Chapter 5    Data Analysis and Interpretation Phase II PART B

5.0.0.0    Introduction

PHASE II PART B pertained to the qualitative part of the mixed research methods design. Qualitative study involves analysis of data/information that are descriptive/textual in nature and not easily quantifiable. Creswell (2009) describes Qualitative Research as “a means for exploring and understanding the meaning individuals or groups ascribe to a social and human problem. The process of research involves emerging questions and procedures, data typically collected in the participant’s setting, data analysis inductively building from particulars to general themes, and the researcher making interpretations of the meaning of the data”

Qualitative research employs open ended questions, emerging approaches as opposed to pre-determined study of quantitative descriptive studies and uses text data as opposed to numerical data.

5.1.0.0    Objectives of PHASE II PART B

- To ascertain the reasons for non-implementation of Competency mapping in Organisations
- To determine the roadblocks or challenges faced in implementation of Competency Mapping in Organisations
- To identify the Critical Success Factors in terms of Enablers and Antecedents for successful implementation of Competency mapping.
- To map awareness, usage, effectiveness, expectations and requirements for successful implementation
- Discussion and probing of findings of Survey Research (Open Ended Questions in both sets of the questionnaire)

5.2.0.0    Research Questions of PHASE II PART B

RQ1. What are the roadblocks faced by organizations during implementation of Competency Mapping?

RQ2. What are the Critical Success Factors for successful implementation of
Competency Mapping in an organization?

5.3.0.0 Procedure used for Data Collection

The data was collected using two types of data gathering tools:

I. Questionnaire with open-ended questions for capturing the opinion and experiences of respondents in their own words

II. In-depth interviews using data obtained from questionnaires as triggers for further probing and discussion in the context of organizations

The questionnaire was randomly administered to 653 HR and Non HR Managers, out of which 287 responded to open-ended questions. The responses were subject to Content Analysis using NVivo Software. The outputs of the analysis were word trees of phrases and words associated in some way.

NVivo also gave frequency count of the words.

For the purpose of In-depth interviews purposive sampling was used. The sample included Consultants, CEOs, HR Heads, and Functional Heads. The NVivo output was used as a trigger for the in-depth interviews. An unstructured instrument was used to collect data. The sample size was 20. The in-depth interview allowed the researcher to probe and get access to on-ground realities pertaining to the phenomenon under investigation namely Competency Mapping. In the words of Silverman(2001) also “open ended interviewing can and does elicit authentic accounts of subjective experience.”

5.4.0.0 Analysis of Qualitative Data obtained through open ended questions

The technique used for data analysis of qualitative data is Content Analysis using NVivo Software. Flick (2011) defines content analysis “as a classical procedure for analyzing text material of whatever origin, from media products to interview data.” This analysis gave word counts of frequently used words pertaining to roadblocks and CSFs. Another output generated was word trees of frequently used words and phrases visually displaying the association or relatedness of certain roadblocks and CSFs.
The ensuing Table represents Frequency Tally for “Top 50 words” for verbatim content from survey – Apart from three superfluous abbreviations (“cm” for “Competency Mapping”, “aware” for “awareness” and “mgmt.” for “management”) all other words were analysed for word trees in the content and yielded Candidate Implementation Critical Success Factors and Roadblocks (Some representative word trees from content analysis have been appended in subsequent pages).

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Table: 5.1 Frequency Tally for NVivo Query – “Top 50 Words” run upon responses to open-ended questions in the Survey (288 respondents)
Figure: 5.1  Screen-shot of NVivo Word Frequency Tally
Figure: 5.2 Word Tree for “Competency Mapping”
Figure 5.3: Word Tree for "Organization"
Figure: 5.4 Word Tree for “Top Management”
Figure: 5.5 Word Tree for “Employees”
Figure: 5.6 Word Tree for “HR”
Figure: 5.7 Word Tree for “Line Managers”

Figure: 5.8 Word Tree for “Implementation”
Figure: 5.9 Word Tree for “lack of”
Figure: 5.10 Word Tree for “Time”
Figure: 5.11 Word Tree for “Knowledge”

Figure: 5.12 Word Tree for “Planning”
Figure: 5.13 Word Tree for “Support”
Figure: 5.14 Word Tree for “Training”
5.5.0.0 Analysis of Qualitative Data obtained from In-depth interviews

The textual data obtained by analyzing responses to open-ended questions was used as triggers for conducting in-depth interviews with various stakeholders in Competency Mapping process namely, Consultants, CEOs, HR Heads and Functional/Line Heads. In other words results obtained from open-ended questions helped the researcher in identifying questions (pertaining to roadblocks and CSFs) to be asked in the in-depth interviews.

The probing aided in further refinement of the concepts which emerged in NVivo Analysis as also the formulation of candidate roadblocks and CSFs to be factored in the Implementation model. Further, it facilitated the interpretation of relationships between concepts/ phrases revealed in the NVivo analysis.

5.6.0.0 Findings of Qualitative Data obtained from in-depth interviews

The Roadblocks that emerged from In depth interviews are as follows:

- Inability of staff to adapt to change
- Unsatisfactory quality of staff allocated to Competency Mapping
- Lack of Dedicated Resources
- Conflict / poor coordination due to Dual / Matrix (operational and project) reporting of line managers participating in Competency Mapping implementation
- Conflict between / interference of organization's annual appraisal / financial year closing cycle with Competency Mapping implementation cycle
- Absence of strong recognition of need for Competency Mapping
- Lack of Senior Management knowledge about and understanding of what Competency Mapping means
- Lack of HR / Line Interdepartmental communication and collaboration
- Apparently high voiced commitment of department heads to Competency Mapping implementation not backed up by actual resource / time commitment on ground by them
- Insufficient specific training to Line managers about Competency Mapping concept / Competency Mapping tools
- Competency Mapping implementation not given required weightage among participants' performance targets
- Inadequate Competency Mapping awareness percolation among staff
- Incomplete implementation due to losing will / direction mid-way
- Pressure of operational deliverable expectations from bosses of implementing managers
- Low organizational appetite for failures / delays
- Pre-mature declaration of completion / Abandonment of Competency Mapping implementation due to weakening of organizational commitment
- Low level of expertise of participating managers
- Inadequate recognition of implementers' Competency Mapping implementation achievements in their annual appraisals
- Lack of flexible / adaptable methodology for process change upon Competency Mapping implementation
- Low Competency Mapping / implementation knowledge of HR Managers
- Deliverables produced at group meetings only
- Management resistance against calling in for outside professional expertise or against use of vendor's / paid tools
- Over-aggressive implementation time-line or over-ambitious expectation of speed of implementation by management
- Lack of formal definition of goals and objectives

At the completion of In-Depth interviews, the following Critical Success Factors emerged:

- Monitoring of progress and evaluation of deliverables by a Steering Committee
- Logical breaking-up and customization of implementation phases into modules and blocks relevant to each participating business vertical
- Knowledge of Senior Management about Competency Mapping and understanding of what Competency Mapping orientation means
- Use of External Specialists / Consultants
- Openness to change in organizational working that is needed / will occur with Competency Mapping implementation
- Top Management support for the philosophy of Competency Mapping as also to its implementation project
- Announce and celebrate implementation milestone achievements regularly along the way
- Synchronization of Competency Mapping implementation project timelines with business cycles and annual book closure / appraisal cycles
- Upfront information to personnel about what Competency Mapping means, why it is being introduced and what it entails
- Let key personnel participate in designing and subsequent fine-tuning of the implementation
- Identify, nominate and empower implementation champion in each participating function
- Planning for and communicating positive project results early and along the way
- New competency mapping processes and workflows for each vertical should be designed to be compatible with existing operational processes and workflows therein
- Well-defined deliverables and milestones of implementation
- Management of expectations of stakeholders
- Synchronisation and coordination between HR and Line participants in implementation
- Imparting of overall orientation and training in Competency Mapping process thinking, vocabulary, tools and templates to all affected staff
- Formal decision of Senior Management to introduce Competency Mapping
- Demonstrating Competency Mapping benefits through ‘quick-win’ implementations within the overall roll-out
- Pitching-in and 'selling' of Competency Mapping concept to department heads to secure their buy-in
- Adoption of a standardized system for measuring, analysing, and reporting on implementation deliverables
- Prior organizational history of successful implementation of any intervention
- Communication of Competency Mapping benefits in business benefit / business impact terminology to department heads
Project management approach to Competency Mapping Implementation including definition of stages, individual and team deliverables and corresponding timelines, and use of project management tools

5.7.0.0 Triangulation of data

Triangulation of Data is defined by Creswell (2009) as “a means of seeking convergence across qualitative and quantitative methods.” The responses obtained to open ended questions administered in the survey and in-depth interviews were combined. Results obtained from the afore-mentioned two methods confirmed each other on many aspects. The results obtained from in-depth interviews aided in providing a fuller picture by deepening, detailing or extending findings obtained from open-ended questionnaire. Extant literature on implementation, adoption of certain interventions in domains other than HR was also referred to and integrated with the findings, as mentioned in references.

The result of this triangulation was an exhaustive list of Roadblock and CSFs statements-24 each, as enumerated in the preceding section.

5.8.0.0 Conclusion

Qualitative data analysis aided researcher in finding answers to research questions pertaining to roadblocks and CSFs for Competency Mapping and achieve the research objectives of arriving at an exhaustive list of Roadblocks and CSFs.

As per the objectives of PHASE II PART A of the research, roadblocks and CSFs for Competency mapping implementation and adoption were needed to be identified. These roadblocks and CSFs were articulated by the chosen sample. The data was collected through administration of questionnaire with open-ended questions to HR and Non HR Managers. The data was analyzed using Qualitative Analysis Software namely NVivo and technique used was Content Analysis. Results obtained were integrated with responses obtained in in-depth interviews (PHASE II PART B). The combined results were used in framing the list of CSFs and Roadblocks.