CHAPTER 6
CONCLUSION

This chapter focuses on conclusions on the findings incorporated in the previous chapter. In the beginning, major conclusions of the study are drawn. After conclusion, limitations of the study are discussed. Lastly, recommendations are given for the future research.

6.1 CONCLUSION

The purpose of this research was to examine significant competencies required by sales staff and to identify competency gaps. The primary purpose of this study was to survey which competencies are most required for the sales staff of pharmaceutical industry and whether these competencies have impact on organization effectiveness. The study identified total eight competency groups perceived to be significant by sales staff of pharmaceutical industry. Technical competencies were identified to be the most significant competencies followed by personal competencies, client orientation competencies, time management competencies, interpersonal competencies, team player competencies, commercial awareness competencies and presentation competencies. Presentation competency group was perceived to be the least significant by the respondents. All eight competency groups have impact on organisation effectiveness. Thus, it can be concluded that possession of technical, personal, client orientation, time management competencies, interpersonal competencies, team player competencies, commercial awareness competencies and presentation competencies lead to superior organisation effectiveness.

It is crucial for the sales staff to acquire expertise in technical competencies as they are perceived to be the most significant competency group. Higher level of technical competency will lead to higher organisation effectiveness. Personal competency group and Client orientation competency group were ranked as the second and third significant. On the contrary, presentation competency group is perceived to be the least significant according to
respondents. Thus, sales staff in pharmaceutical industry does not consider presentation as the key competency.

There are six major determinants of organisation effectiveness which can be listed as: Motivation, Organisational Commitment, Organisational attachment, Organisational innovation, Consensus, and Job involvement. Though it was found that there exists a gap between current level of competencies and required level of competencies, a large number of respondents are fairly competency in significant competency groups. There is a significant impact of competencies on the organisation effectiveness in the pharmaceutical industry. Thus, it can be concluded that competencies of the sales staff is the key to enhance organisation effectiveness of pharmaceutical industry of Ahmedabad region.

From the aforementioned perspectives, it can thus be concluded that the study has met the objective of the research which was to measure the competence levels of sales staff and its impact on organization effectiveness.

6.2 LIMITATIONS OF THE STUDY

This study is limited to explore the required roles and tasks, competency profiling, competency implementation, competency mapping and its relevance to organization effectiveness. The research is conducted with quantitative methods to comprehend in-depth information of the research questions mentioned above. The survey aimed at total six major pharmaceutical companies of Ahmedabad region that ranged from sales staff, their immediate supervisors, and human resource managers. In this regard, the limitations of this study are stated as below:

1. The study focused the employees of only six pharmaceutical companies of Ahmedabad region as the sampling unit of the study. Few studies have been conducted previously for measuring the financial effectiveness of few companies. Looking at the Indian perspective, very few studies have been aimed towards measuring non-financial effectiveness of the pharmaceutical industry. There is a lack of previous study analyzing impact of sales staff competencies on the non-financial effectiveness of pharmaceutical industries of Ahmedabad region.
2. Due to limitation of study timeframe and sales staff of selected pharmaceutical companies of Ahmedabad region. Three types of research subjects are chosen to provide their perspectives of this study. It included sales staff, their immediate supervisors and human resource managers. Response given by them contained valuable in-depth information but may not be adequate to generalize the results of the study.

3. The study focused only on workplace competencies of sales staff required in pharmaceutical industry in Ahmedabad region at organizational level.

While reviewing literature regarding competencies and organization effectiveness, it was found that effectiveness of organization can be evaluated in two ways: financial and non-financial. The research is limited to measuring non-financial effectiveness only. Moreover, there are several factors which influence organization effectiveness apart from competencies which are not included in the study. The research is focused only on sales competencies and competency mapping.

6.3 FUTURE SCOPE OF RESEARCH
This research is conducted through quantitative data. It is recommended that future research can be carried through both quantitative and qualitative data. As the research was limited to only competency mapping and organisation effectiveness, more variables may be included for the future study affecting competencies and organisation effectiveness. As the research is limited to measuring non-financial effectiveness only, further study can be conducted to measure financial effectiveness as well. Similar type of research can be conducted for the other industries in order to generalize the competency profile for sales professional as the research is confined to only pharmaceutical industries of Ahmedabad region.

6.4 RECOMMENDATIONS
The following recommendations are based on the results of this study:
There exists a gap between the current level and required level of competencies among the sales staff of pharmaceutical industry of Ahmedabad region. It is recommended that sales staff develop higher proficiency for such competency groups. Moreover, pharmaceutical
industry and HR professional should also facilitate them in acquiring competencies and being proficient in such competency groups. Sales staff shall be provided learning opportunities and training for acquiring expertise in required competencies. Secondly, sales staff perceived technical competencies, personal competencies and client orientation competency to be very significant. As presentation competency group is considered as the least significant group, large number of respondents exhibited lower level of expertise in presentation competency group. It is recommended that both sales staff and HR professional realize the need of such competencies and try to be proficient in such competency group.

Job description and training programs for future sales staff can be customized basis on the significant competencies identified through this study. The same competency groups can also be used as one of the parameters for the performance management of the sales staff in pharmaceutical industry of India and Asia as the culture is quite similar.