CHAPTER VI
SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

The rationale behind this study is to explore the professional and personal factors, which boost employers to map competencies in the Chennai district Tamilnadu. Research studies on competency mapping have been carried out extensively in countries abroad as it has great impact on organisational growth which is beneficial for both the employers and the employees. The researcher has analysed the facts inferred from previous research studies and has made an attempt to explore competency mapping from the perception of the employees. The findings are summarised as follows.

6.1 Findings

Findings of Objective 1

The percentage analysis of demographic details of the respondents revealed the following.

- Maximum numbers of the respondents are in the age group of 26-30 and male members constitute the majority. Most of the male members fall in the age group 26-30 and hold a postgraduate degree and work experience of less than five years.

- Majority of the respondents belong to IT industry. Maximum numbers of respondents are drawing income of Rs.20001-30000 per month. Number of unmarried employees out number married employees. Similarly the number of employees in joint family is smaller than number of employees in nuclear family.

Findings of Objective 2- Part A

Application of parametric T-tests on eleven factors reveals the following results.
• Majority of the respondents have the required knowledge and skill to perform their jobs. A small group of employees felt continuous learning and use of latest technology would result in better performance.

• The employees were able to handle routine work related problems; they were hesitant to take any initiative on their own. They found it difficult to manage unexpected situations and the degree of team spirit was minimal.

• Majority of the employees are effective in communicating proposals and express views clearly and accurately. Some of the employees felt that it will be better if their colleagues share information for better understanding.

• The employees provide services to customers in a respectful manner and deliver on time. But the employees were not able to think about issues from customer’s point of view in order to satisfy the needs of the customer.

• Majority of the employees believe that they can achieve their goal on time but find it difficult to handle the tasks. It is also found that the employees contribute creative ideas and they are motivated to achieve the objectives. However they find it difficult to identify the good work of the peer group.

• The employees like their present job and ensure that the employer’s standards and specifications are met. The employees felt that it will better if they receive feedback from their superiors to improve their performance.

• The employees use authority in an unbiased manner and convince people to cooperate and exchange ideas for better solution. The employees find it difficult in handling all problems at same time.

• The employees are creative and excited to learn new things and provide solution to problems and some of the employees like to find out new possibility in every task.

• Some of the employees felt that code of conduct is necessary to align them with the changing situations.
Findings of Objective 2 Part - B

- Knowledge and skill of the employees in IT industry emerged in the form of four predominant factors namely knowledge updation, transparent information, learning orientation and performance orientation.

- Leadership is expressed through three different factors namely dynamic leadership, positive traits and proactive change. Interpersonal communication consists of two major factors namely open communication and effective communication.

- Customer orientation is identified through three factors namely customer care, customer focus and clients expectation. Achievement orientation emerged in the form of two predominant factors namely achieving capabilities and self-motivation.

- Team orientation is identified through four different types of factors namely team management, team building, team achievement and influential personality and core competence has three predominant factors namely positive attitude, job enthusiasm and job knowledge.

- Negotiation has three predominant factors namely conflict resolution, interpersonal relationship and idea generation. Two factors namely critical thinking and self-discipline form functional expertise.

- Creativity has three different factors namely problem solving, creative thinking and innovative skills. Factor analysis has observed that the job suitability is found to have two factors namely job expertise and job accomplishment.

Findings of Objective 3

The application of Karl Pearson’s co-efficient of correlation revealed the following results.

- Knowledge updation completely correlates to positive traits. It indicates that knowledge updation among employees create a positive behaviour and work culture among the employees. Positive relationship is sustained through
transparent information and customer focus. This indicates that employees exchange information with customers and team members for effective performance.

- Performance orientation is found to be positively correlated to creative skill. It indicates that employees do their job in an innovative way and communicate effectively. Learning orientation is found to be positively correlated with team management. The team management in the organisation is good. Learning orientation is negatively correlated with critical thinking.

- Dynamic leadership is positively correlated to effective communication. It also indicates that the employee practises proper communication. Dynamic leadership is negatively correlated to job expertise indicating that the employees concentrate more on effective communication than on job expertise. It is found that a positive relationship prevails between positive traits and influential personality.

- Proactive change and job knowledge is positively correlated with each other. This indicates that the employees are aware of doing the job in a systematic way. The study shows negative result for innovative skills when correlated to proactive change, indicating that the employees allocate less priority to innovative skills when compared to job knowledge.

- Open communication is positively correlated to team management. This shows that the employees communicate with each other and have an appropriate team management. A positive relationship exists between effective communication and customer care. This indicates that the employees interact with each other and maintains good relationship with customers.

- Customer care is positively correlated to job knowledge. This shows that employees provide proper customer service with the help of knowledge obtained through job. Customer focus is positively correlated to creative skill. It indicates that employees have necessary knowledge and skills to perform the job in a creative way.
Client orientation is found to be positively correlated to conflict resolution. This shows that employees communicate with the client and solves the problem. Achieving capabilities are positively correlated to idea generation. It indicates that employees exchange ideas with each other to improve performance. Self-motivation is positively correlated with conflict resolution. It indicates that employees resolve conflict with self-motivation. The study reveals that the team management is positively correlated to positive attitude. This shows that the team members start the work with positive attitude.

A positive relationship exists between team building and creative skill. It indicates that the employees adopt latest methods to perform their job effectively. Team achievement is found to be positively correlated to innovative skill. It indicates that the team achieves the target by doing the work in an innovative method. Influential personality is positively correlated to creative skill. It indicates that employees are able to influence others with their creative skills.

The positive attitude of the employee is correlated to job expertise. It shows that employees have skill to perform the job in an efficient manner. Job enrichment is positively correlated to job knowledge. It indicates that the employees possess knowledge in doing a specific work.

A positive relationship exists between job knowledge and critical thinking. It indicates that critical thinking and knowledge goes hand-in-hand in achieving targets. It is found that conflict resolution is positively correlated with critical thinking. It shows that employees think critically while resolving conflicts.

The interpersonal relationship is positively correlated to innovative skill. It indicates that employees use innovative skills in performing the job. Idea generation is positively correlated to job expertise. It indicates that employees perform their job effectively by generating new ideas.

A positive relationship exists between problem solving and creative skill. It indicates that employee consider creative skill as an important factor. Creative skill is highly positively correlated with job accomplishment. It indicates that employees use their creative skill to accomplish the job.
The innovative skill is positively correlated to job expertise because the employees use innovative skills to again expertise on job. A positive relationship exists between job expertise and job accomplishment. It indicates that job expertise is a useful factor for employees to achieve meaningful accomplishment in job.

**Findings of Objective 4**

Cluster analysis reveals the following results:

- 40% of employees in IT companies are intelligent with high knowledge and skills, 12.60% of employees are ‘transparent seekers’ who strongly disagree on transparent information and performance orientation. It is also found that 46.70% of the employees are ‘information explorers’. They strongly agree with the transparent information as well as performance orientation.

- 70% of employees are constructive followers, 8.27% of ‘lethargic employees’ strongly disagree with the dynamic leadership, positive traits and proactive change. It also found that 21.6% of employees are ‘optimistic employees’ and strongly agree for positive traits.

- 43.55% of employees are ‘reserved employees’ who disagree to open communication, 50.36% are found to be ‘unproductive communicators’ who disagree with effective communication and strongly agree for open communication. It is also found that 6.08% of the employees are ‘communication seekers’ who strongly disagree to open communication and effective communication.

- 23.35% of ‘customer centric employees’, 37.95% ‘service providers’ strongly disagree for customer care. It is also found that 38.68% of ‘customer oriented employees’ strongly disagree for customer care and strongly agree for client expectation.

- 27% of employees are ‘uninspired employees’, 40.3% of the employees are found to be ‘modest performers’. It is also found that 32.6% of ‘inspiration seekers’ strongly disagree for self-motivation.
46.7% of ‘team leaders’ are with high team orientation, 46.40% of ‘team players’ disagree for team management and strongly agree for team achievement. It is also found that 6.85% of ‘team achievers’ strongly disagree for team building and strongly agree for team achievement.

4.6% of the employees are skilled employees, 55.70% of employees are found to be ‘moderate performers’. It is also found that 39.60% are ‘disengaged workers’ with strong disagreement for Positive attitude.

41.60% of employees are found to be ‘creative collaborators’. 43.5% of employees is found to be ‘idea generators’. It is also found that 23.80% of employees are ‘destructive employees’ with strong disagreement for positive attitude.

37.90% of ‘unimaginative employees’ strongly disagree for critical thinking. 5.83% of employees are found to be ‘disciplined employees’ and 56.20% are the ‘average performers’.

90% employees are ‘non think tankers’ with strong disagreement for problem solving and innovative skill. 2.67% of employees are found to be ‘ingenious employees’ who can solve the problem and think creatively. 95.30% of employees are found to be progressive employees.

43.70% of employees are found to be ‘job achievers’ with strong agreement for job expertise and job accomplishment. It is also found that 43.70% are found to be ‘job executors’. 6.30% of employees is found to ‘mediocre performers’.

Findings of Objective 5

Knowledge and skill is influenced by the age, marital status, nature of employment, designation, income, experience and is not influenced by the gender, educational qualification and type of family. Leadership is influenced by age, marital status, educational qualification, designation and income. It is also observed that leadership factor is not influenced by gender, nature of employment and type of family.
Interpersonal communication is influenced by age, marital status, qualification, designation, income and experience. Interpersonal communication is not influenced by gender, nature of employment and type of family. Customer orientation and achievement orientation is influenced by age, marital status, educational qualification, designation, income and experience. It is also observed that customer orientation and achievement orientation is not influenced by gender, nature of employment and type of family.

Team orientation is influenced by age, marital status, educational qualification, designation, nature of employment, income and experience. It is also observed that team orientation is not influenced by gender and type of family. Core competence is influenced by age, marital status, educational qualification, income and experience. Core competence is not influenced by type of employment, designation and type of family.

Negotiation skills are influenced by age, marital status, educational qualification, designation, income and experience. It is not influenced by gender, nature of employment and type of family. Functional expertise is influenced by age, educational qualification, designation, income and experience. Functional expertise is not influenced by gender, marital status, nature of employment and type of family.

Creativity is associated only with income and not influenced by age, marital status, educational qualification, nature of employment, designation, experience and type of family. Job suitability is influenced by age, marital status, educational qualification, income and experience. It is also observed that job suitability is not influenced by gender, nature of employment, designation and type of employment.

**Findings of Objective 6**

Knowledge updation, transparent information and performance orientation are very important for employees to acquire knowledge and skill and also make them to equip to meet the competent environment in the organisation. Dynamic leadership, positive traits; proactive change is the key factors which helps the
employees to have proper leadership quality which will be useful for the growth of the organisation.

- Open communication and effective communication are the predominant factors which help employees in having a good interpersonal communication with each other. Proper customer orientation is ensured through Customer care, customer focus and client expectation, which are the essential factors for the employees to satisfy the customer needs.

- Enhancing Capabilities to achieve and self-motivation are the essential ingredients of achievement orientation. Team management, team building, team achievement and team motivation are the important factors to encourage team orientation.

- Functional expertise is divided into two different factors namely critical thinking and self-discipline. These factors motivate the employees to perform the work in a disciplined manner. Problem solving and innovative skill are the important factors that help employees to do the job in an innovative way. Job suitability has two factors namely job expertise and job accomplishment.

### 6.2 Suggestions

The study was conducted to measure the impact of competency factors on organisational effectiveness. Competencies in an organisation can be broadly grouped into three categories namely generic, Managerial, functional/technical. The present study was concluded to identify the presence of 11 competencies among the employees of select IT and ITES companies in the city of Chennai. The study covered employees across all managerial level. The analysis revealed the adequacy or otherwise of the competency categories among IT and ITES employees of the organisations selected for the study. Based on the analysis the following recommendations are made

**Generic competency**

- Based on the facts revealed by the analysis, it can be concluded that the number of employees employed in IT industry is comparatively larger than those
employed in the ITES industry. Therefore it is suggested that attractive policies and plans should be implemented by ITES industry and also motivate prospective employees to take up jobs in ITES industry.

➢ As far as the generic competency is concerned efforts should be taken to improve the achievement orientation and team orientation skills of employees. As generic competency is important, employees should place emphasis on improving communication skills, problem solving skills and innovative skills. Further research on the generic competency is suggested.

**Managerial Competency**

➢ Leadership under managerial competency has a low score. Therefore it is recommended to design training and development programs especially for critical thinking and self-discipline.

➢ Conflict resolution and interpersonal communication skills are not strong among employees. It is suggested that workshops to be conducted on these factors for the betterment of the employees and their productivity.

**Functional Competency**

➢ Competencies like job knowledge and job expertise are in a lower end which can be improved by continuous training.

**6.3 Scope for further Research**

A detailed study can be carried out to understand competency mapping among employees on a comparative basis between IT and ITES companies. A study from employer’s perception on competency mapping in health care sector and banking sector is also suggested. A comparative study on competency mapping between employees employed in public sector and private sector may also be carried out. Similar studies can also be extended to other manufacturing and chemical industries.
6.4 Conclusion

Competency in the IT and ITES companies selected for the study has been proved to be good to a greater extent. The organisation taken for the purpose of the study can definitely enjoy competitive edge if they provide adequate training for their employees to improve competencies namely communication skills, innovative skills, job knowledge, team building, and Critical thinking.

When the employers take consistent efforts to identify the gap between the expected and actual level of competencies and fill the gap through innovative programmes, attaining excellence is not far off. Since IT and ITES organisations’ role has a significance on the country’s performance, practising competency mapping has an inbuilt mechanism will surely assure success for these organisation.

The result revealed that a significant number of employees working in IT and ITES industry were found in the age group of 26-30 and working less than five years. The study showed that male employees are higher when compared to female employees. The employees are more in number in top level position and hold a postgraduation degree.

The study also revealed all the factors like knowledge and skill, leadership competency, interpersonal communication, customer orientation, achievement orientation, team orientation, core competence, negotiation, functional expertise, innovation, job suitability were found to have significant influence on competency mapping.

The result clearly indicates that the factors like knowledge updation, transparent information, dynamic leadership, positive traits, effective communication, customer care, and self-motivation are influenced by competency mapping.

Competencies like team management, critical thinking, self-discipline, problem solving, creative skill and job expertise are must-have skills in IT and ITES employees. The study has also revealed that majority of the employees are employed
in IT industry. Their income, designation, family type was found to have significant influence on competency mapping.

Various factors like knowledge and skill, leadership, interpersonal communication, achievement orientation, team orientation, core competence have considerable impact on competency mapping.

All these observations lead to the inevitable conclusion that mapping of competencies by HR professionals and employers’ plays a crucial role in the success of an organisation.