CHAPTER 1
INTRODUCTION

1.1 Competency Mapping

Organizations profess that people, whether they are technological experts, accommodating customer service experts, or visionary managers, are the source of their competitive advantage [Katz et al. (2000)]. Text abounds in human resource management (HRM) at the strategic and organizational levels and is also a well-developed academic discipline [Loosemore et al. (2003)].

The economy of the twenty-first century is set mostly on the foundation of knowledge and skills. In order to meet the global competition, business organizations must be driven by human skills and expertise. Organizations depend on their employees as a main resource and management needs should be oriented towards the strategic utilization of human resources (HR). Unlike other resources, HR is the only asset that can appreciate with useful inputs. It is one such asset that adds value to itself with time and, therefore, it is considered as a resource that can be cultivated by the manure of training and development processes. Due to this, many approaches and techniques have been developed for ensuring that human resources are managed and developed such that it aligns with the goals and strategies of the organization.

Today the business is epitomized by global operations, workforce diversity, transitions, paradigm shifts, pressure of competition, wealth creation, shareholder value creation, customer focus, culture and value based product, and context based approach. The organizational success in the past depended on physical and financial assets, today the success relies on the intangible ability and capability that rests in the human resources and manifested in the form of competencies. Competency of HR is an intangible resource which can take a company forward. Employee competency acts as a catalyst to stay competitive and achieve sustainable competitive advantage of the firm in the face of various difficulties that day in and day out squeezes and tatters its existence, unless the competency is acquired, developed and preserved.
The root of the organizational existence and growth in this knowledge age is centered upon employee competency which lies as seed unless explored, nourished and nurtured, to achieve competitive advantage for the firm. Given the fact that environments are becoming progressively more dynamic, strategic planning derived from static and rational view have lost their relevance and failed to be adequate. In order to build competitive advantage in a varying environment, firms are now focusing on building core competence. An essential factor associated with an organization’s long-run success, is the ability to measure how well employees perform and to apply that information to obtain the prolific results. In a knowledge-based economy, it is important for organizations to assess workforce competency and develop them on a regular basis. Competencies can provide an organization with the value addition. Competencies of employees drive the organization on the path of development and give the organization a distinct competitive advantage, which an organization looks to attain through the strategic deployment of extremely dedicated and competent employees by means of a collection of cultural, structural and personnel techniques.

As global business competition shifts from efficiency to innovation and from enlargement of scale to the creation of value, management needs are oriented towards the strategic use of human resources. These changes necessitate innovative approaches in managing human resources. One of the most commonly used HR practice nowadays is competency mapping. Competency mapping serves the organizations as an important and innovative management tool designed to give competitive advantage in terms of people process organizations. Identifying, nurturing and utilizing the employee competencies in the organization enables better performance management as well as reward and recognition systems leading to career and succession planning programs.

There is a strong business case for competencies at work as they lead to significant human resource development that provides organizations with a competitive edge. The biggest challenge of any business is to sustain and grow. In order to compete it is essential to know what competencies a business needs. Strategies can only be effectively implemented if organizations have a competent force of employees. The dynamic and growing organizations require continuous review of its structure and systems, creating new roles and responsibilities for their employees. Matching the competency of an individual with these new roles and
responsibilities will enable organizations to develop the skill set that will ultimately help to drive the business strategy and achieve business goals. Many organizations have found that the competency of their workforce is a key to gain competitive advantage. Nowadays organizations are more concerned about their human competency base and its development [Ozcelik and Ferman (2006)]; consequently competency studies have gained more and more interest and attention [Qiao and Wang (2009)].

Dynamic trends in the external business environment, in the challenges that companies face, and in the nature of HR itself demand that HR departments develop new capabilities and that HR professional develop new competencies. The business dynamics to which the HR field must respond and contribute are increasingly turbulent [Ulrich and Brockbank (2005)]. There are an incredible number of pressures on business organizations these days. To name a few: environmental pressures such as increasing globalization, rapid technological change, and tougher competition; organizational changes such as new organizational alliances, new structures and hierarchies, new ways of assigning work, and a very high rate of change; changes in the workforce, including employees’ priorities, capabilities, and demographic characteristics. Within these organizations, there is a need for (and opportunity for) the human resource function to play a critical role in helping organizations navigates through these transitions. In order to play this role, however, HR will have to increase its real and perceived value. Today, many pressures are demanding a broader, more comprehensive and more strategic perspective with regard to the organization’s human resources [Beer et al. (1984)]. These pressures have created a need for a long-term perspective in managing people and consideration of people as potential assets rather than merely a variable cost.

Competing in today’s global era provides additional challenges to the HR function by creating an environment where one must create and sustain a competitive advantage. India is no exception to these challenges as Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. HRM is currently a swiftly emerging discipline in India. Ulrich (1998) suggests that environmental and contextual changes present a number of competitive challenges to organizations. These comprise: Globalization; Profitability through growth; Technology; Intellectual capital; and Change, change and more change.
Liberalization, privatization and globalization policies initiated by Government of India have forced the Indian business organizations to change their operational and business strategies. Adoption of globalization in India and liberalization principles has widened the horizon of country’s consumers worldwide and have led the industrial sector to grow at a faster pace, especially accelerating the growth of specific sectors like the information technology (IT) and the information technology enabled services (ITeS).

Traditionally, HR departments often had limited involvement in the total organization’s business affairs and goals [Poole (1999); Procter and Currie (1999)]. Often HR managers were only concerned with making staffing plans, providing specific job training programs, or running annual performance appraisal programs. They focused on the short-term, perhaps day-to-day needs of human resources. HRM is also criticized on the ground that HR policies, programs, and practices have been slow to adapt and have even more rarely taken the lead in helping firms capitalize on unprecedented opportunities. HRM has typically focused its attention on honing its ability to do the same kind of things better and better rather than to consider an entirely different kind of contribution [Lengnick-Hall and Lengnick-Hall (2003)]. However, it is widely accepted that the role of HRM is moving from an emphasis on rules to focus on results and deliverables. With the growing importance of human resources to the success of the business, HR managers and their departments have become more involved in the business. To assist in this paradigm shift, both public and private organizations recognize the importance of identifying new competencies [NAPA (1996)].

Ulrich (1997) provides a clear path to the next generation of HR, with his approach in terms of deliverables, or outcomes in four areas: strategy execution, administrative efficiency, employee contribution, and capacity for change. In the course of delivering these four areas, he describes four corresponding roles for HR to play within a business, as: (a) a strategic partner working to align HR and business strategy, (b) an administrative expert working to improve organizational processes and deliver basic HR services, (c) an employee champion, listening and responding to employees' needs, and (d) a change agent managing change processes to increase the effectiveness of the organization. One of the unique things about Ulrich's approach is that it includes all of the ways that HR can deliver value to an organization, rather than shifting focus from one area to another. Similarly, Johnson (1997)
reports that, when hiring a leader for the HR function, most CEOs ask for someone who is, “not a typical HR person”. This trend reflects the common perception that HR “business-as-usual” is not prepared to meet the challenges that businesses present currently.

HR departments that aspire to make unique and valuable contributions must adapt their departmental capabilities and the competencies of their HR professionals to the dynamics that influence the human side of the business. Many companies are recognizing this trend and are undertaking initiatives to enhance the competency base of their HR professionals. Once employees are associated, either directly or indirectly with an organization, the practices adopted by the organization in managing its workforce affect them in a variety of ways. An organization stands to gain a competitive advantage by virtue of their skilled human resources, hence the need for appropriate HRM practices.

The HRM literature has provided ample evidence that HRM practice and policy design can impact on organizational performance, but there remains a lack of consensus on the HRM practices to be included [Wright et al. (2005); Subramony (2009)]. Welbourne and Cyril (1999), for example, have highlighted the role of HR professionals as an important determinant of organizational performance. Guest and King (2004), in their review of Legge’s (1978) analysis of the power of the HRM function, also note the importance of the HRM role in research into the link between HRM and performance. Studies of the HR function have also stressed the establishment and development of a more explicit role for the HR function as a ‘change agent’ [Storey (1992); Ulrich (1997)]. Change agency has long had a place within HRM and personnel management [Legge (1978)], and there is evidence that it has become an increasingly important part of the practice of HRM [Buyens and De Vos (2001); Caldwell (2001)]. Building on the work of Caldwell (2003), Wylie et al. (2014) argue that change agency can cause further role ambiguity and is better seen as replaying rather than resolving the ambiguity of HRM’s role and identity in organizations.

Nevertheless, in the context of HR practitioners, there is greater acceptance of ambiguity and the ability to play multiple roles [Roche and Teague (2012)]. Drawing on the work of Lukes (2005) and Hardy (1996), Sheehan et al. (2014) argue that in order to contribute to
organizational performance, HRM professionals can effectively utilize three dimensions of power, namely the power of resources, power of processes and power of meaning. Research on the alignment of HR policies and practices with business strategies has recently been the focus of HRM. Organizations may, for example, in an effort to compete in the current business scenario, use downsizing strategy to reduce costs and therefore improve the corporate bottom line [Gilson et al. (2004)]. Muñoz-Bullón et al. (2014) argue that rational myths play an important role in downsizing because organizations emulate the decisions on downsizing commonly used in their industry and, specifically, those adopted by industry leaders.

By competency mapping, organizations can identify and describe the most critical competencies and also determine the extent to which an employee possesses various competencies related to a job. Organizations can utilize competency mapping to identify the competencies leading to superior performance on the job. Thus, the practice of competency mapping/modeling is a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of organizations. Fundamentally competency models/frameworks contain numerous competencies that are considered vital for a particular job/occupation, or a task. Each competency is mapped with its equivalent capability levels / required competence level. Individuals can be profiled in opposition to the capability (mastery) level / required competence level and the attainment level of the particular competency can be identified. Both positive and/or negative gaps of the individuals can be determined. A competency framework is particularly helpful in measuring the attainment of the competency of an individual.

Competency models are effective measurement tools that provide the causal relationship between competency (knowledge, skills and attributes) demonstration of employees, on the one hand, and the behaviour emanating from such demonstration leading to an outstanding work performance by them, on the other. Clearly competencies play a very important role in ensuring individual development. For employees to be deemed competent, they need qualifications, experience, and qualities appropriate to their duties. To assure an effective and consistent standard of competence, all personnel require a process of continuous improvement. When personnel begin to acquire competence for a new task, or begin
progressing to a higher level of competence, they will be unaware, at least to some extent, of what they can and cannot do. Through a process of training and development initiatives, they will first become aware of their limitations and then overcome those limitations to become competent. Adoption of a competency model provides the organization with the competency standards against which actual competencies are measured, indicating the competency gaps for various jobs, positions, functions, department and organization as a whole. A competency model gives directions to the organization to harness various competencies including crucial competencies as indicated by the competency management teams.

A competency framework can be prepared for HR professionals by means of HR competencies that are important in the HR professional competency model. The established HR professional competency model specifies the competency domains with their competency factors. The establishment of a competency model/framework can help HR professionals to analyze their new tasks and work dimensions, and the competencies they are anticipated to gain, and therefore be acquainted with them. This will aid in redefining the function of HR and the anticipations of it.

Many researchers have augmented interest in the kinds of competencies HR professionals should display in order to add value to their firms [Huselid et al. (1997); Teo (2002); Boselie and Paauwe (2005)]. This paradigm shift regarding the value of human resources will, therefore, create opportunities for the HR function to develop a more strategic role in a firm’s operation [Lawler and Mohrman (2003)].

Majority of the well-known HR competency models have been developed in the United States (US) and Europe. Pinto and Walker (1978); McLagan (1983, 1989); Ulrich, Brockbank, Yeung, and Lake (1995); Rothwell (1996) and Rothwell et al. (1999) have conducted the most representative studies from the US. It updates and invents the HR field by shifting the focus from long-standing development to instantaneous results in performance [Rothwell (1996); Bassi et al. (1997); Peerapornsvitoon (1999)]. It incorporates the most recent trends and existing issues in the HR field for practitioners in the US, and identifies competencies and roles for present and future jobs. A small number of HR competency studies have also been carried out in Asia: Yang (1994); Lee (1994); Peerapornsvitoon (1999); Yoo (1999); Zhu et al. (2000); Kuo (2002); Khatri and Budhwar (2002); Chen et al. (2005); Abdullah et al. (2011).
There has been a vast increase in the use of HR competency models as many organizations all over the world are shifting the focus towards HR competency models with an endeavor to realign the HR function and transform HR professionals into ‘business partners’ [Ulrich, Brockbank, Yeung, and Lake 1995; Ulrich (1997); Losey (1999); Ramlall (2006); Ulrich, Brockbank, and Johnson (2008)]. Recognizing this, organizations have started to redefine the function of Human Resource Development (HRD) and to reform their expectations of HRD [Bates et al. (2002); Clarke (2004); Mulcahy and James (2000); Thurow (1996)]. Several competency studies connected with HRD have been carried out over the years.

In spite of the growth in HR ‘business partner’ competency models and their extensive promotion, there has been little empirical or survey-based research of the efficacy of these models in making HR professionals more strategic or business-oriented [Huselid, Jackson, and Schuler (1997); Boselie and Paauwe (2005); Ulrich et al. (2008)]. The implementation of HR business partnering has rarely followed a single model partially due to the disagreements over HR roles and competencies, and thereby leading to increasing concern about the efficacy of a more generic and context-independent competency frameworks propounded by supporters of business partnering [Pitcher (2008)]. However, the bigger issue for practitioners is the link between new business partner competencies and performance [Ulrich et al. (2008)].

HR business partner competency models are not as effective as generally assumed, and they are mostly weak in predicting performance in HR business partnering roles [Caldwell (2010)]. Competency models are perceived to be broadly effective in selecting business partners, but are less effective in developing business partners or linking HR strategy with business strategy [Caldwell (2010)]. Undoubtedly, it is argued that much of the research has only focused on the transition in HR roles and responsibilities [Tichy et al. (1984), Schuler and MacMillan (1984); Ulrich (1986, 1994)]; much less discussion has transpired concerning what competencies are essential for HR professionals to be effective in their jobs. To be successful business partners, HR professionals have to think like business people, know finance and accounting, and be accountable and responsible for cost reductions and the measurement of all HR programs and processes. It's not enough to ask for a seat at the executive table; HR people will have to prove they have the business savvy necessary to sit there. HR must therefore deliver a value proposition and to deliver such a value proposition, HR team would have to
undergo a transformation and deliver value as perceived by all the stakeholders of the company.

As one of the main barriers for the ability of HR professionals to play a more strategic role in an organization is their lack of certain competencies [Aitchison (2007); Ulrich et al. (2009)] asserts that as business challenges become more complex, HRM must transform to contribute to the changing demands. With global economic uncertainty, technological change, and industry convergences, HR issues are more important to organizations now than ever before [Ulrich and Brockbank (2003)]. Competencies promised a means of rediscovering HR roles, in addition to a substitute approach to set up the effectiveness and performance impact of the HR function [Ulrich and Brockbank (2005); Ulrich et al. (2008)].

Also, there definitely has been discomfort and critique from academic and practitioner sources regarding context-independence of competency models. Different competencies are needed in different work contexts, i.e. competencies are actually context-specific [Youn, Stepich, and Cox (2006)]. The value of competency models lies in their holistic approach for examining the competencies that an individual possesses as required by a given industry or occupation [Mansfield (1989); Hager (1998)]. Work cannot be easily isolated from their context and cannot be standardized across enterprises and industries [Whitley (1989)].

Competencies differ in the degree to which they are context bound. Some competencies, such as learning competencies, are widely applicable and more important than others, whereas others are more bound to specific contexts. While there are evidently some universal ‘core HR competencies’, the specific competencies that HR professionals need are very context dependent and there are clearly enormous differences between knowledge-based industries (like IT) and mass-production industries (like motor vehicles and clothing).

Thus, there is an increasing concern that context-independent and role-specific competency models are ineffectual and practitioners are more and more sensitive of the emergent performance gaps [Pitcher (2008)]. Therefore, it is essential to increase responsiveness of the limitations of competency models and their prospective efficacy as a device for improving performance.
For the reasons described earlier, a role-specific competency model may not be predictive of the effectiveness and the performance of HR professionals. *Therefore, the requirement is to develop a competency framework so as to move beyond the call for a role for HR professionals to actually describing specific competencies that HR professionals must demonstrate.*

*Despite the conceptual appeal, no research thus far offers an empirically supported framework for understanding competency mapping models in a comprehensive manner.*

In light of these considerations, this study proposes a model of HR competencies in the context of Information Technology (IT) industry in India, as a mechanism for improving the effectiveness and performance of HR professionals, by taking into account a wide range of competencies namely - analytical, leadership, technical, business, interpersonal and technological. The rationale for adopting this approach is that the model must be general enough to be internalized by all HR professionals, irrespective of their level in the organization, or area of specialization. This study develops an empirically validated HR competency model by measuring the two competence levels; first, the *required competence level (RCL)*, which is the standard or desired level of competencies for the job; and second, the *existing competence level (ECL)*, which is the jobholder’s current level of expertise. The model is then tested with information collected from the survey.

It is necessary to constantly study and develop new HR competency models because the organizations are changing at an exceptional pace worldwide. Given that HR activities influence an organization’s capability to compete, HR competency models have to be regularly researched, revised and developed.

Combining the aforementioned perspectives, this research is a response to the call for developing a broad conceptual framework of HR competency modeling, and investigating the impact of competencies on individual performance. Integrating and empirically examining the factors that build an HR competency model advance our understanding of competencies and their linkages to the performance.
1.2 Research Gaps based on Review of Literature and Justification for Research

Competencies have attracted much attention in multinational corporations (MNCs), and there is a growing interest in competency based HRM in all the organizations. Researches carried out by Ulrich et al. (2008); Brewster et al. (2000); Budhwar and Debrah (2001); Hsu and Seat (2000); Brockbank and Ulrich (2003); Khatri (1999); Junaidah (2007); Choi and Wan Khairuzzaman (2008); Chen et al. (2005); and Abdullah et al. (2011) show the increasing importance of conducting studies on HR competencies.

A review of literature on the subjects relating to the framework which includes competencies, individual competency framework, training needs and performance was done. This review of extensive literature brought about a clear understanding of theories and concepts, which are pertinent to the thesis, as proved by other researchers. However, there were only a limited number of relevant researches conducted in a developing country, like India against a number of works in developed countries. This study, therefore, had to review these concept studies abroad, especially ones in the developed countries with a view to apply such literature to the contexts of India.

The followings have been observed as the research gaps based on the review of literature:

- The prominent role of competency development in enhancing the success of employees and organizations has drawn the attention of practitioners leading them to introduce competency development as a central part of their HR practices [Delamare Le Deist and Winterton (2005); Lawler (1994)]. As a result, the use of competencies within HRM has become widespread in today’s organizations [Athey and Orth (1999); Heinsman, de Hoogh, Koopman, and van Muijen (2006); Nybo (2004)]. Unfortunately, scholars have often been skeptical towards the concept of competencies and thus the strong managerial interest in competency development was not fully translated into the academic world, leading to a gap between theory and practice [Athey and Orth (1999); Barrett and Depinet (1991)].

- Hsu and Seat (2000) observe that in the academic literature, many of the prominent theoretical or analytical models of HRM and strategic HRM have been developed by
US or European researchers. Most of these models reflect the particular cultural characteristics of their country of origin and this sometimes raises questions about the applicability of those western-oriented models in a different cultural and contextual environment [Hsu and Seat (2000)]. Boxall and Dowling (1990); Khatri (1999); Nankervis et al. (1999); and Budhwar and Debrah (2001) assert that HR competency models/frameworks developed in the west may not be suitable in the other parts of the world due to the different culture and diversity.

- There has been a large degree of research concerning HR competency models in the western context. Not much work has been done in Asia. There appears to be a paucity of research in the development of empirically tested local indigenous HR frameworks in the Asian context and more research needs to be carried out [Chen et al. (2005); Khatri (1999); Abdullah et al. (2011)]. Very few empirical frameworks have been developed in Asia, and particularly in India. Conducting studies in different parts of the world, especially in India would help to meet the shortage of empirical work in the field in those parts of the world and also serve as a vehicle for comparative studies.

- Currently there is a dearth of literature on empirically tested HR competency models in Indian context. Although some attempts have been made by a few of the researchers in this area, the research carried out does not establish a complete model that HR practitioners can use in further professionalizing the HR profession. There is a great need to develop an HR competency model for a developing country like India.

- Finally, the number of HR competency studies relating competencies and performance is extremely small. Further research on the link between competencies and performance is crucial [Chen et al. (2005); Abdullah et al. (2011)].

- The Indian IT industry gears up to face the challenges of technology, innovation and a fast changing market scenario, a serious attempt is to be made to identify the answer to the ever-increasing skill demand for HR professionals in the IT industry.

These issues constitute considerable research gaps and there is a need for further research in this area. These considerations justify the need to carry out a research for building a competency model for HR professionals.
To fill these gaps, the proposed research study is taken up which aims to establish and develop an HR competency model by conducting a quantitative study in India.

1.3 Research Objectives

In the wake of challenges facing the HR professionals as a result of adopted HRM techniques and approaches, there is the need for research to propose alternatives as Green (2002) said, “Research may aid human development by highlighting the precarious and the debatable nature of knowledge rather than one dimensional and accumulative truth”. HRM techniques and approaches which are largely affected by the external context [Hendry and Pettigrew (1990)] have been developed in the past. A majority of these models have been developed based on the North American and European scenarios [Hall (2004)]. There is therefore the need for research in other social, economic, geographical and industrial contexts to either develop or modify these models for adaptation. This need and HRM challenges in the Indian IT industry led to the following research objectives:

1. To identify the most important competencies for HR professionals.
2. To analyze perceptions of the required competence level (RCL) and existing competence level (ECL) of HR professionals in Indian IT industry.
3. To explore the gap between the required competence level (RCL) and existing competence level (ECL) and to identify the training needs based on the competency gaps for HR professionals in Indian IT industry.
4. To determine the ranking of competencies and analyze its subsequent impact on HR practices.

1.4 Organization of Thesis

The study has been presented in seven chapters and the gist of each chapter is given below:

Chapter 1: Introduction

This chapter is an introductory one and contains the background and a brief survey of related literatures. This chapter highlights the research gaps based on the literature review and presents the justification for the research. Subsequently, this chapter provides the objectives of the study.
Chapter 2: Literature Review

This chapter reviews the relevant academic and practitioner literature on the topic of research. It is divided into nine main sections. The first section reviews human resource models. The second section describes the history and evolution of competencies. The third section reviews the meaning and definitions of competencies. The fourth section discusses the competence and competency frameworks. The fifth section contains an examination and analysis of competency based human resource models. The sixth section brings out global HR competency models. The seventh section briefly covers various manifestations of performance management, performance measurement and competency based performance approach. The last section is for the conclusions drawn from the literature review.

Chapter 3: Indian IT Industry

This chapter brings out the status of IT industry in India. This chapter begins with the introduction to Indian IT industry and then moves on to describe the role of IT - ITES sector in India. Further the chapter provides an overview of Indian IT Industry. The chapter also reviews in detail the major trends in IT Industry. Subsequently the chapter presents HR challenges and major concern areas in Indian IT Industry. The chapter ends with the discussion of need of competency mapping in IT Industry and conclusions.

Chapter 4: Research Methodology

This chapter describes the methodology of entire study culminating into synthesis and proposed study framework. The chapter outlines the approach for the conduct of the research work describing research design, research instruments, respondents’ characteristics, sample planning and data collection methods, hypotheses formulation, data analysis tools and techniques.

This chapter is structured as follows. First, it states the rationale for choosing the research approach. Then the research process is charted out. The theoretical background and conceptual framework are proposed based on the literature review. It provides the relevant literature support for the proposed competency groups. Based on this framework, the research model is proposed and hypotheses are developed. Subsequently, the study develops the methodology and defines the constructs of interest. A comprehensive review of the HR literature provides a theoretical basis for clarifying what the constructs mean. It then covers
the research design and procedures employed in the study. Subsequently, it describes the methods used for collecting and analyzing the data. Then the description of the profile of respondents and organizations is presented. Finally, a brief overview of statistical tools used in this study and data analysis procedures is outlined.

**Chapter 5: Results and Analysis**

This chapter exhibits an extensive data analysis and the results of the statistical testing in this study. Data analysis is done using statistical software SPSS using factor analysis, multiple regressions, reliability and validity of measurements. This chapter focuses on the results and discussion, based on the tables generated. In the beginning, the proposed framework is discussed and then data analysis is done for the required competence level followed by data analysis of the existing competence level. The hypothesis testing results are then discussed and summarized. Subsequently the summary of the results is presented.

This chapter also explores the competency gaps of HR professionals working in Indian IT sector and uses the results for identifying the training needs and give suggestions in order to bridge the gaps. This chapter compares the magnitude of the gaps in RCL and ECL. This chapter presents the t-test and radar chart to highlight the competency gaps in all the competency groups. The training needs assessment is then revealed. In the end, results are discussed and conclusions are drawn based on statistical testing.

**Chapter 6: Research Findings, Discussion and Implications**

This chapter provides the major findings derived from the statistical results presented in the preceding chapter. In the beginning, the research findings are presented and then this chapter proceeds on to the discussion of the findings in all the competency groups. Then the implications for the HR professionals, organizations, and CEOs of organizations are presented. Finally the contributions of the study are highlighted.

**Chapter 7: Conclusions and Future Scope**

This chapter brings forth conclusions on the basis of the findings already incorporated in the previous chapter. In the beginning, major conclusions of the study are drawn up. Subsequently the chapter presents the limitations of the study. Finally recommendations are made for future research.