Analysis of the Survey Study - Competency Mapping Application Effectiveness in different Sub-frameworks of HR

Objective:

To decide the viability of CM Applications in Sub-frameworks of HR like Recruitment and Selection, Training and Development, Performance Management, Compensation and Reward, Career Planning, Building Appropriate Culture, Succession Arranging, Change Enablement and Talent Management

Speculation:

• **H50** Competency based HRM is not successful crosswise over HR subsystems, for example,
  - Recruitment and Selection
  - Training and Development
  - Performance Management
  - Compensation and Reward
  - Career Planning
  - Building Appropriate Culture
  - Succession Planning
  - Change Enablement
  - Talent Management

• **H60** One specimen t-test for Competency Mapping utilization/application
Effectiveness in HR Sub-frameworks built up that HR directors (in associations where Competency Mapping is executed) are of the supposition that the Competency Mapping Gwalior is compelling crosswise over HR Sub-portions viz. Enlistment and Selection, Training and Improvement, Performance administration System, Compensation and Reward, Career arranging, Building Appropriate culture, Succession Planning, Change Enablement and Ability administration.

3.5.3 Analysis of the Survey Study ± Perceived Roadblocks and their Association with free factors like Sector/Industry, Employee/Staff Strength, Age, Department/Function of the Manager Respondent and whether CM Implemented

One of the key destinations of the study is to fundamentally look at conditions winning in the Indian hierarchical setting for the execution and preceded with utilization of Competency Mapping. To this end, the study consolidates addresses on difficulties and detours to successful execution and significant use of Competency Mapping.

Objective:

- To recognize detours for use of Competency mapping in Organizations.
- To uncover the impression of Managers on different detours confronted or secured amid Competency mapping Implementation.
- To find if Roadblock recognitions are subject to Industry or part.
- Department/Managerial capacities.
- Employee/Staff Strength (Size) of the association.
- Age of the association.

Speculation:

From accepted/expected mean (µ=3, Neutral) One Sample t-test on Roadblock recognition (Test Value = 3) uncovered that these seven and
**H7₀:** Mean Roadblock assessments of directors in associations

Without Competency Mapping (Gwalior Office) do not vary from that of administrators in associations with Competency Mapping execution. Autonomous Samples t-test was keep running on Roadblocks to distinguish distinction in mean sentiments as publicized by Managers from CM Implementers (associations) and Non Implementers (associations). The outcomes plainly uncovered that there are huge contrasts between the observations/feelings of the directors in associations where competency mapping is embraced and in those where it has not been actualized with the exception of four explanations to be specific, Difficulty to receive Competency based models, Higher whittling down rate, abilities required in a flux, visit exchanges and versatility. The mean conclusions on Roadblocks is higher for non-implementers than implementers for every single other Roadblock in particular, Lack of Dedicated staff, Operational Managers are not ready to handle Competency based enlistment, , absence of preparing for workers on CM, Difficulty in recognizing Competencies in detail, scarcity of time, multitasking anticipated from representatives, absence of devoted staff and absence of top administration bolster. The invalid theory in this manner is rejected for these eight Roadblock articulations.

**Speculation:**

- **H8₀** Roadblock observations for Competency Mapping execution is most certainly not reliant on
  - Industry or area
  - Managerial capacities
  - Size of the association
  - Age of the association

Chi-Square trial of Independence for Roadblocks on Sector sort built up that for Part Type, Null Hypothesis is acknowledged for 11 out of 12 cases special case being parts of assembling and administration as respects Roadblocks Perceptions. It can be expressed with 95% certainty that the 11 barriers are Universal over the two parts. As it were associations in both divisions confront or capture similar barricades.

Examination of Independent Samples t-test on Roadblock view of respondents by division sort shows that the method for two gatherings of respondent administrators
from HR and Line Department on 12 Roadblock discernments did not vary altogether. Therefore it can be presumed that the barricade recognitions don’t differ with division. Administrators having a place with the both divisions confront or secure same barricades as respects Competency mapping.

Chi-Square trial of freedom between Roadblock Perception and Department (Function sort) likewise bolstered the claim that Null Hypothesis is legitimate for every one of the barricades and consequently it can be expressed that Roadblock view of respondent supervisors are not reliant on division or capacity to which they have a place. As such both HR and Non HR Managers have comparable observations on Roadblocks confronted or secured.

- **H9**

Chi-Square trial of Independence between Roadblock Perception and Employee/Staff

Strength additionally bolstered the cases of Null Hypothesis for 11 out of 12 cases, , with the exception of Employee Training on Competency Mapping) Roadblock recognitions are general crosswise over associations with an Employee Strength underneath 100 to above 1,00,000. At the end of the day Roadblock discernments don't shift with Employee Staff Strength. Chi-Square trial of Independence between Roadblock Perception and Organization Age Class showed that for everything except two in advance of Hierarchical age class. The age of the association in the example changes from beneath 10 years to above 40 years (with association above 100 years likewise incorporated into the specimen)

### 3.5.4 Analysis of the Survey Study ± Perceived Benefits and their Association with free factors like Sector/Industry, Employee/Staff Strength, Age, Department/Function of the Manager Respondent

**Objective:**

- To learn the view of Managers on different Benefits that collect to Organizations attributable to Competency mapping Gwalior
- To find if Benefits observations are reliant on
- Industry or division
• Department/Managerial capacity of the respondent

• Employee/Staff Strength (Size) of the association

• Age of the association

Theory:

About Benefits donot shift altogether from the expected mean ($\mu=3$, Neutral)

- **H10** Benefit Perceptions for Competency based Gwalior offices of LIC and Reliance Life are most certainly not reliant on
  - Industry or division
  - Managerial capacities
  - Size of the association
  - Age of the association

Discoveries:

One example t-test for advantage observations (test esteem = 3.5) portrayed that method for all Benefits discernments are route above 3.5 in certainty are in the scope of 3.60 to 3.90. The contrasts between watched mean and expected means are noteworthy for administrators respondents firmly concur with all advantages discernments aside from one.

Chi-Square Test of Independence between Perception Benefits and Industry sort underpins the cases of Null Hypothesis on the vast majority of Benefit Perceptions the Segments is essentially unique attributable to the way that for respondents from the not change crosswise over divisions i.e. observation advantages are not subject to Sector sort.

Free Samples t-test for Perceived Benefits by Department/Function Type likewise uncovered that mean assessment of two gatherings of HR and Non HR Managers does not vary as respects 9 out of 10 saw benefits. The mean sentiment of HR and Non HR varies on one and only thing i.e. preparing and improvement needs.

Chi-Square trial of Independence between Department sort and Perceived Benefits likewise affirmed that for Function/Department Type, Null Hypothesis is
acknowledged for every one of the 10 cases. Subsequently, it can be expressed that Perceived Benefits are free of Department or Function Chi-Square trial of freedom between Perceived Benefits and Employee Strength likewise bolstered the Null Hypothesis for the vast majority of Benefit Perceptions, special case being

- $H_{110}$ Chi-Square trial of Independence between Perceived Benefits and Organizational Age bolstered

The cases of Null Hypothesis for the vast majority of Benefit Perceptions, aside from one inferred that Perceived advantages with

3.5.5 Analysis of the Survey Study ± CSFs and their Association with free factors like Sector/Industry, Employee/Staff Strength, Age, and Department/Function of the Manager Respondent

Objective:

- To determine the impression of Managers on different CSFs for fruitful Gwalior of Competency mapping.
- To find if CSFs recognitions are subject to Industry or part
- Department/Managerial capacity of the respondent
- Employee/Staff Strength (Size) of the association
- Age of the association

$H_{120}$ CSFs Perceptions for Competency Mapping Implementation are not reliant on

- Industry or area
- Department/Managerial capacities
- Employee Strength (Size) of the association
- Age of the association

Discoveries:

One Sample t-test for Managerial Perceptions on CSFs demonstrated that the watched mean scores of the study test for all the six CSFs are over the normal mean sentiment ($\mu=3.5$). Thus, invalid speculation is rejected and it can be expressed that
administrators are firmly of the feeling that the accompanying CSFs are significant for fruitful execution of Competency mapping in an Organization:

- Top administration Buy-In
- Dedicated HR Resource
- Availability of Competency Mapping Tools
- Training of HR Managers
- Adequate Financial Resources
- Dedicated Time allotment

Autonomous Samples t-test for CSFs by Sector sort (Manufacturing v/s Service) built up that mean view of directors from the two gatherings of Manufacturing and Service don't contrast essentially. Henceforth it can be expressed with 95% certainty that CSFs are all around relevant across parts.

Chi-Square trial of Independence amongst CSFs and Industry/Sector sort additionally verified the discoveries of Independent Samples t-test for CSFs by Sector sort. It can be induced that the CSFs for effective execution of Competency Mapping does not rely on upon Sector. At the end of the day CSFs are widespread. Chi-Square trial of freedom amongst CSFs and division/work built up the cases of Null Hypothesis that every one of the six of the choose CSFs are autonomous of office/capacity. Supposition of Managers crosswise over offices does not change i.e. CSFs are all inclusive.

Chi-Square trial of Independence amongst CSFs and Employee/Staff quality backings the cases of Null Hypothesis in that every one of the six CSFs are free of Staff/Employee quality or don't fluctuate with changes in Organizational Staff quality. Examined Organizations with staff quality fluctuating from beneath 100 to over be a lakh agree on six CSFs.

Chi-Square trial of autonomy between Organizational Age and CSFs uncovered Null Hypothesis is acknowledged for each of the six CSFs. In this way it can be expressed with 95% certainty that for Organizations with age extending from underneath 10 years to above 40 years saw CSFs don't change. In rundown CSFs are not reliant on
any criteria being it Sector, Function, Age or Employee Strength of the association, and hence might be regarded to be all inclusive.

### 3.5.6 Analysis of the Survey Study ±Measurable Performance Indicators and their relationship with Sector, Staff Strength, Age, Department of the Manager Respondent

**Objective:**

- To figure out if Impact of Competency on chose Performance pointers is measured by Organizations
- To find out if competency mapping has positive effect on picked Measurable execution markers

**Theory:**

\[ H_{13}^0 \]

then watched mean supposition of Managers with respect to the effect of Competency Mapping on the accompanying picked Measurable Indicators is fundamentally higher as contrasted with the normal mean supposition (Ho: \( \mu=2.5 \)).

- Sales Revenue increment
- Profit increment
- Productivity increment

\[ H_{14}^0 \]

Attrition lessening Cost lessening per enrolls

- Improvement in the proportion of high performing contracts to aggregate contracts

**Top ability maintenance:**

The supposition of Managers on the sought results relating to the seven execution parameters does not fluctuate with Industry or segment Department/Managerial capacities.

- Employee Strength (size) of the association
- Age of the association

Free Samples t-test for Measurable Indicators for Sectors (Manufacturing and Service) uncovered that the method for two gatherings of assembling and
administration don't contrast essentially; thus the invalid theory is acknowledged for every one of the seven cases.

Chi-square Test of Independence for Measurable markers by Sector sort likewise verified the same. Autonomous Sample t-test for Measurable pointers by division sort built up the announcements of Null Hypothesis for all the seven execution markers and therefore it can be expressed with 95% certainty that conclusion of chiefs in regards to attractive results on quantifiable pointers does not contrast altogether with office. Both HR and Non HR chiefs have similar feelings on picked execution pointers.

Chi-square trial of Independence for Measurable pointers by division sort likewise supported the same. Chi-square trial of Independence between quantifiable pointers and Organizational Age classification delineated that quantifiable markers don't differ with association age and all invalid theory are acknowledged. Quantifiable pointers are autonomous of association age.

Chi-Square trial of autonomy between quantifiable pointers and Organizational Staff quality demonstrated that for all the quantifiable markers there is no relationship between the sought results and the period of association. Invalid speculation is accordingly acknowledged for every one of the cases

3.6 Major Findings and Implications of Phase II Part B

The subjective information was gathered utilizing two sorts of information social occasion instruments:

- Questionnaire with open-finished inquiries for catching the conclusion and encounters of respondents in their own particular words

- In-profundity interviews utilizing information got from surveys as triggers for further testing and dialog with regards to specific Organizations.

3.7 Findings and Implication of Phase III

±Validation of the discoveries of Phase I and II and Development of Implementation Model(Utilizing learning from Phases I and II)
An approval instrument comprising of the competitor 24 Critical Success elements and 24 applicant barricades got and refined from past PHASE I and II was managed to specialists alongside talks of discoveries of past stage.

3.8 Implications for Future Research

- This model to be connected to a couple experiment organizations to see relevance in certifiable
- Studying situation of elements on planes shaped by bland tomahawks (like the treatment accomplished for particular tomahawks)
- Studying collaboration amongst nonexclusive and particular spaces to investigate the likelihood of a bound together hypothetical model and, if got, its testing in this present reality.
- Improve the ration of CM and Employee Effectiveness in Private Insurance Sector