Chapter 4  Research Methodology

4.0.0.0 Meaning

Research is a meticulously planned approach to solve a mystery or the unexplained. In order to fulfill this quest, the researcher embarks on a journey of rigorous data collection, assessment and interpretation. Anticipating any obstacles in the course of research, a researcher has to plan his work in advance. When a plan is in place, it is easy for the researcher to take important decisions relating to sample size, the type of data to be collected, the analytical tools to be applied, etc.

A research design, therefore, can be said to be a blue print vividly chalking out every stage of action in the course of research. This design will enable the researcher to understand whether the course of action planned will minimize the use of resources and maximize the outcome. It is a systematic layout of conditions for the collection and analysis of data in a way that the research purpose is met in a most efficient manner.

The overall research design includes the following parts:

- Sampling Design - all the details connected with the sampling process, from the determination of sample size down to the collection of data, would be spelt out;

- Observational Design - relates to the conditions under which the observations are to be made;

- Statistical Design - this part of the research design would spell out the type of analysis that would be carried out;

- Operational Design - this design would lay down the steps that would be taken at each stage as the design is executed.
The present study uses the survey by questionnaire method to find the relationship between competency mapping and Organizational growth and success.

The details of the methodology have been discussed under the following Heads namely title of the study, need for the study, variables to be studied and sampling technique and tools.

4.1.0.0 Title of the Research

The title of this research project is the Relationship of Competency Mapping Towards Organization Growth and Success.

4.2.0.0 Need and Significance of the Study

There has been much debate and discussion around business strategies and effects over the last three decades; particularly regarding what competencies a business needs to have in order to compete in a specific environment. Top managements all around the world are identifying core competencies and working to establish them efficiently in Organizations. Human resource development built on competency based models drive business to achieve best results and success.

It is a well-known fact that Organizations, today, are facing rising manpower costs. Along with this, there is the constant pressure to downsize and manage with fewer people while increasing efficiency and employee productivity. There is a growing focus on performing roles, time management, nurturing of competence and increased emphasis on performance management systems as well as the recognition of the strategic advantage given by the employees competencies in building the core competencies of the Organization. All these factors are pushing up the value of competency mapping in enterprises.

Competency Mapping is an exercise of designing a framework (Competency Model) to identify competencies, using reliable frameworks to identify competencies required for a job/role
(Competency Identification), and to measure the competency deficiency of an individual or group of individuals (Competency Assessment) in relation to existing or expected job requirements.

The process is completely customizable. The decisions of competency mapping are driven by a number of Organizational factors, including management philosophy, customer requirements and business needs. These factors vary from Organization to Organization, requiring a customized approach to competency mapping in their workplace. Customization is essential to the overall success of competency efforts, since every Organization must integrate competency concepts into its own job design, recruitment, hiring, orientation, development and succession processes.

The secret of gaining a competitive edge is the ability of the workforce of an Organization to maximize the advantages of state-of-the-art technology, superior products, and steady source of capital to enter into the marketplace. Many Organizations have thus developed competency models to help them identify the essential knowledge, skills and attributes needed for successful performance in a job aligned with the strategy and integrating it to the HR strategy for the Organizations growth and success.

4.3.0.0 Definition of the Important Terms

The important terms used in the questionnaire for the study are detailed below:

- **Aptitude**
  
  This is the talent, ability and willingness of a person to learn a new job or skill.

- **Skills & Abilities**
  
  It is the capability to actually perform a physical or mental task successfully. For example: the ability to perform an operation or to prepare a project proposal or to manage a team etc.

- **Knowledge**
  
  It is the awareness and information a person has on a given specific subject, theme or
content area.

• **Physical Competencies**

  It includes planning, organizing, directing and controlling of resources

• **Styles**

  It includes the leadership style. i.e autocratic, charismatic or expert leadership.

• **Personality**

  It is the sum total of ways in which an individual reacts and interacts with others.

• **Principles**

  It is one’s perception towards self and the world e.g. honesty.

• **Values**

  They are learnt from family, peers, Organizations and the society. They are more permanent. For example - behavioral values such as honesty and openness.

• **Beliefs**

  A process by which an individual organizes and interprets his/her sensory impressions in order to give meaning to his/her view.

• **Attitude & Interests**

  They are predispositions that individuals hold towards other individuals, groups, objects, situations events etc. They are evaluative statements of how one feels about something.

### 4.4.0.0 The Objectives of The Study

• To determine the important elements of Competency Mapping as ranked by CEOs and HR Heads.
To assess the difference in the perceived and current ranking as given by CEOs and HR Heads to the various elements of Competency Mapping.

To assess the difference in the current and perceived ranking as given within the CEOs and within the HR Heads.

To examine the perception of Departmental Managers with respect to the various aspects viz Overall Utility of Data, Setting Up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency Mapping.

To examine the impact of Competency Mapping on Organization growth and success.

**4.5.0 Type of Research**

The research was exploratory study. The object of the survey was to obtain insights into the relationship of competency mapping towards Organizations growth and success.

**4.6.0.0 Overall Research Design**

It was finally decided to focus on only seven promising sectors in the economy namely

- Advertising
- Finance
- FMCG
- IT
- Manufacturing
- Pharmaceutical
- Retail

A post positivist Worldview was adopted for the purpose of this study. The study is scientific in its approach with employment of empirical methods for observation and measurement.

**4.7.0.0 Parts of the Research**

The study has been divided into five parts:
Part I: Importance Accorded to the Various Elements of Competency Mapping as Ranked by CEOs and HR Heads.

Part II: Current and Perceived Ranking of the Various Elements of Competency Mapping as Ranked by CEOs and HR Heads.

Part III: Current and Perceived Ranking of the Various Elements of Competency Mapping Within CEOs and Within HR Heads as Ranked By Them.

Part IV: Perception of Departmental Managers on the Various Aspects of Competency Mapping

Part V: Impact of Competency Mapping on Organization Growth and Success.
4.8.0.0 Schematic Representation

The schematic representing of the study conducted in five parts is detailed below:

<table>
<thead>
<tr>
<th>Part of the study</th>
<th>Objective</th>
<th>Research Methodology</th>
<th>Sampling Frame</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part-I</td>
<td>Determination of important elements of Competency Mapping.</td>
<td>Survey ; Data gathering tool: Questionnaire</td>
<td>25 CEOs 25 HR Heads</td>
<td>50</td>
</tr>
<tr>
<td>Part –II</td>
<td>Assessment of Perceived and Current ranking by CEOs and HR Heads to Various elements of Competency Mapping</td>
<td>Survey ; Data gathering tool: Questionnaire</td>
<td>25 CEOs 25 HR Heads</td>
<td>50</td>
</tr>
<tr>
<td>Part -III</td>
<td>Assessment of Perceived and Current ranking to Various elements of Competency Mapping within CEOs and HR Heads.</td>
<td>Survey ; Data gathering tool: Questionnaire</td>
<td>25 CEOs 25 HR Heads</td>
<td>50</td>
</tr>
<tr>
<td>Part-IV</td>
<td>Perception of Departmental Managers with respect to various aspects of Competency Mapping</td>
<td>Survey ; Data gathering tool: Questionnaire</td>
<td>100 (7 Sectors)</td>
<td>700</td>
</tr>
<tr>
<td>Part-V</td>
<td>Impact of Competency Mapping on Organization Growth and Success</td>
<td>Desk Research Survey; Data gathering tool: Questionnaire</td>
<td>35 Companies 30 employees each of 7 Companies from 7 Sectors</td>
<td>35 210</td>
</tr>
</tbody>
</table>

Table.4.1 Schematic Representation of Research Study
4.9.0.0 Type of Data Collected

The type of data collected can be broadly classified as secondary and primary data. Their characteristics are:

- **Secondary Data**

  In the case of secondary data, the researcher collects data from readily available sources i.e. published data to analyse and to explain the relationship between variables which may not have been studied. In this research project, the researcher collected data from books, journals, magazines and online databases (viz EBSCO Host, Emerald) for the purpose of gaining more insight on Competency Mapping and to obtain variables of the study. The researcher also collected data from Balance sheets and Profit and Loss statements provided by the respective Organization and in some Organizations the data was gathered from the company database.

- **Primary Data**

  In the case of primary data, the researcher collects data fresh from the ground level and for the first time by personally contacting CEOs, HR Heads, departmental managers and employees of the Organizations as part of the survey. Four sets of Questionnaires were administered.

4.10.0.0 Tools Used For Data Gathering

Collection of data is an important stage in research. The quality of data collected determines the quality of research. A questionnaire is a sheet(s) of paper containing questions relating to specific aspect, regarding to which the researcher collects data.

Four sets of questionnaire were given to the respondents viz CEOs, HR Heads, Departmental Managers and Employees to collect data.

4.10.1.0 Selection and Preparation of Tools
There were four sets of questionnaire which was meant for the following as detailed below:

- **Questionnaire One: Important Elements of Competency Mapping.**

  This was meant only for CEOs and HR Heads. This involved the ranking of ten elements which constitute competency mapping. They are Aptitudes, Skills & Abilities, Knowledge, Physical Competencies, Styles, Personality, Principles, Values, Beliefs and Attitudes & Interests.

- **Questionnaire Two: Current and Perceived Ranking on Elements of Competency Mapping.**

  This was meant for CEOs and HR Heads to analyze their current and perceived ranking towards Competency Mapping.

- **Questionnaire Three: Perception of Departmental Managers towards Competency Mapping.**

  This was meant for Departmental Managers to seek responses on five aspects of Competency Mapping namely

  - Overall Utility
  - Setting Up of Competency Mapping
  - Implementation of Competency Mapping
  - Evaluation of Competency Mapping
  - Utility of Data by Management

  Five scales were constructed to gather responses on the aforementioned five aspects. The
purpose of the scales is described in the following table:

<table>
<thead>
<tr>
<th>Sr.No</th>
<th>Question No</th>
<th>Purpose of the Scale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1-5</td>
<td>Overall Utility of Competency Mapping</td>
</tr>
<tr>
<td>2.</td>
<td>6-11</td>
<td>Setting up of Competency Mapping</td>
</tr>
<tr>
<td>3.</td>
<td>12-21</td>
<td>Implementation of Competency Mapping</td>
</tr>
<tr>
<td>4.</td>
<td>22-42</td>
<td>Evaluation of Competency Mapping</td>
</tr>
<tr>
<td>5.</td>
<td>43-57</td>
<td>Utility of Data by Management</td>
</tr>
</tbody>
</table>

Table 4.2 Scales used as a part of Questionnaire

- **Questionnaire Four: Perception of Employees towards Implementation of Competency Mapping in their Organization.**

  This was meant for the employees to seek their perception towards Competency Mapping in their Organization.

### 4.10.2.0 Construction of the Tool

A well thought-out questionnaire was designed where there was no scope of any modification. The questions were final in their form and structure. Even the responses were objective in nature, meaning that the respondent had to only indicate his choice. For example, questions with four alternative possible answers were given and the respondent had to select the closest answer within the four alternatives given. The respondent had to mark (or) tick only one of the four alternatives given as response of the question.

### 4.11.0.0 Procedure used for the Study

The procedure applied for the study is detailed below:

- The study started with selection of those sectors which were doing well in the economy as obtained from secondary data analysis. These sectors were advertising, finance, information technology, manufacturing fast moving consumer goods, pharmaceutical and retail.
• The advertising sector in India is growing at a phenomenal rate with the space of online advertising experiencing a particular surge in performance.

• With the opening of new banks and increasing house loans, the finance rate is also on an upward growth.

• With new government supported initiatives and renewed shareholder interest, the Information Technology and Information Technology Services sectors contribute largely to the GDP of the country.

• With the opening up of FDI, the manufacturing industry is on a spike generating more jobs and incomes.

• With increased urbanization and purchasing powers combined with a strong MNC presence, the Fast Moving Consumer Goods sector is also on its way being a leading contributor to the GDP of the country.

• The pharmaceutical sector of India is the one of the largest in the world. Government support through the facilitation of FDI and other subsidies coupled with a highly organized sector with great emphasis on research has helped this sector grow in a phenomenal manner.

• The change in lifestyle patterns and increasing connectivity has led to the creation of a large online retail space in India which is only going to become larger. Besides this, there is also a large surge in retail activities which has led to real estate market growth.

• Within these seven chosen sectors an exploratory list of Organizations ranging from large to small sizes was prepared.

• Within this list, only those Organizations which have already implemented the competency mapping were chosen for the purpose of the study.
• In case of these chosen Organizations not agreeing to the administration of the questionnaire and sharing of information, the researcher proceeded to the next Organization from the list.

• Once the Organizations gave access to conduct the survey, appointments were sought from CEOs and HR Heads to administer Questionnaire One: Important Elements of Competency Mapping and Questionnaire Two: Current and Perceived Ranking on Elements of Competency Mapping.

• Next the Departmental Managers within the Organization were randomly chosen for the purpose of administering Questionnaire Three: Perception of Departmental Managers towards Competency Mapping.

• Later within these chosen Organizations in each of the seven sectors, employees/non managerial personnel were randomly chosen for the purpose of administering Questionnaire Four: Perception of Employees towards Competency Mapping.

• Finally the Balance Sheet and Profit & Loss Statement of the selected Organizations in each of the seven sectors were obtained from online company databases. From their Balance Sheet, certain performance indicators {Return on Capital Employed (ROCE), Inventory Turnover and Debtors Turnover} and Growth indicators {Net Sales Growth, Profit After Tax (PAT), and Adjusted Earnings Per Share (EPS)} were studied.

• Thereafter, a comparison was made of each of the afore mentioned performance and growth indicators with respect to prior and post competency mapping implementation. This was gathered as a part of survey to know the relationship between competency mapping and Organizational growth and success.

4.12.0.0 Detailed Research Design for Each Part
The present study was conducted in five parts which is detailed below:

**Part I:** Importance Accorded to the Various Elements of Competency Mapping as Ranked By CEOs and HR Heads.

**Part II:** Current and Perceived Ranking of the Various Elements of Competency Mapping as Ranked By CEOs and HR Heads.

**Part III:** Current and Perceived Ranking of the Various Elements of Competency Mapping within CEOs and within HR Heads as Ranked By Them.

**Part IV:** Perception of Departmental Managers on the Various Aspects of Competency Mapping.

**Part VA:** Impact of Competency Mapping on Organization Growth and Success.

**Part VB:** Employees Perception towards Competency Mapping in their Organization.

**4.12.1.0 Part I: Importance Accorded to the Various Elements of Competency Mapping as Ranked by CEOs and HR Heads.**

The Part I of the present research study was carried out to gain an overall understanding of the significance ranked to the various elements of Competency Mapping by the CEOs and HR Heads.

The researcher focused on investigating the Organizations implementing competency mapping. The research study intends to identify the common significant elements that constituted the competency mapping in various Organizations.

**4.12.2.0 Research Design of Part I**

In Part I of the present research study the researcher uses a survey where 25 CEOs and 25 HR Heads of various Organizations were selected as part of the study.

**4.12.3.0 Objective of Part I**
Objective I: Determination of important elements of Competency Mapping

To determine the important elements of competency mapping as ranked by CEOs and HR Heads. This was required in order to know the perceptions of the CEOs and HR Heads vis-a-vis various elements of Competency Mapping.

4.12.4.0 Variables Studied for Part I

Independent Variables: Age, Experience, Sector and Qualification.

Dependent Variables: Various Elements of Competency Mapping viz Aptitudes, Skills & Abilities, Knowledge, Physical Competencies, Styles, Personality, Principles, Values, Beliefs and Attitudes & Interests.

4.12.5.0 Hypothesis of Part I

H0: There is no difference in the ranking given by CEOs and HR Heads with respect to the various elements of Competency Mapping.

Ha: There is a difference in the ranking given by CEOs and HR Heads with respect to the various elements of Competency Mapping.

4.12.6.0 Sample Size of Part I

25 CEOs and 25 HR Heads from seven sectors

4.12.7.0 Nature of Sample of Part I

In the present research study, the sample consisted of CEOs and HR Heads working for different Organizations like Manufacturing, Pharmaceutical, Finance, Fast Moving Consumer Goods, IT, Retail and Advertising with varying ages, qualifications and work experiences are selected for the study.

4.12.8.0 Sample Technique of Part I

Purposive and Random Sampling (wherever it was possible)

4.12.9.0 Tools used of Data Gathering of Part I
Questionnaire for CEOs and HR Heads

4.12.10.0 Scope of the Study of Part I

Only those Organizations were selected which implemented competency mapping. The perception of CEOs and HR Heads of various Organizations where competency mapping is not used is outside the purview of this study.

4.12.11.0 Limitation of the Study of Part I

Very little time was given by CEOs and HR Heads for conducting the interview and understanding the finer nuances of Competency Mapping application and its impact on Organizational growth and success.

4.12.12.0 Technique of Data Analysis of Part I

The Methodology used is ‘Paired t test’ on various elements of Competency Mapping.

4.12.13.0 Conclusion

The researcher could now figure out the important elements of competency mapping based on the responses of the Questionnaire given by CEOs and HR Heads.


Part II of the study was carried out to find the current and perceived rankings by the CEOs and HR Heads with respect to the various elements of competency mapping.

4.12.15.0 Research Design of Part II

In Part II of the present research study, the researcher uses a survey where 25 CEOs and 25 HR Heads of various Organizations were selected as part of the study.

4.12.16.0 Objective of Part II
Objective II: To assess the difference in the current and perceived rankings by the CEOs and HR Heads to the various elements of Competency Mapping.

4.12.17.0 Variables Studied for Part II

Independent Variables: Age, Experience, Sector and Qualification.

Dependent Variables: Current and Perceived Ranking of Various Elements of Competency Mapping namely Aptitudes, Skills & Abilities, Knowledge, Physical Competencies, Styles, Personality, Principles, Values, Beliefs and Attitudes & Interests.

4.12.18.0 Hypothesis of Part II

H0: There is no difference in the current and perceived ranking given by CEOs and HR Heads with respect to the various elements of Competency Mapping.

Ha: There is a difference in the current and perceived ranking given by CEOs and HR Heads with respect to the various elements of Competency Mapping.

4.12.19.0 Sample Size of Part II

25 CEOs and 25 HR Heads from seven sectors

4.12.20.0 Nature of Sample of Part II

In the present research study, the sample consisted of CEOs and HR Heads working for different Organizations like Manufacturing, Pharmaceutical, Finance, Fast Moving Consumer Goods, Retail, IT and Advertising across different age, qualifications and experiences are selected for the study.

4.12.21.0 Sample Technique of Part II

Random Sampling

4.12.22.0 Tools used of Data Gathering of Part II

Questionnaire for CEOs and HR Heads

4.12.23.0 Scope of the Study of Part II
Only those Organizations were selected which implemented competency mapping. The perception of CEOs and HR Heads of various Organizations where competency mapping is not used is outside the purview of the study.

4.12.24.0 Limitation of the Study of Part II
Paucity of time faced by CEOs and HR Heads made them fill the questionnaire in a short span of time and did not allow much explanation to the ranks they accorded to the different elements.

4.12.25.0 Technique of Data Analysis of Part II
The Methodology used is ‘Paired t test’ on current and perceived ranking of CEOs and HR Heads.

4.12.26.0 Conclusion
The researcher could now figure out the current and perceived ranking to the important elements of competency mapping based on the responses of the Questionnaire given by CEOs and HR Heads.

4.12.27.0 Part III: Current and Perceived Ranking of the Various Elements of Competency Mapping Within CEOs and HR Heads as Ranked By Them.
In Part III of the research, study was carried out to find the current and perceived ranking within the CEOs and within HR Heads with respect to the various elements of competency mapping.

4.12.28.0 Research Design of Part III
In Part III of the present research study, the researcher uses the survey method where 25 CEOs and 25 HR Heads of various Organizations were selected as part of the study.

4.12.29.0 Objective of Part III
Objective III: To assess the differences in the current and perceived ranking as given within the CEOs and within the HR Heads to the various elements of Competency Mapping
4.12.30.0 Variables Studied for Part III

Independent Variables: Age, Experience, Sector and Qualification.

Dependent Variables: Current and Perceived Ranking of Various Elements of Competency Mapping namely Aptitudes, Skills & Abilities, Knowledge, Physical Competencies, Styles, Personality, Principles, Values, Beliefs and Attitudes & Interests.

4.12.31.0 Hypothesis of Part III

**H0:** There is no difference in the current and perceived ranking given within CEOs and within HR Heads with respect to the various elements of Competency Mapping.

**Ha:** There is a difference in the current and perceived ranking given within CEOs and within HR Heads with respect to the various elements of Competency Mapping.

4.12.32.0 Sample Size of Part III

25 CEOs and 25 HR Heads from seven sectors

4.12.33.0 Nature of Sample of Part III

In the present research study, the sample consisted of CEOs and HR Heads working for different Organizations like Manufacturing, Pharmaceutical, Finance, Fast Moving Consumer Goods, IT, Retail and advertising across different ages, qualifications and experiences are selected for the study.

4.12.34.0 Sample Technique of Part III

Random Sampling

4.12.35.0 Tools used of Data Gathering of Part III

Questionnaires for CEOs and HR Heads

4.12.36.0 Scope of the Study of Part III
Only those Organizations were selected which implemented competency mapping. The perception of CEOs and HR Heads of various Organizations where competency mapping is not used is outside the purview of this study.

4.12.37.0 Limitation of the Study of Part III

Due to busy schedule meetings very little time was given by the CEOs and HR Heads to fill the questionnaire.

4.12.38.0 Technique of Data Analysis of Part III

The Methodology used is ‘Paired t test’ on current and perceived ranking of CEOs and HR Heads.

4.12.39.0 Conclusion

The researcher could now figure out the current and perceived ranking to the important elements of competency mapping based on the responses of the Questionnaire given within CEOs and within HR Heads.

4.12.40.0 Part IV: Perception of Departmental Heads on the Various Aspects of Competency Mapping

In Part IV of the present research study, the researcher tries to find out the perception of Departmental Managers to various aspects of Competency Mapping.

4.12.41.0 Research Design of Part IV

In Part ‘IV’ of the present recent study, the researcher uses the survey method where departmental managers of various Organizations were selected as part of the study.

4.12.42.0 Objective of Part IV

Objective IV : To examine the perception of Departmental Managers with respect to various aspects viz Overall Utility of Data, Setting Up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency
Mapping.

4.12.43.0 Variables Studied for Part IV

Independent Variables: Age, Qualification, Company and Experience.

Dependent Variables: Overall Utility, Setting up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency Mapping.

4.12.44.0 Hypothesis of Part IV

**H0:** There is no difference in the perception of Departmental Managers with respect to the various aspects of Competency Mapping which are Overall Utility of Data, Setting up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency Mapping.

**Ha:** There is difference in the perception of Departmental Managers with respect to the various aspects of Competency Mapping which are Overall Utility of Data, Setting Up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency Mapping.

4.12.45.0 Sample Size of Part IV

700 Departmental Managers of various Organizations from seven sectors.

4.12.46.0 Nature of Sample of Part IV

In the present research study, the sample consisted of 700 Departmental Managers working for different Organization in various sectors like Finance, Fast Moving Consumer Goods, Manufacturing, Pharmaceuticals, IT, Retail and Advertising across varied ages, qualifications and experience are selected for the study.

4.12.47.0 Sample Technique of Part IV

Convenience Sampling

4.12.48.0 Tools used of Data Gathering of Part IV
Questionnaire for Departmental Managers

4.12.49.0 Scope of the Study of Part IV

Departmental Managers belonging to different Organizations, in various sectors of different age groups with different qualifications and varied work experience are selected for the study.

The perception of Departmental Managers of various Organizations where competency mapping is not used is outside the purview of the study.

4.12.50.0 Limitation of the Study of Part IV

Due to the non-availability of time on the part of the managers, not enough efforts were put by them in responding to the questionnaire.

4.12.51.0 Technique of Data Analysis of Part IV

The Methodology used is ‘Annova’ on the perception of employees towards Competency Mapping in their Organization.

4.12.52.0 Conclusion

The researcher could now get an insight into Departmental Managers’ perceptions to various aspects of competency mapping based on the responses of the Questionnaire.

4.12.53.0 Part V: Impact of Competency Mapping on Organization Growth And Success.

In Part V of the present research study, the researcher attempts to find out the impact of competency mapping on an Organizations growth and success.

4.12.54.0 Research Design of Part V-A & V-B

In Part ‘V-A’ of the present research study, the researcher used balance sheets and Profit and Loss statements of various Organizations that were selected as part of the study.

In Part V-B of the present research study, the researcher used the survey method on employees of various Organizations.
4.12.5.0 Objective of Part V-A & Part V-B

Objective V: To examine the impact of Competency Mapping on Organization growth and success.

4.12.56.0 Variables Studied for Part V-A

Independent Variable: For Performance: Return on Capital Employed (ROCE), Inventory Turnover and Debtors Turnover.
For Growth, Net Sales Growth, Profit After Tax (PAT) and Adjusted Earnings Per Share (EPS)
Dependent Variable: Various Sectors

4.12.57.0 Variables Studied for Part V-B

Independent Variables: Age, Experience, Sector and Qualification.
Dependent Variables: Perceptions of Employees towards implementation of Competency Mapping in their Organization.

4.12.58.0 Hypothesis of Part V

H₀: Competency Mapping does not have impact on Organization growth and success.

Hₐ: Competency Mapping has impact on Organization growth and success

4.12.59.0 Sample Size of Part V

1) Part V-A

35 Organizations from seven sectors

1) Part V-B

30 Employees of 7 Organization from seven sectors
4.12.60.0 Nature of Sample of Part V

In the present research study, the sample consisted of employees from various Organizations belonging to seven sectors working with varied ages, qualifications and experience.

4.12.61.0 Sample Technique of Part V

Random Sampling

4.12.62.0 Tools used of Data Gathering of Part V

1) Part V-A
Balance Sheet and Profit & Loss Statement before and after implementation of Competency Mapping

2) Part V-B
Questionnaire for Employees

4.12.63.0 Scope of the Study of Part V

Only those Organizations were selected which implemented competency mapping. The perception of employees of various Organizations where competency mapping is not used is outside the purview of the study. Secondly, the degree of Competency Mapping may vary across companies studied.

4.12.64.0 Limitation of the Study of Part V

Paucity of time was faced by employees to fill the questionnaire in a short span of time.

4.12.65.0 Technique of Data Analysis of Part V

For Part V-A

The Methodology used is ‘Paired t test ‘on average growth prior and post competency mapping.

For Part V-B
The Methodology used is ‘Annova’ on the perception of employees towards competency mapping in their Organization.

4.12.66.0 Conclusion

The researcher could now understand the implementation of competency to Organizations growth and success after its implementation in the Organization.

4.13.0.0 Phases of the Study

The study was carried out in four phases which is detailed below:

- Phase I: Selection of Sample for Part I, Part II, Part III, Part IV and Part V
- Phase II: Selection and Preparation of the Tools
- Phase III: Collection of Data
- Phase IV: Statistical Analysis.

4.13.1.0 Phase I:

Selection of Sample for Part I, Part II and Part III

In the present research study, the sample consisted of CEOs and HR Heads as the research focused in their ranking along with their current and perceived ranking to the various aspects of competency mapping. The sample was collected from all the seven sectors as the researcher wanted to get responses on the questionnaire which was based on the objective.

The sample was selected from the chosen seven sectors viz Advertising, Finance, FMCG, IT, Manufacturing, Pharmaceutical and Retail. The detail of the same is given in the following table:
Table 4.3 Selection of Sample as part of Study

4.13.2.0 Sampling method used for Part I, Part II and Part III

The researcher employed random sampling technique for the selection of CEOs and HR Heads from the Organization in order to collect data from the questionnaire from the seven sectors.

4.13.3.0 Selection of Sample for Part IV

In the present research study, the sample consisted of Departmental Managers as the research focused on their perception towards the various aspects of competency mapping. The sample was collected from all the seven sectors as the researcher wanted to get responses on the questionnaire which was based on the objective.

The sample was selected from the chosen seven sectors viz Advertising, Finance, FMCG, IT, Manufacturing, Pharmaceutical and Retail. The detail of the same is given in the following table:
4.13.4.0 Sampling method used for Part IV

The researcher employed convenience sampling technique for the selection of Departmental Managers from the Organization of the seven sectors in order to collect data from the questionnaire.

4.13.5.0 Selection of Sample for Part V

In the present research study, the researcher focused on the employees to know their perception towards implementation of Competency Mapping in their respective Organizations. The sample was collected from all the seven sectors as the researcher wanted to get responses on the questionnaire which was based on the objective.

The sample was selected from the chosen seven sectors viz Advertising, Finance, FMCG, IT, Manufacturing, Pharmaceutical and Retail. The detail of the same is given in the following table:

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Sector</th>
<th>No of Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Advertising</td>
<td>30</td>
</tr>
<tr>
<td>2</td>
<td>Finance</td>
<td>30</td>
</tr>
<tr>
<td>3</td>
<td>FMCG</td>
<td>30</td>
</tr>
<tr>
<td>4</td>
<td>IT</td>
<td>30</td>
</tr>
</tbody>
</table>

Table 4.4 Sample of Departmental Managers from various sectors used as part of study
### Table 4.5 Sample of Employees from various sectors used as part of study

<table>
<thead>
<tr>
<th>Sector</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>30</td>
</tr>
<tr>
<td>Pharmaceutical</td>
<td>30</td>
</tr>
<tr>
<td>Retail</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>210</strong></td>
</tr>
</tbody>
</table>

4.13.6.0 Sampling method used for Part V

The researcher employed random sampling technique for the selection of employees from the Organization of the seven sectors in order to collect data from the questionnaire.

4.13.7.0 Phase II

**Selection of the Tool for Part I, Part II and Part III.**

In order to prepare the questionnaire, secondary data analysis was conducted and ten elements of competency mapping were identified.

The list of ten elements of Competency Mapping ranked on importance by CEOs and HR Heads is furnished below for Part I is below:

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Elements of Competency Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aptitudes</td>
</tr>
<tr>
<td>2</td>
<td>Skills &amp; Abilities</td>
</tr>
<tr>
<td>3</td>
<td>Knowledge</td>
</tr>
<tr>
<td>4</td>
<td>Physical Competencies</td>
</tr>
<tr>
<td>5</td>
<td>Styles</td>
</tr>
<tr>
<td>6</td>
<td>Personality</td>
</tr>
<tr>
<td>7</td>
<td>Principles</td>
</tr>
<tr>
<td>8</td>
<td>Values</td>
</tr>
<tr>
<td>9</td>
<td>Beliefs</td>
</tr>
<tr>
<td>10</td>
<td>Attitudes &amp; Interests</td>
</tr>
</tbody>
</table>

**Table 4.6 Elements of Competency Mapping**

Later for Part II and Part III the list of ten elements of Competency Mapping ranked on Current
and Perceived Ranking by CEOs and HR Heads is furnished below for Part II and Part III is below:

<table>
<thead>
<tr>
<th>Sr No</th>
<th>Elements of Competency Mapping</th>
<th>Perceived Rank</th>
<th>Current Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Aptitudes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Skills &amp; Abilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Knowledge</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Physical Competencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Styles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Personality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Principles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Values</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Beliefs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Attitudes &amp; Interests</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 4.7 Perceived and Current Ranks of Elements of Competency Mapping by CEOs and HR Heads

4.13.8.0 Rationale for Selecting for Part I, Part II and Part III

The rationale for selecting the ten elements of Competency Mapping to be ranked by CEOs and HR Heads was to seek to know their relative importance. This helps to analyze their perception towards the various elements of competency mapping.

4.13.9.0 Method of Ranking for Part I, Part II and Part III

- For Questionnaire One: Important Elements of Competency Mapping.: The CEOs and HR Heads one could not give zero rank

- For Questionnaire Two: Current and Perceived Ranking on Elements of Competency Mapping: The CEOs and HR Heads could rank only from 1 to 10.

4.13.10.0 Selection of the Tool for Part IV.

Scale consisted of 57 items for measuring Departmental Managers perception towards various
aspects of competency mapping in their Organization.

4.13.11.0 Rationale for Selecting for Part IV

The rationale for selecting the employees of the Organization was to know their perception towards various aspects of Competency Mapping. These various aspects are Overall Utility, Setting up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data by the management. It was necessary to know their view as it helps to relate if competency mapping has helped towards the Organization growth and success.

4.13.12.0 Method of Scoring for Part IV

For the purpose of scoring, the score were given according to the scoring suggested by Likert, For every statement the points given were accumulated separately and the scores were tabulated statistically analyzed and interpreted. For e.g.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The predetermined competency assessment model is practiced at all levels for all positions</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>To a very great extent</th>
<th>To a considerable extent</th>
<th>To a very little extent</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency Mapping in our Organization has led to rapid Organization growth</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statement</th>
<th>On all occasion</th>
<th>On most occasions</th>
<th>On very few Occasions</th>
<th>Not at all</th>
</tr>
</thead>
</table>
4.13.13.0 Selection of the Tool for Part V.

Scale consisted of 25 items for measuring employees perception towards implementation of competency mapping in their Organization.

4.13.14.0 Rationale for Selecting for Part V

The rationale for selecting the employees of the Organization was to understand their perception towards the implementation of Competency Mapping. It was necessary to know their view as it helps to assess if competency mapping has helped towards their growth as well to the Organization growth and success.

4.13.15.0 Method of Scoring for Part V

For the purpose of scoring, the score were given according to the scoring suggested by Likert, for every statement the points given were accumulated separately and the scores were tabulated statistically analyzed and interpreted. For e.g.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes in all the cases</th>
<th>In most of the cases</th>
<th>In few cases</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competencies for all managerial employees have been documented</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 4.8: Method of Scoring for Part IV
### Table 4.9: Method of Scoring for Part V

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arising out of competency mapping recruiting successful employees has enhanced</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Competency mapping in our Organization has led to establish levels of performance</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Competency Mapping in our Organization has led to identify development potential (future role)</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

#### 4.13.16.0 Phase III Procedure followed to collect the Data for Part I, Part II, Part III, Part IV and Part V

Since it was the survey method, as stated earlier, various Organizations and corporate offices were approached for data collection. The sample targets from the selected Organizations were contacted telephonically and through emails for an appointment. They were then visited personally by the researcher in their office or the places where they were comfortable to fill in the questionnaire. During this data collection procedure a few employees were ready to fill the questionnaire immediately while many said they would fill the questionnaire and return the same the next day. A few of the respondents replied and returned after a number of follow up attempts. In several Organizations one had to take prior permission for conducting this process of data collection with the employees of the Organization. During the collection procedure, all the respondents requested the researcher to keep the data confidential considering the nature of survey. The Finance Department was also contacted in order to get data from Balance Sheet and Profit & Loss Statements.
4.13.17.0 PHASE IV Statistical Analysis of the data

- **For Part I, Part II, Part III, Part VA**

Paired test ‘t’ is used for judging the significance of the mean of difference between two related samples. The relevant tests statistic, ‘t’ is calculated from the sample data and then compared with probable value based on ‘t’ distribution (to be read from the table that gives probable values of ‘t’ for different levels of significance) for accepting or rejecting the null hypothesis.

In the present research study, paired sample test has been used:

1. To know the ranking given by the CEOs and HR Heads to the various elements of Competency Mapping.

2. To know the difference between the current and perceived ranking between CEOs and HR Heads to the various elements of Competency Mapping.

3. To know the difference within the CEOs and within HR Heads with respect to the various elements of Competency Mapping.

4. To know the average growth and prior and post Competency Mapping.

- **For Part IV and Part V B**

ANOVA is used to test the differences among the mean of the populations by examining the amount of variations within each of these samples, relative to the amount of variation between the samples. Here two estimates of population variance are used - one based on between samples variance and the other based on within samples variance. Then the said estimates of population variance are compared with F-test. If the F value is equal or exceeds the F limit value one may say that there is significant differences between the sample means and forms the basis of accepting or rejecting the null hypothesis.

In the present research study, ANOVA has been used:

5. To know the perception of Departmental Managers towards the various aspects of Competency Mapping.
6. To know the perception of employees towards Competency Mapping.

4.14.0.0 Conclusion

As discussed in this Chapter, the research study was conducted in five parts and in four phases. For the research study, a survey was conducted along with data being collected from balance sheets and Profit & Loss statements of the selected Organizations.