Chapter 6  Major Findings and its Implications

6.0.0.0 Introduction
In this chapter, an attempt is made to present briefly the aim of the study, highlight its major findings and to derive the implications of the found results.

6.1.0.0 Title of the Research
The title of the research study is the Relationship of Competency Mapping towards Organization Growth and Success.

6.2.0.0 Need and Significance of the Study
In an atmosphere of extreme economic competition, the competence levels of employees require to be at a high degree for Organizations to reach desired levels of efficiency. It is here that the concept of competence mapping comes to play.

In times of the financial vagaries, one of the core issues faced by businesses is the rising costs of manpower. With the pressure of downsizing being a constant source of concern with Organizations, there is a need to increase the efficiency and productivity of businesses. This is the part where competency mapping plays an integral role.

With the focus of companies everywhere being the maximization of profits through the maximum utilization of resources, it becomes essential to identify key competencies in employees. While most companies do recognize the effectiveness of competency mapping in Organizational growth, many of them are still trying to build customized competency models that consider the specific context and challenges of the Organization. There is a need to integrate the mapping project into the Organizations job design, business goals and recruitment and hiring policies.
Competency mapping is the identification of the strengths and weaknesses of an employee with respect to the business processes of an Organization. Competency is the ability of the individual employee to work according to parameters set in a competitive business environment while producing the results desired by the Organization. Competency mixes knowledge, attitudes towards situations and goals and skills.

With competency mapping, one can identify desirable capacities in the employee that can be honed to increase the productivity of the Organization. By the same token, weaknesses are identified to eliminate obstacles in the path of goal fulfillment.

The Organizational theorist Richard Boyatzis has explored and theorized competence mapping to a great extent. In 1982, while defining the concept he enumerates the steps that are involved in mapping. They are:

- A job analysis is conducted by asking employees to fill a questionnaire. The main goal of the exercise is to gather from respondents their ideas on what they consider ideal behaviour patterns required for their respective jobs.
- The results of the job analysis are used to arrive at a competency based job description. This is done by converting the responses of the employees into standardised competencies.
- With the formulation of a competency based job description, it will be easier to assess performances. This means that the competencies of the respective job description become the factors for performance assessment.
- Furthering this, we can use the results of competency mapping to suggest the areas/competencies in which an employee requires additional development or training. These improvements will align the skills of the employee with the goals of the Organization.

6.3.0.0 The Objectives of the Study

The primary objective of the study is to map the relationship of elements of competence mapping with Organization success. In order to determine this relationship, the study was divided into five parts. Firstly, it attempted to determine the important elements of competency mapping as
ranked by CEOs and HR Heads. Secondly, it assessed the difference in the perceived and current ranking as given by CEOs and HR Heads to the various elements of Competency Mapping. Then, the study attempted to determine the difference in the current and perceived ranking as given within the CEOs and within the HR Heads. Through the questionnaire method, the study then examined the perceptions of departmental managers with respect to various aspects of competency mapping namely overall utility of data, setting up, implementation, evaluation and utility of data in Competency Mapping. The last part attempted to examine the impact of competency mapping on Organization growth and success and perception of employees towards implementation of competency mapping in their Organization.

6.4.0.0 Type of Research

The nature of the research is exploratory. The study was conducted through the questionnaire method. The primary objective of this research was to obtain insights into the relationship of competency mapping towards Organization growth and success.

6.5.0.0 Parts of the Research

The study has been divided into five parts:

Part I: Importance Accorded to 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.
6.6.0.0 Detailed Research Design for Each Part

The present study was conducted in five parts which is detailed as 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 V: Impact of Competency Mapping on Organization Growth and Success.

6.7.0.0 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 get an overview of the significance accorded to various elements of competency mapping by selected CEOs and HR Heads. This, in turn, can be extrapolated to the significance of Competency Mapping in the HR strategy of the companies. The Organizations chosen by the researcher are ones that implement competency mapping. In this manner, the researcher intends to identify common features in format of competency mapping employed in different Organizations.

6.7.1.0 Research Design of Part I

In Part I of the present research study, the researcher used the survey method where twenty five CEOs and twenty five HR Heads of various Organizations were asked to respond to questionnaires.
6.7.2.0 Objective of Part I
The broad objective of Part I of this research is the determination of important elements of competency mapping through the responses of the CEOs and HR Heads on the rankings accorded to various elements of competency mapping by them.

6.7.3.0 Variables Studied for Part I
The independent variable is a variable that stands on its own and isn't changed by the other variables the researcher is measuring while dependant variables are those that depends on other factors.
The independent variables of the study are age, experience, sector and qualification.
The dependent variables are the various elements of competency mapping namely aptitudes, skills & abilities, knowledge, physical competencies, styles, personality, principles, values, beliefs and attitudes & interests.

6.7.4.0 Hypothesis of Part I
The null hypothesis is represented as H0 while the alternate hypothesis is Ha. They are:
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.

6.7.5.0 Sample Size of Part I
The sampling size of the research study is that of twenty five CEOs and twenty five HR Heads from seven sectors.

6.7.6.0 Nature of Sample of Part I
In the present research study sample consisted of CEOs and HR Heads chosen from seven sectors namely Advertising, Finance, Information Technology, Manufacturing, Fast Moving Consumer Goods, Pharmaceutical and Retail.
6.7.7.0 Sample Technique of Part I
The technique employed for selecting the sample for the study was random sampling.

6.7.8.0 Tools used of Data Gathering of Part I
The tool used for gathering data in Part I of the research was a questionnaire that was administered to the CEOs and HR Heads.

6.7.9.0 Scope of the Study of Part I
The Organizations selected for the study were those that implemented competency mapping. The perceptions of CEOs and HR Heads of various Organizations where competency mapping has not been implemented lays outside the purview of the study.

6.7.10.0 Limitation of the Study of Part I
The main limitation of the study was that of the paucity of time afforded to the study by the group of people on whom the test was administered. Very little time was given by CEOs and HR Heads for interviews and thus the duration was insufficient for understanding the finer nuances of the models of competency mapping implemented by them and its impact on the Organizations’ growth and success.

6.7.11.0 Technique of Data Analysis of Part I
The methodology used for the analysis of the data gathered is the ‘Paired t test’. A paired t-test is used to determine if there is a significant difference between the average values of the same measurement made under different conditions.

6.7.12.0 Major Findings and their Implications
The objective of the study was to find the relationship between the various elements of competency mapping with the growth of the Organization. Through the questionnaire presented to the CEOs and the HR Heads, it was intended to find out the differences in rankings accorded to the various elements by the two groups.
It was found out that the CEOs gave more importance through higher ratings to Knowledge and Physical Competencies while the HR Heads gave more importance to the competencies of Values, Attitudes & Interests. The CEOs of an Organization are answerable for the actions of both top level and bottom level employees. The CEOs of a company form that part of the Organization that articulates the business goal, ambition and vision of the Organization through interactions with all the elements that constitute the business environment the company operates in.

In this manner, it is natural for CEOs to prioritize values that are in closer alignment with the larger goals of the Organization. Thus, the competency of knowledge is a valued one. By the same logic, the CEO will value physical competencies i.e. the competencies of Planning, Organizing, Directing and Controlling and Core Skills which are also more valuable in the fulfillment of larger business goals.

On the other hand, the HR Heads are obligated to maintain a constant and close engagement with the human resources or the employees of an Organization. The position of the HR head requires a constant addressing of all types of problems of an employee which allows them a rather unique view of the competencies of an individual employee. This explains the high rating given by HR Heads to the competencies of Values, Attitudes and Interests. Based on these explanations, we can understand the differences in the perceptions of these two groups.

6.7.13.0 Conclusion

Based on the responses given by the groups of the CEOs and the HR Heads, the researcher was able to find out a difference in the ratings given to various competencies by the two groups. It was found out that the CEOs gave higher rankings to the values of Knowledge and Physical Competencies (Values, Attitudes and Interests) that were in closer alignment with the larger goals of the business while the HR Heads prioritized the elements of Values, Attitudes and Interests that could be based on the fact that the primary role HR Heads is the addressing of the relationship between the employee and the Organization.

6.7.14.0 Part II:  Current and Perceived Ranking of the Various Elements Of Competency Mapping as Ranked 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.

6.7.15.0 Research Design of Part II

In Part II of the present research study the researcher used the method of survey whereby twenty five CEOs and twenty five HR Heads of various Organizations from seven different sectors were administered questionnaires.

6.7.16.0 Objective of Part II

The objective of Part II of the study is to assess the difference in the current and perceived ranking by the CEOs and HR Heads to the various elements of Competency Mapping.

6.7.17.0 Variables Studied for Part II

The independent variables of this study are age, experience, sector and qualification. The dependent variables are the current and perceived rankings of various elements of competency mapping namely Aptitudes, Skills & Abilities, Knowledge, Physical Competencies, Styles, Personality, Principles, Values, Beliefs and Attitudes & Interests.

6.7.18.0 Hypothesis of Part II

The null hypothesis is represented as H0 while the alternate hypothesis is Ha. They are 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.

### 6.7.19.0 Sample Size of Part II

The sampling size of the research study is that of twenty five CEOs and twenty five HR Heads from seven sectors.

### 6.7.20.0 Nature of Sample of Part II

In the present research study, the sample consisted of CEOs and HR Heads chosen from seven sectors namely Advertising, Finance, Information Technology, Manufacturing, Fast Moving Consumer Goods, Pharmaceutical and Retail.

### 6.7.21.0 Sample Technique of Part II

The technique employed for selecting the sample for the study was random sampling.

### 6.7.22.0 Tools used of Data Gathering of Part II

The tool used for gathering data in Part II of the research was a questionnaire that was administered to the CEOs and HR Heads.

### 6.7.23.0 Scope of the Study of Part II

The Organizations selected for the study were those that implemented competency mapping. The perceptions of CEOs and HR Heads of various Organizations where competency mapping has not been implemented lays outside the purview of the study.

### 6.7.24.0 Limitation of the Study of Part II

The main limitation of the study was that of the paucity of time afforded to the study by the group of people on whom the test was administered. Very little time was given by CEOs and HR Heads for interviews and thus the duration was insufficient for understanding the finer nuances
of the models of competency mapping implemented by them and its impact on the Organizations’ growth and success.

6.7.25.0 Technique of Data Analysis of Part II
The methodology used for the analysis of the data gathered is the ‘Paired t test’.

6.7.26.0 Major Findings and their Implications
The responses to the questionnaires reveal that in the case of Perceived Rankings between the CEOs and HR Heads there is a difference in the rankings of all the elements of Competency Mapping by the two different groups.

With respect to the Current Ranking between the CEOs and HR Heads, it is found out that they agree towards six elements of Competency Mapping which are aptitudes, skills & abilities, knowledge, physical competencies, styles and attitudes & interests.

There was an assumption that both perceived and current ranking of CEOs and HR Heads vis a vis competencies would be in alignment as they share common Organizational goals. However, it was found out that the perception of competencies of CEOs and HR Heads differed on current rankings of the competencies of Personality, Principles, Values and Beliefs.

In the perceived ranking on all competency elements, the CEOs and HR Heads differ in their perception towards all the elements of competency mapping mostly because CEOs give more credit to the core knowledge of employees as knowledge is closer to the larger business vision of the company. This element is considered to be of great value to business. On the other hand, HR Heads on account of their role in optimizing the value of employees while addressing their issues in the Organization place more emphasis on the attitudes & interests and values.

The null hypotheses is thus rejected that both CEOs and HR Heads differ in current ranking on Personality, Principles, Values and Beliefs and in the case of perceived rankings, they differ in all elements of Competency Mapping.
6.7.27.0 Conclusion
Through Part III of the study, the researcher found out the difference in the rankings, both perceived and current, accorded to different elements of competency mapping by CEOs and HR Heads. In the case of perceived rankings, both groups differed in their rankings of all elements. On the other hand, there was a consensus of rankings in the case of current rankings on six elements. This can be explained through the difference in proximity both groups tested have from the business goals of an Organization, with the CEO being closer to the immediate goals of a business.

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

6.7.29.0 Research Design of Part III
In Part III of the present research study, the researcher used the survey method where twenty five CEOs and twenty five HR Heads of various Organizations from seven sectors were selected.

6.7.30.0 Objective of Part III
The objective of Part III of the study was to assess the difference in the current and perceived ranking given within the CEOs and within the HR Heads to the various elements of Competency Mapping.

6.7.31.0 Variables Studied for Part III
The independent variables of the study are age, experience, sector and qualification.
The dependent variables are the current and perceived rankings of various elements of competency mapping namely Aptitudes, Skills & Abilities, Knowledge, Physical Competencies, Styles, Personality, Principles, Values, Beliefs and Attitudes & Interests.

6.7.32.0 Hypothesis of Part III
The null hypothesis is represented as H0 while the alternate hypothesis is Ha. They are:

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

### 6.7.33.0 Sampling Size of Part III

The sampling size of the research study is that of twenty five CEOs and twenty five HR Heads from seven sectors.

### 6.7.34.0 Nature of Sample of Part III

In the present research study, the sample consisted of CEOs and HR Heads chosen from seven sectors namely Advertising, Finance, Information Technology, Manufacturing, and Fast Moving Consumer Goods, pharmaceutical and retail.

### 6.7.35.0 Sample Technique of Part III

The technique employed for selecting the sample for the study was random sampling.

### 6.7.36.0 Tools used of Data Gathering of Part III

The tool used for gathering data in Part III of the research was a questionnaire that was administered to the CEOs and HR Heads.

### 6.7.37.0 Scope of the Study of Part III

The Organizations selected for the study were those that implemented competency mapping. The perceptions of CEOs and HR Heads of various Organizations where competency mapping has not been implemented lays outside the purview of the study.

### 6.7.38.0 Limitation of the Study of Part III

The main limitation of the study was that of the paucity of time afforded to the study by the group of people on whom the test was administered. Very little time was given by CEOs and HR Heads for interviews and thus the duration was insufficient for understanding the finer nuances
of the models of competency mapping implemented by them and its impact on the Organizations’ growth and success.

### 6.7.39.0 Technique of Data Analysis of Part III

The methodology used for the analysis of the data gathered is the ‘Paired t test’ on the rankings of the various elements of Competency Mapping.

### 6.7.40.0 Major Findings and their Implications

According to the results of the study, with respect to current and perceived rankings on the elements of competency mapping within the CEOs, they differ in three elements namely Physical Competencies, Attitudes, Aptitudes and Interests.

In the case of current and perceived ranking within the HR Heads, they differ in six elements namely Skill & Abilities, Knowledge, Physical Competencies, Styles, Personality and Values.

It can be explained that the current and perceived ranking of CEOs differ in three elements as some CEOs view their roles as fulfillers of goals rather than viewing the goals of the Organization from the bottom level onwards. Thus, several of the CEOs gave importance to the development of elements such as attitude, aptitudes and interest which take a long time to develop.

With respect to the HR Heads, their perceived and current rankings are different on six elements. It is crucial that the HR Heads are in alignment with the current rankings on elements. This perceptual difference can create a difficulty in the effective implementation of Competency Mapping leading to an inadequate performance of the Organization. Thus, it is imperative that all HR Heads perceive the current rankings and accept the same as designed by the Organization.

In this manner, the null hypothesis is rejected as within the CEOs they differ in four elements while within the HR Heads they differ in six elements of competency Mapping.
6.7.41.0 Conclusion

In conclusion, based on the responses given by the two groups, the researcher could figure out various points at which concurrences and differences occurred within the groups of CEOs and HR Heads with respect to the current and perceived ranking of the important elements of competency mapping. While the CEOs ranked differently the significance of four elements, the HR Heads ranked six elements differently. This misalignment from a common current ranking could prove to be a difficulty in an effective implementation of competency mapping.

6.7.42.0 Part IV: Perception of Departmental Managers 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 the various aspects of Competency Mapping.

6.7.43.0 Research Design of Part IV

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

6.7.44.0 Objective of Part IV

The objective of Part IV of the study is to examine the perceptions of Departmental Managers with respect to the various aspects of competency mapping namely Overall Utility of Data, Setting up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency Mapping.
6.7.45.0 Variables Studied for Part IV

The independent variables in this study are age, qualification, sector and experience. The dependent variables are Overall Utility, Setting up of Competency Mapping, Implementation of Competency Mapping, Evaluation of Competency Mapping and Utility of data in Competency Mapping.

6.7.46.0 Hypothesis of Part IV

The null hypothesis is represented as H0 while the alternate hypothesis is Ha. They are:

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.

6.7.47.0 Sample Size of Part IV

The sampling size of this part of the research study was 700 Departmental Managers of various Organizations from seven sectors.

6.7.48.0 Nature of Sample of Part IV

In the present research study, the sample consisted of 700 departmental managers chosen from seven sectors namely Advertising, Finance, Information Technology, Manufacturing, Fast Moving Consumer Goods, Pharmaceutical and Retail.

6.7.49.0 Sample Technique of Part IV

The technique employed for selecting the sample for the study was convenience Sampling.
6.7.50.0 Tools used of Data Gathering of Part IV
The tool used for gathering data in Part IV of the research was a questionnaire that was administered 700 Departmental Managers.

6.7.51.0 Scope of the Study of Part IV
In the study, Departmental Managers selected belong to different Organizations from seven sectors of different age groups with different qualifications. The perception of departmental managers of Organizations where competency mapping is not used is outside the purview of the study.

6.7.52.0 Limitation of the Study of Part IV
The main limitation of the study was that of the paucity of time afforded to the study by the group of people on whom the test was administered. Very little time was given by the departmental managers for interviews and thus the duration was insufficient for understanding the finer nuances of the models of competency mapping implemented by them and its impact on the Organizations’ growth and success.

6.7.53.0 Technique of Data Analysis of Part IV
The methodology used for analyzing the data gathered from the questionnaires of 700 departmental managers is ‘Annova’.

6.7.54.0 Major Findings and their Implications
From the results of the study we can gather that most managers find the five aspects of competence mapping significant (0.000) for the Organization. The success of the company is a significant factor for all the aspects of Competency Mapping and in others factors there is a significance level of 5%.

Competency mapping in Organizations leads to a definitive growth in an Organizations business. This dependence on mapping should also be reflected in the five aspects namely Overall Utility, Setting up, Implementation, Evaluation and Utility of Data in Competency Mapping. In the cases of some Organizations, the degree of implementation and the approach of management towards
this competency mapping effort may vary. In spite of this, the Competency Mapping effort has indeed led to Organization success and growth.

It can be safely assumed by the researcher that if the Organization had accorded equal significance to all these aspects of competency mapping without variation in the implementation, the success and growth rate of the Organization would have been higher. In this manner, the null hypothesis is rejected as the perception of competency mapping varies across departmental managers in Organizations.

6.7.55.0 Conclusion

From the responses on the questionnaires administered to seven hundred departmental managers, the researcher found out that the perceptions to the various aspects of competency mapping vary across Organizations. This could pose challenges to the effectiveness of competency mapping in an Organization as all five aspects are equally important in the operation of the mapping effort.

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

In Part V of the present research study, the researcher attempts to highlight the impact of competency mapping on Organization growth and success

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

In Part ‘V-A’ of the present research study, the researcher uses the balance sheets and Profit and Loss statements of various Organizations as data to be analysed. In Part V-B of the present research study, the researcher uses the survey method where the employees of various Organizations were administered questionnaires.
Objective of Part V (Part V-A & Part V-B)

The objective of this part was to examine the impact of competency mapping on Organization growth and success.

Variables Studied for Part V-A

In the case of studying performance, the independent variables of the study are Return on Capital Employed (ROCE), Inventory Turnover and Debtors Turnover. In the case of studying growth the independent variables are Net Sales Growth, Profit After Tax (PAT) and Adjusted Earnings Per Share (EPS). The dependent variables in both these cases are the various sectors chosen.

Variables Studied for Part V-B

The independent variables in this part of the study are age, experience, sector and qualification. The dependent variable is the perception of employees towards the implementation of Competency Mapping in their Organization.

Hypothesis of Part V

The null hypothesis is represented as Ho while the alternate hypothesis is Ha. They are:

\[ H_0: \text{Competency Mapping does not have any impact on Organization growth and success.} \]

\[ H_a: \text{Competency Mapping has an impact on Organization growth and success.} \]

Sampling Size of Part V

1) Part V-A

The sampling size for this study is that of thirty five Organizations from seven sectors.
2) Part V-B
The sample size for this part is thirty employees of seven Organizations from seven sectors namely Advertising, Finance, Information Technology, Manufacturing, Fast Moving Consumer Goods, Pharmaceutical and Retail.

6.7.63.0 Nature of Sample of Part V-B
In the present research study, the sample consisted of employees from various Organizations of the seven sectors mentioned above working across varied ages, qualifications and experiences.

6.7.64.0 Sample Technique of Part V-B
The technique employed for selecting the sample for the study was random sampling.

6.7.65.0 Tools used of Data Gathering of Part V
1) Part V-A
The tools used for data gathering in this section were Balance Sheets and Profit & Loss Statements before and after the implementation of Competency Mapping.

2) Part V-B
The tools in this part were the questionnaires administered to the employees.

6.7.66.0 Scope of the Study of Part V
Only those Organizations were selected which implemented competency mapping. The perception of employees of 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.
6.7.67.0 Limitation of the Study of Part V

The main limitation of the study was that of the paucity of time afforded to the study by the group of people on whom the test was administered. Very little time was given by the employees for interviews and thus the duration was insufficient for understanding the finer nuances of the models of competency mapping implemented by them and its impact on the Organizations’ growth and success.

6.7.68.0 Technique of Data Analysis of Part V

For Part V-A

The methodology used for the analysis of data gathered is the ‘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 the implementation of Competency Mapping in their Organization.

6.7.69.0 Major Findings of Part V-A and V-B and their Implications

**Part V-A**

On perusing through the balance sheets and the profit and loss statements of Organizations across seven lucrative sectors post and prior to the implementation of competency mapping, it was found out that there was a significant spike in growth after the implementation of competency mapping. It was shown that following its implementation, there was a noticeable improvement in the Turnover, Debtors Turnover, Net Sales Growth, and Profit after Tax and Earning Per Share of the Organizations studied while in the ROCE there is a slight improvement.

The above results are a clear indication of the effectiveness of the competency mapping effort in directing the profits of an Organization in a positive manner.

**Part V-B**

In the case of Part V-B, the responses of the employees clearly emphasize the role played by Competency Mapping in all sectors not just in the growth of the Organization but also
in the efficiency and productivity of the individual employee. It was also found that the employees were of the opinion that following the capability gaps that were found in their performance appraisal, they underwent organized training and development that helped them in achieving their set targets while honing their skill sets. Lastly, there was concurrence among the selected employees of experiencing stronger job satisfaction following competency mapping.

With the valuable feedback they were offered on their performances, the employees have a better understanding of what their Organizations expect from them. Besides this, there is a confidence that is noticed with an identification of their strengths which can be repeated and their shortcomings which can now be rectified.

In this manner, the null hypothesis has been rejected as there is definitive growth in the performance, growth and investment interest in the Organizations which serve as indices to the success of an Organization.

6.7.70.0 Conclusion

In conclusion, on the basis of this analysed data the researcher could understand in concrete terms the contribution of competency mapping to the success and growth of an Organization. Through an effective streamlining of the strengths and weaknesses of employees through mapping efforts, Organizations succeed in using the maximum potential of the most precious of resources they possess – the employees.