

AN EMPIRICAL STUDY ON COMPETENCY MAPPING WITH REFERENCE TO SPRINGBORD SYSTEMS PRIVATE LIMITED

Submitted in partial fulfillment of the requirements for the award of

MASTER OF BUSINESS ADMINISTRATION

By

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SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade “A” by NAAC | 12B Status by UGC | Approved by AICTE

JEPPIAAR NAGAR, RAJIV GANDHI SALAI, CHENNAI - 600 119

MAY 2023



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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **AKASH SIMON K-41410012** who carried out the project entitled "**AN EMPIRICAL STUDY ON COMPETENCY MAPPING WITH REFERENCE TO SPRINGBORD PRIVATE LIMITED**" under my supervision from January 2023 to April 2023.

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TO WHOMESOEVER IT MAY CONCERN

This is to certify that **Mr. K AKASH SIMON** has successfully completed internship as **Human Resource Intern** from **06/January/2023** till **07/April/2023** at **Springbord Systems Private Limited**.

During this internship program, he worked on HR field and revealed his expertise in every aspect. He was hardworking & passionate to do his best for the assigned tasks. His performance exceeded expectation and was able to complete the given task on time.

We wish Mr. K AKASH SIMON the very best for his career and future endeavours.

for **Springbord Systems Private Limited**

A handwritten signature in blue ink, appearing to read "S. Sathya Prakash". The signature is fluid and cursive.

Sathya Prakash S
General Manager,
HR

DECLARATION

I **AKASH SIMON K (41410012)** hereby declare that the Project Report entitled “**An Empirical Study on Competency mapping with reference to Springboard private limited** ” done by me under the guidance of **DR.YASMEEN BANO ,MBA,M.PHIL,PH.D.,** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

DATE: 05/05/2023



PLACE: Chennai

AKASH SIMON K

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA** for their kind encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. Bhuvaneswari, Dean - School of Management Studies** and **Dr. A. Palani, Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **DR.YASMEEN BANO,MBA,M.PHIL,PH.D.,** for her valuable guidance, suggestions and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

AKASH SIMON K

ABSTRACT

The topic of his project is “An Empirical Study on Competency Mapping Springbord Systems Private Limited”. This paper reports a critical review of nursing organizational culture research studies with the objectives of: reviewing theoretical and methodological characteristics of the studies. The research design used in this study is descriptive research design. Data from 105 people were collected as population study.

Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees’ point-of-view and also to assess their behaviours with respect to that of the organization.

In this organization consists of the values and beliefs of the people in an organization. In this organization usually has values and beliefs that support the organizational goals. It has an impact on employee’s satisfaction. The analysis was done through simple percentage analysis, weighted average method and chi – square method. From the analysis it was found that the employees of Springbord Systems Private Limited were much satisfied with their interpersonal relationships, co-ordination and integration between various departments of the organization. The training programmes will help them to enhance their knowledge in the respective fields.

This study helps the Springbord Systems Private Limited management to find the competency of employees in their organization. This will be helpful for the Springbord Systems Private Limited management to improve the competency level of their employees. Competency based appraisal process leads to effective identification of training needs. Competency mapping will be helpful in establishment of clear high performance standards.

This research was carried out successfully to provide Springbord Systems Private Limited a clear picture for identifying the skills, knowledge, competencies of the employees and to match and map them as necessary with their respective job designations.

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CHAPTER 1

1.1. INTRODUCTION

Competency is defined as a behaviour that describes excellent performance in a particular work context (e.g. job, role or group of jobs, function, or whole organization). Competency for a job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of his internal as well as external customers and stakeholders.

WHAT IS COMPETENCY?

A competency is a set of defined behaviors that provide a structured guide enabling the identification, evaluation and development of the behaviors in individual employees.

The term "competence" first appeared in an article authored by R.W. White in 1959 as a concept for performance motivation. Later, in 1970, Craig C. Lundberg defined the concept in "Planning the Executive Development Program.

Competency is also used as a more general description of the requirements of human beings in organizations and communities.

WHAT IS COMPETENCY MAPPING?

Competency mapping is a way of assessing the strengths and weaknesses of a worker or organization. It's about identifying a person's job skills and strengths in areas like teamwork, leadership, and decision-making. Large organizations may use some form of this technique to understand how to best use each worker or how to combine the strengths of different employees to produce the highest quality work. Individuals may also find that this type of assessment can help them prepare for a career change or advance in a specific job field.

COMPETENCY MODEL?

A competency model is a collection of competencies that together define successful performance in a particular work setting. Competency models are the foundation for important human resource functions such as recruitment and hiring, training and development, and performance management. Competency models can be developed for specific jobs, job groups, organizations, occupations, or industries.

ETA's industry competency models are resources for identifying the knowledge and skill needs of employers.

Elements of a competency model

Competency models can take a variety of forms. Typically, they include the following elements:

Competency names and detailed definitions.

For example, a competency model could include a competency called "Teamwork" defined as:

- establishing constructive and solid interpersonal relationships;
- treating others with courtesy, tact, and respect;
- working effectively with others, regardless of organizational level, background, gender, race, or ethnicity;
- working to resolve disagreements, attempting to persuade others and reach agreements;
- abiding by and supporting group decisions; and
- facilitating team interaction and maintaining focus on group goals.

ADVANTAGES OF COMPETENCY MAPPING

The advantages of competency mapping for the companies or organizations are as follows:

- Establishes expectations for performance excellence
- Improved job satisfaction and better employee retention
- Increase in the effectiveness of training and professional development programs because of their link to success criteria.

- Provides a common understanding of scope and requirements of a specific role
- Provides a common, organization wide standard for career levels that enable employees to move across business boundaries.
- Help companies “raise the bar” of performance expectations
- Help teams and individuals align their behaviors with key organizational strategies

PROCESS OF COMPETENCY MAPPING

Step 1: Identify customer value

Activities of any organization have to result into economic value to the customer.

Organizations are interested only in the products and services required by the customers. So that organizations have to define their outcomes.

Step 2: Identify strategy and objectives

- Understand business strategy and objective of organization.
- What is objective behind doing competency mapping in organization?

Step 3: Build business process

Then organizations have to define their business process to enable them to deliver outcomes to customer requirements in a brief time at an economical cost with out sacrificing quality.

Step 4: Identify value of business process

Then companies have to define the time, cost and quality standards of each task of the business process.

Step 5: Job analysis

We can use 18 method of job analysis to analyze jobs.

Step 6: Identify competencies

- Then define the competencies required for each task in terms of knowledge, skills and attitudes to complete the task within the quality standards defined.
- Connect the competency mapping with your any of above mentioned system
- Discuss with line managers about the project
- Find out the competencies required to perform each Job
- Rate the competencies according to importance to perform job

COMPETENCY vs. COMPETENCE

- **Competency:** A person- related concept that refers to the dimensions of behaviour lying behind competent performer.
- **Competence:** A work- related concept that refers to areas of work at which the person is competent.
- **Competencies:** Often referred as the combination of the above two.

WHAT ARE COMPETENCIES?

Competencies are the human capabilities and work-related behaviours that provide a competitive advantage to an organization.

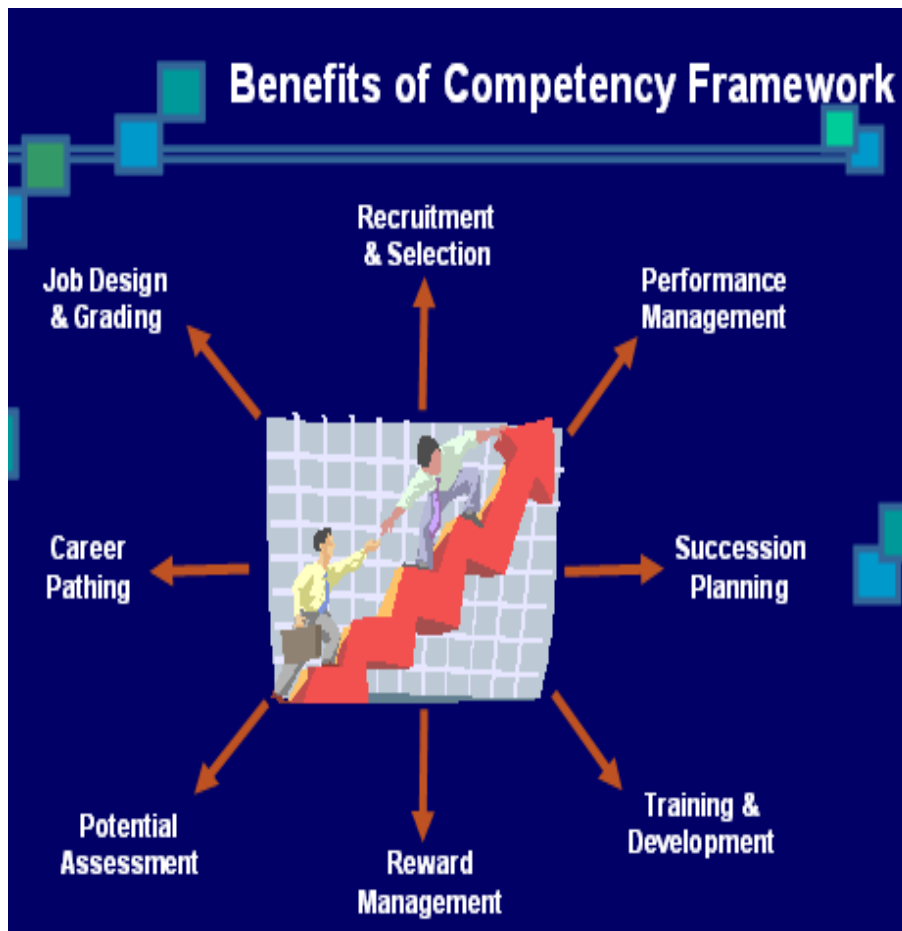
TYPES OF COMPETENCIES:

- **APTITUDES:** Natural ability that prepares the person to fulfil the responsibilities
- **ATTITUDES:** Way of thinking or behaving needed to fulfil the responsibilities
- **SKILLS:** Acquired ability or experience needed to fulfil the responsibilities
- **KNOWLEDGE:** Information and understanding needed to fulfil the responsibilities

The Competencies which we are trying to map are as follows:

Strategic Thinking	Planning and Organizing
Operational Excellence	Customer Focus
Achievement Orientation	Practical Creativity
Building People Capability	Team Effectiveness
Influencing	Communication
Negotiation	Analytical Ability

BENEFITS OF COMPETENCY MAPPING FRAMEWORK:



PURPOSE OF COMPETENCY MAPPING:

"Effectiveness of an organization is the summation of the required competencies in the organization".

- Gap Analysis
- Role Clarity
- Selection, Potential Identification, Growth Plans of the employees
- Succession Planning
- Restructuring of the organization
- Inventory of competencies for future planning

Today organizations are all talking in terms of competence. Rather than in terms of skill sets, this would make their organizations competitive. There has been a shift in the focus of the organizations. Now they believe in excelling and not competing. It is better to build a core competency that will see them through crisis. And what other way than to develop the people, for human resource is the most valuable resource any organization has.

Organizations of the future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system.

Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as:

- Defining the factors for success in jobs (i.e., work) and work roles within the organization
- Assessing the current performance and future development needs of persons holding jobs and roles
- Mapping succession possibilities for employees within the organization
- Assigning compensation grades and levels to particular jobs and roles
- Selecting applicants for open positions, using competency-based interviewing techniques

CURRENT SCENARIO

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (more historically called “KSA’s”) that are described in terms of specific behaviors, and are demonstrated by superior performers in

those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways of thinking that impact an individual's behavior.

Competency mapping serves a number of purposes. It is done for the following functions:

- Recruitment
- Performance appraisal
- Training and development

Competency based recruitment

Competency based interviews reduce the risk of making a costly hiring mistake and increase the likelihood of identifying and selecting the right person for the right job

Competency based Performance Appraisal

Competencies Enable

1. Establishment of clear high performance standards.
2. Collection and proper analysis of factual data against the set standards.
3. Conduct of objective feedback meetings.
4. Direction with regard to specific areas of improvement

Competency based training

1. Competency based appraisal process leading to effective identification of training needs.
2. Opportunity to identify/ develop specific training programmes - Focused training investment.
3. Focused Training enabling improvement in specific technical and managerial competencies.

Competency based Development

- 1.) Contribute to the understanding of what development really mean, giving the individual the tools to take responsibility for their own development.
- 2.) Give the line managers a tool to empower them to develop people.

1.2 INDUSTRY PROFILE

INTRODUCTION

The IT & BPM sector has become one of the most significant growth catalysts for the Indian economy, contributing significantly to the country's GDP and public welfare. The IT industry accounted for 7.4% of India's GDP in FY22, and it is expected to contribute 10% to India's GDP by 2025.

As innovative digital applications permeate sector after sector, India is now prepared for the next phase of growth in its IT revolution. India is viewed by the rest of the world as having one of the largest Internet user bases and the cheapest Internet rates, with 76 crore citizens now having access to the internet.

The current emphasis is on the production of significant economic value and citizen empowerment, thanks to a solid foundation of digital infrastructure and enhanced digital access provided by the Digital India Programme. India is one of the countries with the quickest pace of digital adoption. This was accomplished through a mix of government action, commercial innovation and investment, and new digital applications that are already improving and permeating a variety of activities and different forms of work, thus having a positive impact on the daily lives of citizens.

India's rankings improved six places to the 40th position in the 2022 edition of the Global Innovation Index (GII).

MARKET SIZE

According to National Association of Software and Service Companies (Nasscom), the Indian IT industry's revenue touched US\$ 227 billion in FY22, a 15.5% YoY growth.

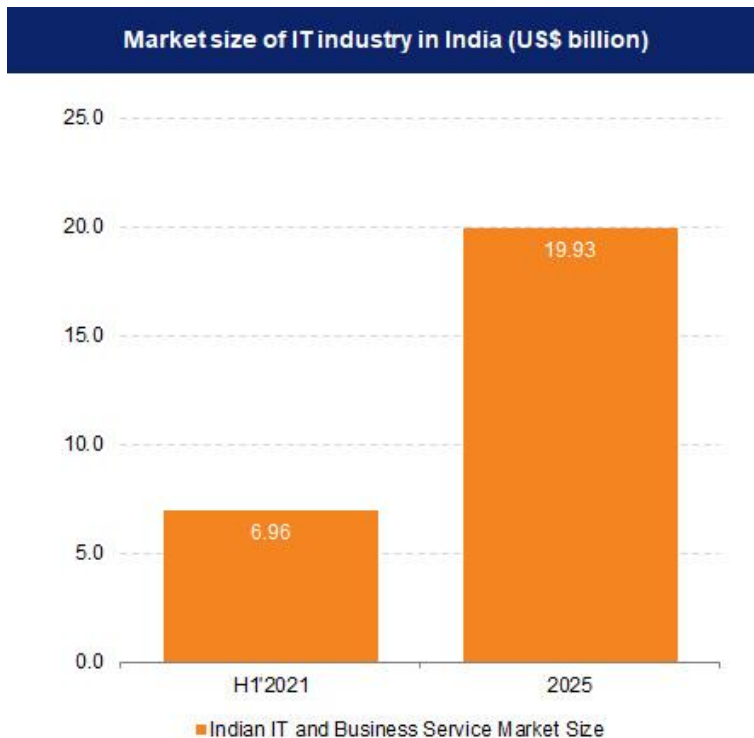
According to Gartner estimates, IT spending in India is expected to increase to US\$ 101.8 billion in 2022 from an estimated US\$ 81.89 billion in 2021.

Indian software product industry is expected to reach US\$ 100 billion by 2025. Indian companies are focusing on investing internationally to expand their global footprint and enhance their global delivery centres.

The data annotation market in India stood at US\$ 250 million in FY20, of which the US market contributed 60% to the overall value. The market is expected to reach US\$ 7 billion by 2030 due to accelerated domestic demand for AI.

Exports from the Indian IT industry stood at US\$ 149 billion in FY21. Export of IT services has been the major contributor, accounting for more than 51% of total IT export (including hardware). BPM and engineering and R&D (ER&D) and software products export accounted for 20.78% each to total IT exports during FY21. The ER&D market is expected to grow to US\$ 42 billion by 2022.

The IT industry added 4.45 lakh new employees in FY22, bringing the total employment in the sector to 50 lakh employees.



INVESTMENTS/ DEVELOPMENTS

Indian IT's core competencies and strengths have attracted significant investment from major countries and companies.

- In November 2022, ICICI Bank introduced two new products for its NRI clients - Loan against Deposits (LAD) and Dollar Bonds, at its branch in GIFT City.
- In November 2022, Amazon Web Services announced the launch of its second AWS infrastructure region in India - the AWS Asia Pacific (Hyderabad) Region. By 2030, it is anticipated that the region will support more than 48,000 full-time jobs annually thanks to investments totaling more than US\$ 4.4 billion in India.
- In November 2022, Google established a partnership with local gaming startup SuperGaming through its Google Cloud division. As part of the collaboration, game developers who use Google Cloud to create, host, and distribute their games will have access to SuperGaming's SuperPlatform game engine.
- HDFC Bank has partnered with Flywire to enable their customers to make fee payments digitally to overseas colleges and universities.

- In August 2022, Network People Services Technologies (NPST) announced that it was working on a banking super app. The high-end platform can be used by banks, fintech companies, and other BFSI players, and it will offer a seamless user experience with all banking, financial, and transactional services combined into a robust, smart app.
- In August 2022, PwC India announced that it was planning to hire 10,000 employees in the cloud and digital technologies space over the next five years.
- In October 2022, PE/VC investments in the technology sector stood at US\$ 157 million across 12 deals.
- The computer software and hardware sector in India attracted cumulative foreign direct investment (FDI) inflows worth US\$ 88.94 billion between April 2000-June 2022. The sector ranked second in FDI inflows as per the data released by Department for Promotion of Industry and Internal Trade (DPIIT). Computer software and hardware make up 14.70% of the cumulative FDI inflows.
- In July 2022, the Union Bank of India (UBI) launched a Metaverse Virtual Lounge and Open Banking Sandbox environment in partnership with Tech Mahindra.
- In June 2022, ZStack International, a worldwide market leader in cloud computing, IaaS and PaaS solutions, announced that they were entering into India and the SAARC Region.
- In June 2022, Redington India, an IT provider, entered into a multi-year strategic agreement with Amazon Web Services (AWS) to drive cloud technology adoption in India.
- American-Irish consumer credit reporting company Experian is planning a major expansion of its global innovation centre (GIC) in Hyderabad to about 4,000 employees over the next three to five years. According to sources, GIC will concentrate on employing emerging technologies in the BFSI (banking, financial services, and insurance) sector, including cloud computing, big data analytics, artificial intelligence, and machine learning.
- In 2021, PE investments in the IT sector stood at US\$ 23.4 billion.
- India's IT startup ecosystem has received record investments of nearly US\$ 36 billion in privately held companies in 2021, up from US\$ 11 billion in 2020.

- In March 2022, Licious, India's largest tech-first, fresh animal protein brand, raised US\$ 150 million in a Series F2 funding round.
- In March 2022, Byju's raised US\$ 800 million in funding as part of a pre-IPO round, which values the Bengaluru-based company at about US\$ 22 billion.
- In March 2022, debt marketplace CredAvenue raised US\$ 137 million in a funding round led by Insight Partners, B Capital Group and Dragoneer Investment Group, which propelled the startup's valuation to US\$ 1.3 billion.
- In February 2022, Hasura, a software company which helps developers with tools, raised US\$ 100 million in a fresh funding round led by Greenoaks Capital, which elevate the company into a unicorn.
- In January 2022, Google announced plans to invest US\$ 1 billion in India's Bharti Airtel Ltd. to push India's digital ecosystem.
- Amazon has partnered with Airtel to sell Amazon Web Services (AWS) to its customers and intends to inject US\$ 1.6 billion in their two upcoming data centres in Hyderabad.
- In November 2021, Wipro partnered with TEOCO to build solutions for communication service providers (CSPs) to improve network automation, efficiency, flexibility and reliability.
- In August 2021, Tata Consultancy Services was adjudged a leader in the NelsonHall NEAT for CX Services in Banking, Financial Services and Insurance (BFSI).

GOVERNMENT INITIATIVES

Some of the major initiatives taken by the government to promote the IT and ITeS sector in India are as follows:

- In September 2022, the new Telecommunications Bill 2022 was published for public consultation by the Ministry of Communications as a move toward creating a new telecom framework in India.

- In August 2022, the Indian Computer Emergency Response Team (CERT-In), in collaboration with the Cyber Security Agency of Singapore (CSA), successfully planned and carried out the "Synergy" Cyber Security Exercise for 13 countries to build network resilience against ransomware attacks.
- In June 2022, STPI Director General Mr. Arvind Kumar stated that exports through STPI units have increased from Rs. 17 crore (US\$ 2.14 million) in FY92 to Rs. 5.69 lakh crore (US\$ 71.65 billion) in FY22.
- In May 2022, it was announced that Indians can now avail their Digilocker services through Whatsapp to get easy access to their official documents.
- In April 2022, the Indian Computer Emergency Response Team (CERT-In) issued Directions to strengthen the cybersecurity in the country.
- In the Union Budget 2022-23, the allocation for IT and telecom sector stood at Rs. 88,567.57 crore (US\$ 11.58 billion).
- The government introduced the STP Scheme, which is a 100% export-oriented scheme for the development and export of computer software, including export of professional services using communication links or physical media.
- In November 2021, the government launched the Internet Exchange in Uttarakhand to enhance the quality of internet services in the state.
- The Karnataka government has signed three MoUs worth US\$ 13.4 million (Rs. 100.52 crore) to help the state's emerging technology sector.
- In September 2021, the Indian government announced a plan to build a cyber-lab for the 'Online Capacity Building Programme on Crime Investigation, Cyber Law and Digital Forensics' to strengthen cyber security capabilities.
- In September 2021, the Ministry of Electronics and Information Technology (MeitY) organised a workshop under the theme of 'Connecting all Indians' to promote public and private stakeholders' interest in the country and expand internet access to remote areas.
- In September 2021, the Indian government launched the Meghalaya Enterprise Architecture Project (MeghEA) to boost service delivery and governance in the state by leveraging digital technologies, to make Meghalaya a high-income state by 2030.

- In September 2021, the Indian government launched Phase II of Visvesvaraya PhD Scheme to encourage research in 42 emerging technologies in information technology (IT), electronics system design & manufacturing (ESDM) and information technology enabled services (ITES).
- In September 2021, the Indian government inaugurated five National Institute of Electronics & Information Technology (NIELIT) Centres in three North-Eastern states to boost availability of training centres and employment opportunities.
- On July 2, 2021, the Ministry of Heavy Industries and Public Enterprises launched six technology innovation platforms to develop technologies for globally competitive manufacturing in India. The six technology platforms have been developed by IIT Madras, Central Manufacturing Technology Institute (CMTI), International Centre for Automotive Technology (iCAT), Automotive Research Association of India (ARAI), BHEL, and HMT, in association with IISc Bangalore.
- The Department of Telecom, Government of India and Ministry of Communications, Government of Japan, signed an MoU to enhance cooperation in areas of 5G technologies, telecom security and submarine optical fibre cable system.

ROAD AHEAD

India is the topmost offshoring destination for IT companies across the world. Having proven its capabilities in delivering both on-shore and off-shore services to global clients, emerging technologies now offer an entire new gamut of opportunities for top IT firms in India.

The Indian IT & business services industry is expected to grow to US\$ 19.93 billion by 2025. Spending on information technology in India is expected to reach US\$ 144 billion in 2023. By 2026, widespread cloud utilisation can provide employment opportunities to 14 million people and add US\$ 380 billion to India's GDP.

As per a survey by Amazon Web Services (2021), India is expected to have nine times more digitally skilled workers by 2025.

In November 2021, Mr. Piyush Goyal, Minister of Commerce and Industry, Consumer Affairs, Food and Public Distribution and Textiles, lauded the Indian IT sector for excelling

its competitive strength with zero government interference. He further added that service exports from India has the potential to reach US\$ 1 trillion by 2030.

References: Media Reports, Press Information Bureau (PIB), Department for Promotion of Industry and Internal Trade (DPIIT), Department of Information and Technology, Union Budget 2022-23

1.3 COMPANY PROFILE:



SPRINGBORD SYSTEMS PRIVATE LIMITED

Company Details

CIN

[U74999TN2016PTC104597](#)

CIN	U74999TN2016PTC104597		
Company Name	SPRINGBORD LIMITED	SYSTEMS	PRIVATE
Company Status	Active		
RoC	RoC-Chennai		
Registration Number	104597		
Company Category	Company limited by Shares		
Company Category	Sub	Non-govt company	
Class of Company	Private		
Date of Incorporation	09 March 2016		
Age of Company	6 years, 5 month, 4 days		

1.4. OBJECTIVE OF THE STUDY

PRIMARY OBJECTIVES

- To study the competency level of the employees in Springbord Systems Private Limited

SECONDARY OBJECTIVES

- To identification the Individual Competency level.
- To identify the job competencies in terms of Knowledge, skills and attitudes required for employees to perform their job efficiently & effectively.

- To identify the various attitude of the successful performance for job function.
- To understand the satisfaction level of the employees towards the training program conducted by the organization
- To provide suitable suggestions to improve the competency mapping

1.5. NEED FOR THE STUDY

- The main need of this study is to identify the gap between required skills and actual skills level of employees.
- It helps the HR managers to identify the core areas where the subordinates need to be trained.
- It also helps the employees to find out their own competency level and also helps them for competency building through various need based training and coaching.
- It also include the recruitment & selection, performance management, succession planning, training & development, reward management, potential assessment, career planning, job design & grading.

1.6. SCOPE OF THE STUDY

- This study helps the Springbord Systems Private Limited management to find the competency of employees in their organization.
- This will be helpful for the Springbord Systems Private Limited management to improve the competency level of their employees.
- Competency based appraisal process leads to effective identification of training needs.
- Competency mapping will be helpful in establishment of clear high performance standards.

CHAPTER 2

2 . REVIEW OF LITERATURE

1. **David McClelland (Harvard Psychologist)(1986)** He pioneered the Competency Movement across the world and made it a global concept. His classic books on Talent and Society, Achievement motive, The Achieving Society, Motivating economic achievement and power the inner experience brought out several new dimensions of the competency.

David McClelland (1986) He pioneered the Competency Movement across the world and made it a global concept.

2. **Benjamin Bloom (USA) (1998)** laid the foundation for identifying educational objectives by defining KSA, s needed to be developed in education. The educational objectives developed by them were grouped under the cognitive domain.

Benjamin Bloom (1998) laid the foundation for identifying educational objectives by defining KS

3. **Richard Boyatzis(2000)** wrote the first empirically-based and fully-researched book on competency model developments. It was with Boyatzis that job competency came to widely understood to mean an underlying characteristic of a person that leads or causes superior or effective performance.

Richard Boyatzis(2000) wrote the first empirically-based and fully-researched book on competency model developments.

4. **William Trochim(2002)** developed the concept map into a strategic planning tool for use in the design of organizational components. Trochim's technique differs significantly from Novak's original school of thought. While Novak's maps are generated for an individual, Trochim's are generated by a group.

5. **William Trochim(2002)** developed the concept map into a strategic planning tool for use in the design of organizational components.

6. **Subbu Rao,(2008)**competencies are common or general objectives of an organization. It is the basic knowledge with skills involved. It can also be described as a social role of an employee towards the organization linked with the guidance of the superior which reflects his performance on the job . Competencies are considered to be individual's characteristics that help in the contribution towards the efficient performance in the management. A competency can be defined as ability to do something in which the employee has enough knowledge about his job and can function accordingly to achieve effective results.

7. **Gaspar (2012)** found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organisation. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

8. **Md.Ishtiak Uddin, et. al. [2012]** in his study "Competency Mapping: A Tool for HR Excellence" has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning.

9. **(Farah 2009)** has discussed about the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to deliver deeper insights into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management

10. **Yuvaraj (2011)** has highlighted that competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and it describes what has to be done.

11. **Dr. Nagaraju and Sathya Narayana Gowda (2012)** in their article concluded that competency is a key behaviour of employees in the sample organizations that enables the superior performance of the organizations as a whole. competency mapping lends to inno vate, ability to adopt new technologies and understand the needs of customers.

12. **Dr. V. K. Jain (2013)** in his article has concluded that the term of competencies included attributes, skills and knowledge parameters in detail and makes a gap analysis in the actual and desired skills and assesses the training needs of the employees.
13. **Balaji and Vimala (2012)** in their study have portrayed that the competency gaps are found to be higher in job related skills, performance and Meta qualities of employees in the organization. These could be developed by giving training to the employees.
14. **Dr. P. Suguna and Tamilselvi (2013)** found that competency mapping should not be seen as rewards and it is not only done for confirmed employees of an organisation and it can also be done for contract workers or for those seeking employment to show their skills.
15. **Brockbank et al. (1999)** showed that HR activities positively impact business performance by approximately 10%. Strategic contribution accounts for 43 percent of HR's total impact on business performance which is almost twice the impact of any other domain

CHAPTER 3

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

Research methodology is a systematic approach to any research problem. The present study is an Descriptive study based on the primary data but secondary data have also been collected from various published & unpublished sources such as the internet, magazines, books, etc. as per the requirements of the study.

For collection of primary data, exclusive surveys as well as personal interviews are conducted for the employees of “Springbord Systems Private Limited”.

3.2 DESCRIPTIVE RESEARCH

RESEARCH TYPE:

In social sciences and business research we quite use the term Ex Post Facto research for descriptive research studies. The main characteristics of this method are that researcher has no control over the variable; he can only report what has happened and what is happening.

Descriptive research is the one the simply describes something such as demographic characteristics of consumers who used the product/services. The study is something occurs or how two variables vary together. This study is typically hypothesis.

IMPORTANCE OF DESCRIPTIVE:

- To describe the characteristics of certain group, e.g users of product with different age, gender, education etc.
- To estimate the proportion of a people in a specified population who behave in ascertain way, e.g shopping behavior of the person who buy from a particular shop.
- To determine whether certain variables are associated, e.g Income and Usage of the product.

3.3METHOD OF DATA COLLECTION

- **Primary data:**

Primary data are collected by the investigator through interview method. Such data are in raw form and must be refined before use.

- **Secondary data:**

Secondary data is data collected by someone other than the user. Common sources of secondary data for social science include censuses, surveys, organizational records and data collected through qualitative methodologies or qualitative research.

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3.4 STATISTICAL TOOLS USED

Tools used for the data collection by the researcher are

The collected data can be analyzed with the help of tools as follows

- Simple percentage
- Chi square analysis
- One way Anova
- Rank Correlation

3.5 SAMPLING METHOD:

Simple Random sampling

SAMPLE SIZE:

The sample size of 105 respondents has been arrived for the study

SAMPLE DESIGN:

- A researcher adopted for the study. Sample size is 105. The investigator collected the data from the employees directly with the help of HR Manager of Springbord Systems Private Limited

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

4.1. ANALYSIS OF THE DATA

Table showing the category of the respondents

Category	Respondents	Percentage
Operators	64	61%
Staffs	41	39%
Total	105	100%

INTERPRETATION:

From the above table it is inferred that 61% of respondents are operators and 41% of respondents are staffs.

INFERENCE:

Majority i.e. 61.0 % of respondents are operators.

Chart 4.1

Chart showing category of the respondents

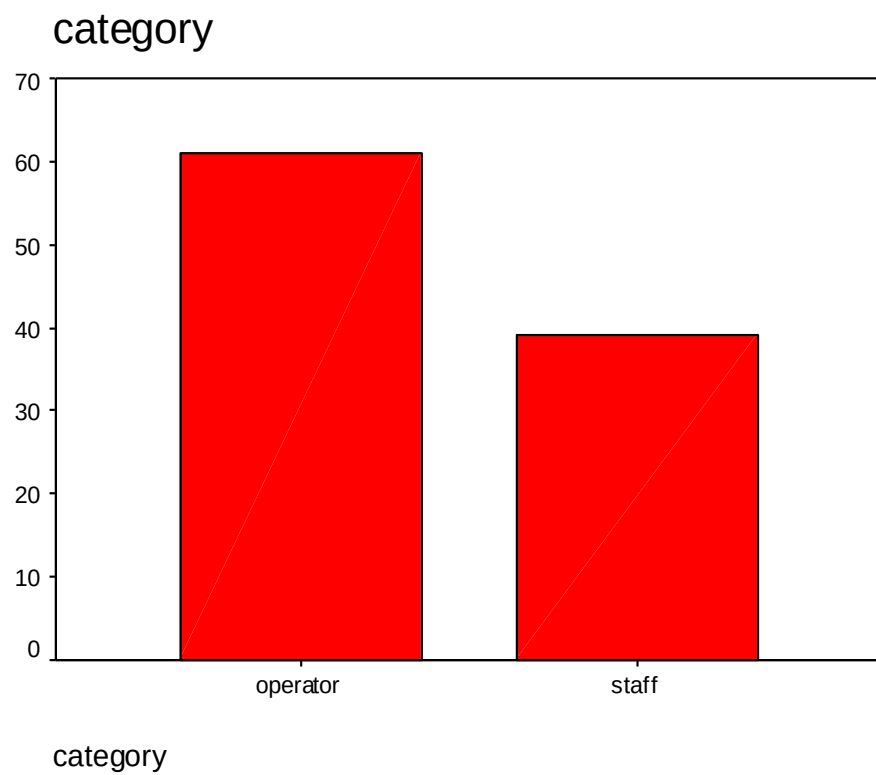


TABLE 4.2

Table showing the age of the respondents

Age	Respondents	Percentage
20-30	17	16.2%
31-40	36	35.3%
41-50	40	38.1%
Above 51	12	11.4%
Total	105	100%

INTERPRETATION:

From the above table it is inferred that 16.2% of respondents are the age of 20-30 and 35.3% of respondents are between the age of 31-40 and 38.1% of respondents are between the age of 41-50 and 11.4% of respondents are between in the age group of above 51.

INFERENCE:

Majority i.e. 38.1 % of respondents are between the age group of 41-50.

Chart 4.2

Chart showing age of the respondents

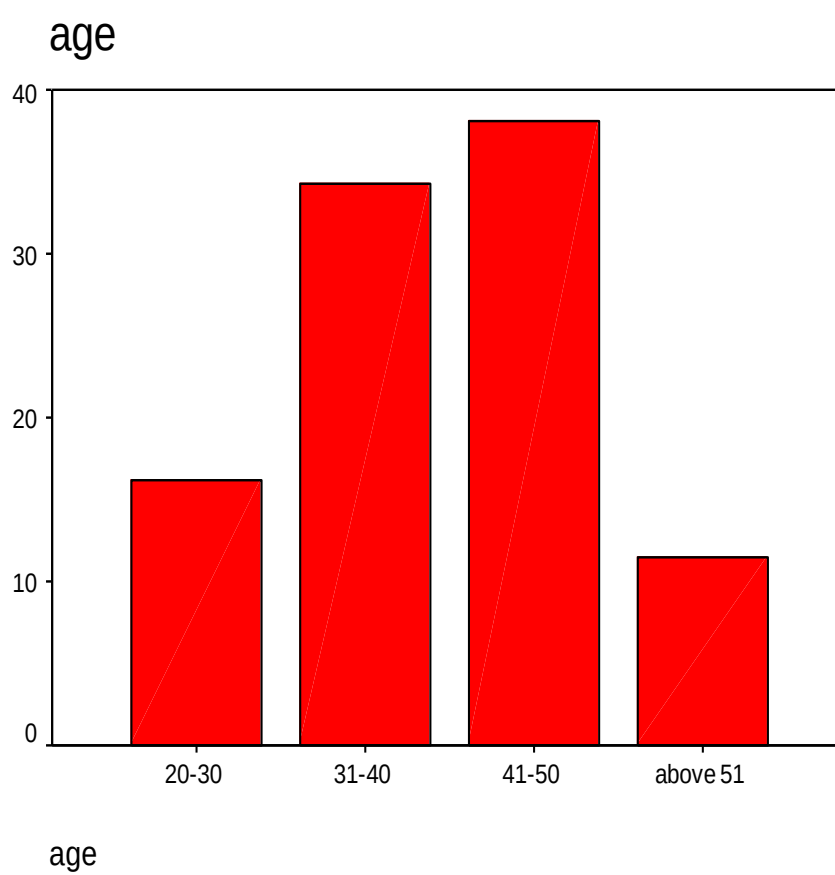


TABLE 4.3

Table showing the sex of the respondents

Gender	Respondents	Percentage
Male	75	71.4%
Female	30	28.6%
Total	105	100%

INTERPRETATION:

From the above table it is inferred that 71.4% are male respondents and 28.6% are female respondents.

INFERENCE:

Majority i.e. 71.4% of respondents are male.

Chart 4.3

Chart showing sex of the respondents

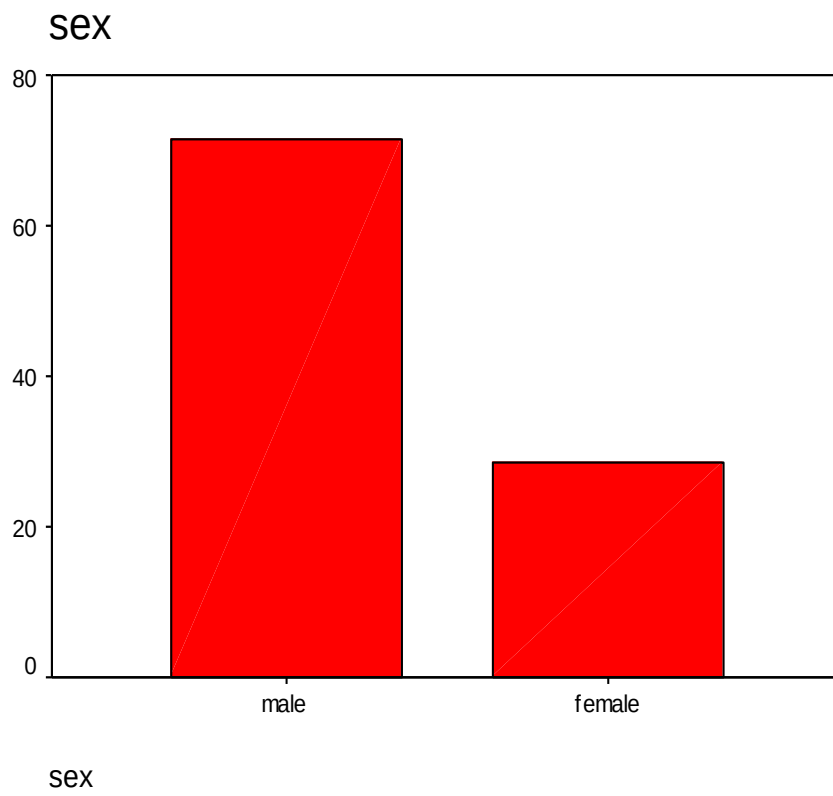


TABLE 4.4

Table showing the martial status of the respondents

Martial status	Respondents	Percentage
Single	48	45.7%
Married	57	55.3%
Total	105	100%

INTERPRETATION:

From the above table it is inferred that 45.7% respondents are single and 55.3% respondents are married.

INFERENCE:

Majority i.e. 55.3% of respondents are married.

Chart 4.4

Chart showing martial status of the respondents

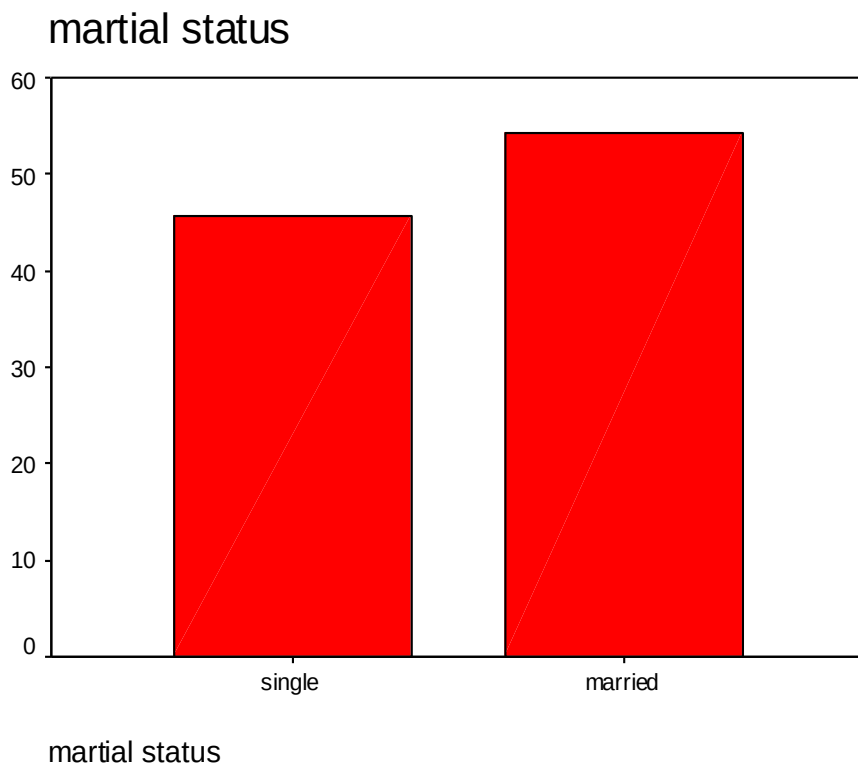


TABLE 4.5

Table showing the education qualification of the respondents

education qualification	Respondents	Percentage
Non graduate	31	29.5%
Graduate	53	50.5%
Post graduate	21	20.0%
Total	105	100.0%

INTERPRETATION:

From the above table it is inferred that 29.5% respondents are non graduate and 50.5% respondents are graduate and 20.0% respondents are post graduate.

INFERENCE:

Majority i.e. 50.5% of respondents are graduate.

Chart 4.5

Chart showing education qualification of the respondents

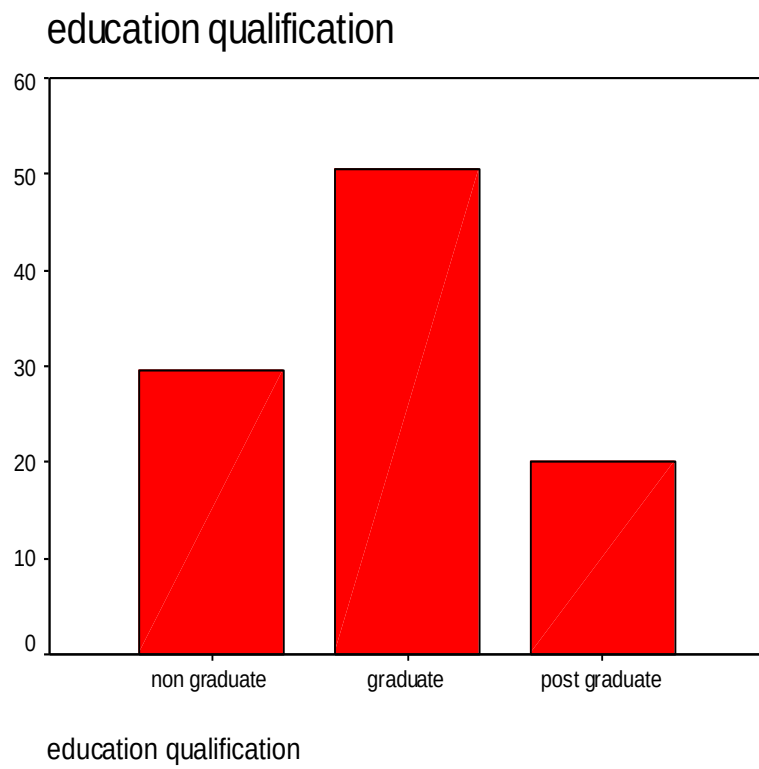


TABLE 4.6

Table showing the experience of the respondents

Experience	Respondents	Percentage
Less than 1 yr	10	9.6 %
01-05yrs	56	53.4%
5.1-10yrs	24	22.8%
Above 10yrs	15	15.2%
Total	105	100%

INTERPRETATION:

From the above table it is inferred that 53.4% of respondents are experience of 01-05 years and 22.8% of respondents are between the experience of 5.1-10yrs and 15.2% of respondents are experience of above 10 years.

INFERENCE:

Majority i.e. 53.4% of respondents are with an experience of 01-05 years

Chart 4.6

Chart showing experience of the respondents

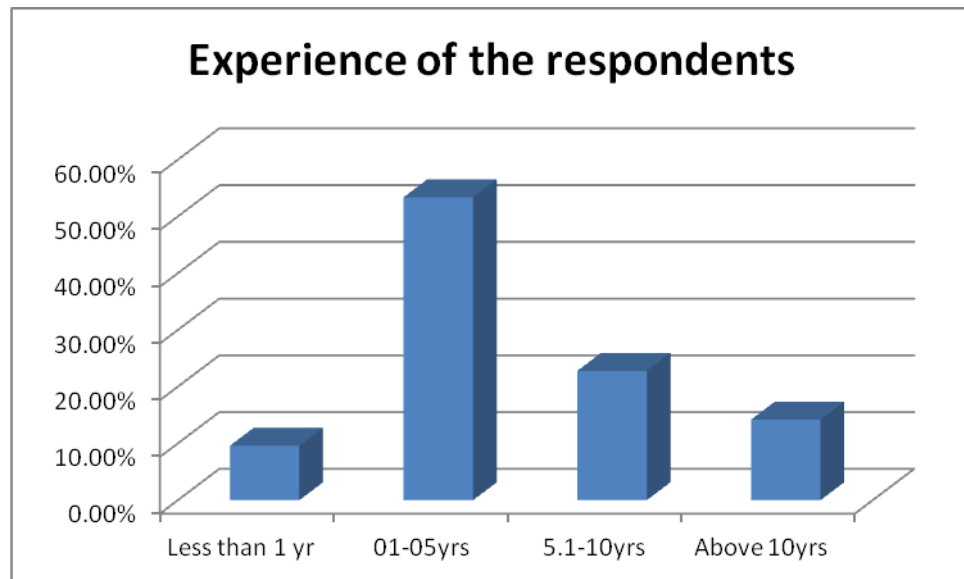


TABLE 4.7

Table showing the salary of the respondents

Salary	Respondents	Percentage
5001-10000	03	02.9%
10001-20000	49	46.7%
20001-30000	43	41.0%
Above 30,000	10	9.5%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 46.7% of respondents draw a salary of 10001-20000 and 41.0% of respondents draw a salary of 20001-30000 and 9.5% of Respondents draw a salary above 30001.

INFERENCE:

Majority i.e. 46.7% of respondents draw a salary of 10001-20000

Chart 4.7

Chart showing salary of the respondents

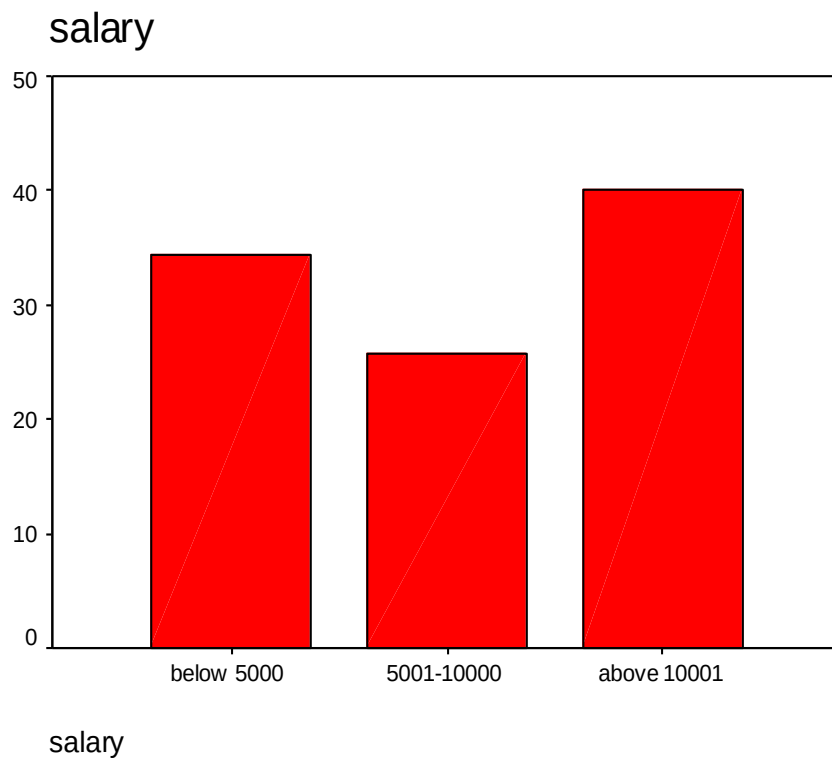


TABLE 4.8

Table showing the duties and responsibility of the respondents

Duties and responsibility	Respondents	Percentage
Very high	03	02.9%
High	49	46.7%
Moderate	43	41.0%
Low	10	9.5%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 2.9% of respondents are very high that the duties and responsibility 46.7% respondents are high that the duties and responsibility 41.0 % respondents are moderate that the duties and responsibility and 9.5% of respondents have low duties and responsibility

INFERENCE:

Majority i.e. 46.7% of respondents are having high duties and responsibility.

Chart 4.8

Chart showing duties and responsibility of the respondents

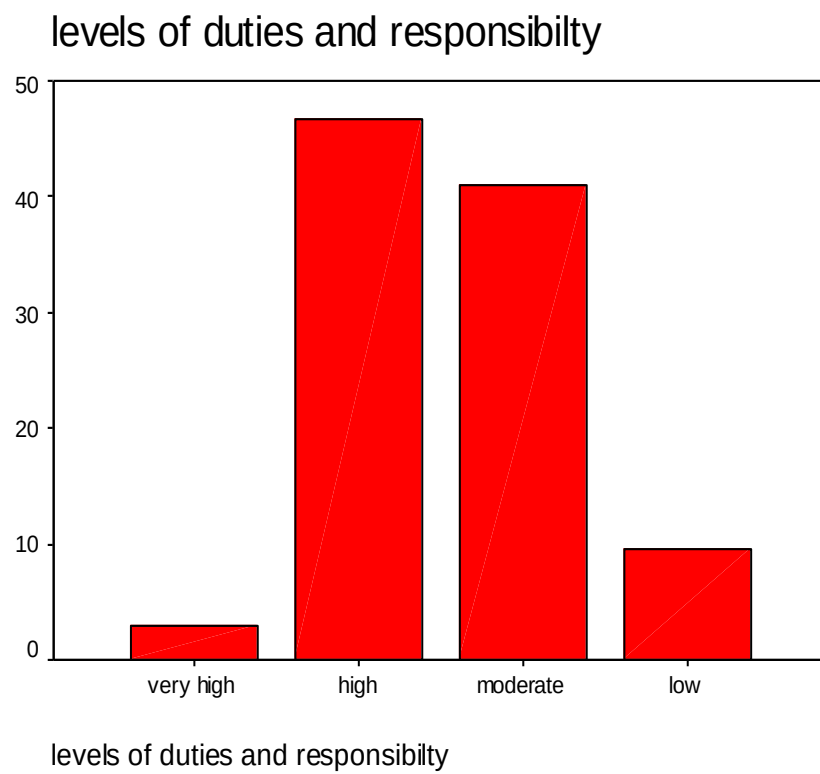


TABLE 4.9

Table showing the difficult in performing the job of the respondents

Difficult in the job	Respondents	Percentage
Yes	13	12.4%
No	92	87.6%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 12.4% of respondents have agreed that they are difficult in their job and 87.6% of respondents not agreed that they are difficult in their job.

INFERENCE:

Majority i.e. 87.6% of respondents not agreed that they are difficult in their job.

Chart 4.9

Chart showing difficult in performing the job of the respondents

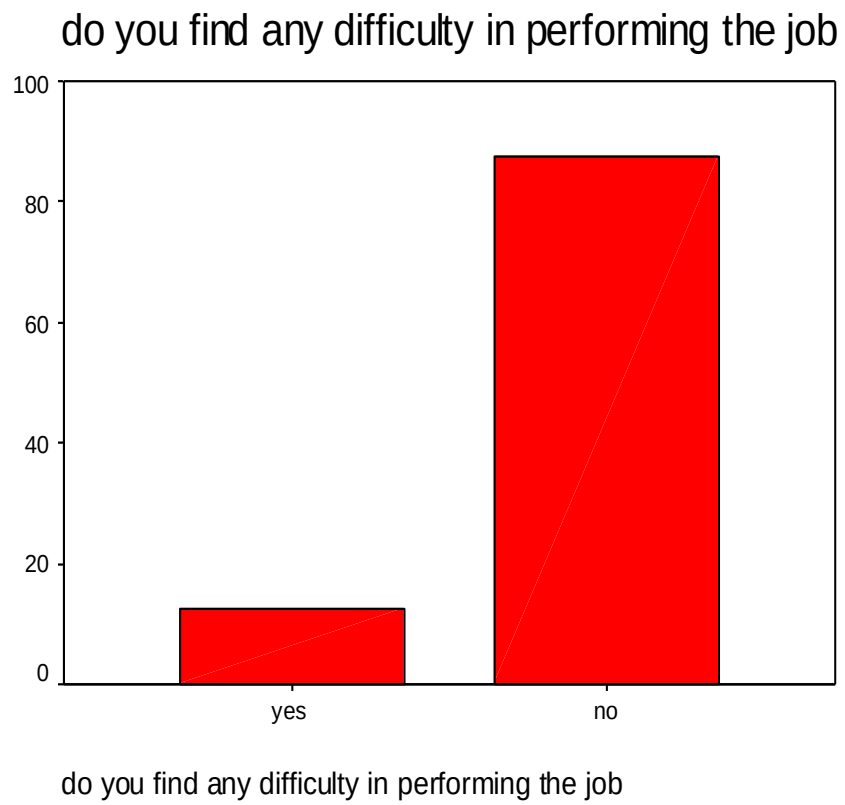


TABLE 4.10

Table showing the employee own decision with prior reference to supervisor

Employee own decision prior reference to supervisor	Respondents	Percentage
Yes	92	87.6%
No	13	12.4%
Total	105	100.0%

INTERPRETATION:

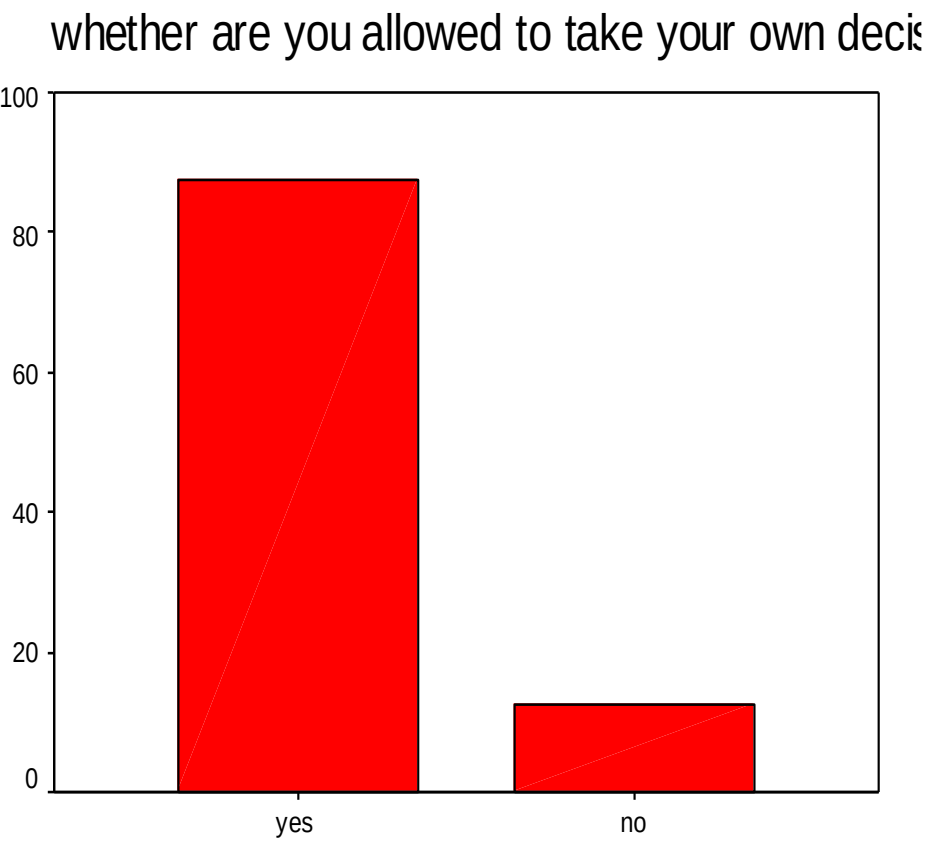
From the table it is inferred that 87.6% of respondents have agreed that they are employee own decision with prior reference to supervisor and 12.4% of respondents not agreed that they are employee own decision with prior reference to supervisor.

INFERENCE:

Majority i.e. 87.6% of respondents have agreed that they are employee own decision with prior reference to supervisor.

Chart 4.10

Chart showing the employee own decision with prior reference to supervisor



whether are you allowed to take your own decision with prior refer

TABLE 4.11

Table showing the employee levels of creativity

employee levels of creativity	Respondents	Percentage
Low	24	22.9%
Moderate	34	32.4%
High	31	29.5%
Very high	16	15.2%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 22.9% of respondents are having low level of creativity and 32.4% of respondents are having moderate level of creativity and 29.5% of respondents are having high level of creativity and 15.2% of respondents are having very high level of creativity

INFERENCE:

Majority i.e. 32.4% of respondents are having moderate level of creativity.

Chart 4.11

Chart showing the employee levels of creativity

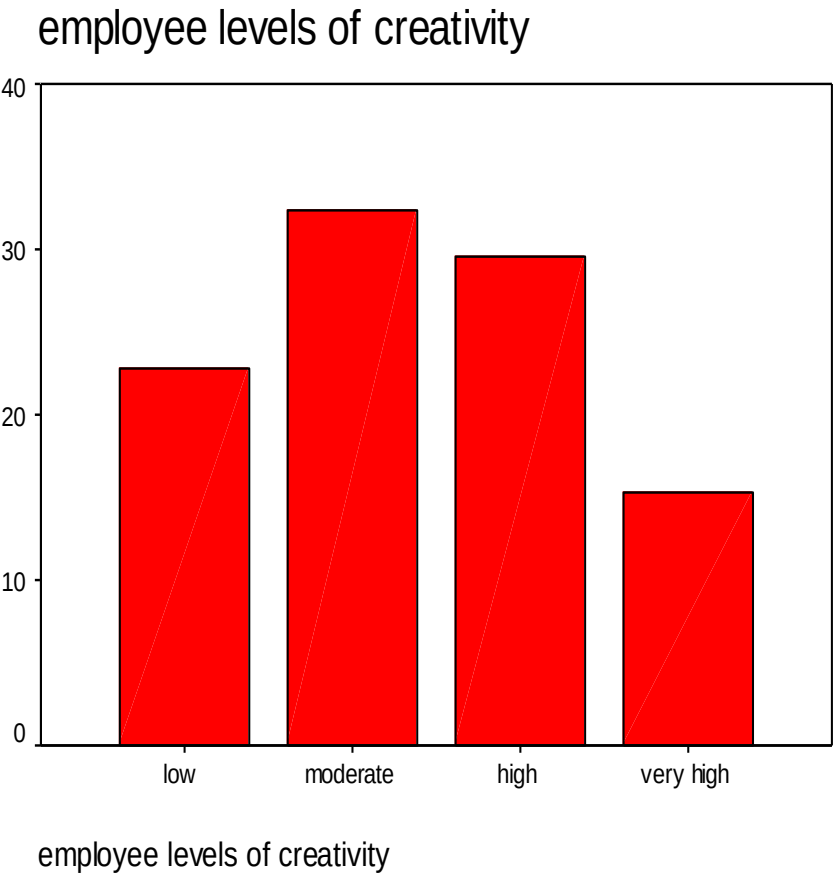


TABLE 4.12

Table showing the employee levels of teamwork

Employee levels of teamwork	Respondents	Percentage
Low	19	18.1%
Moderate	39	37.1%
High	47	45.8%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 18.1% of respondents are having low level of teamwork and 37.1% of respondents are having moderate level of teamwork and 45.8% of respondents are having high level of teamwork.

INFERENCE:

Majority i.e. 45.8% of respondents are having high level of teamwork.

Chart 4.12

Chart showing the employee levels of teamwork

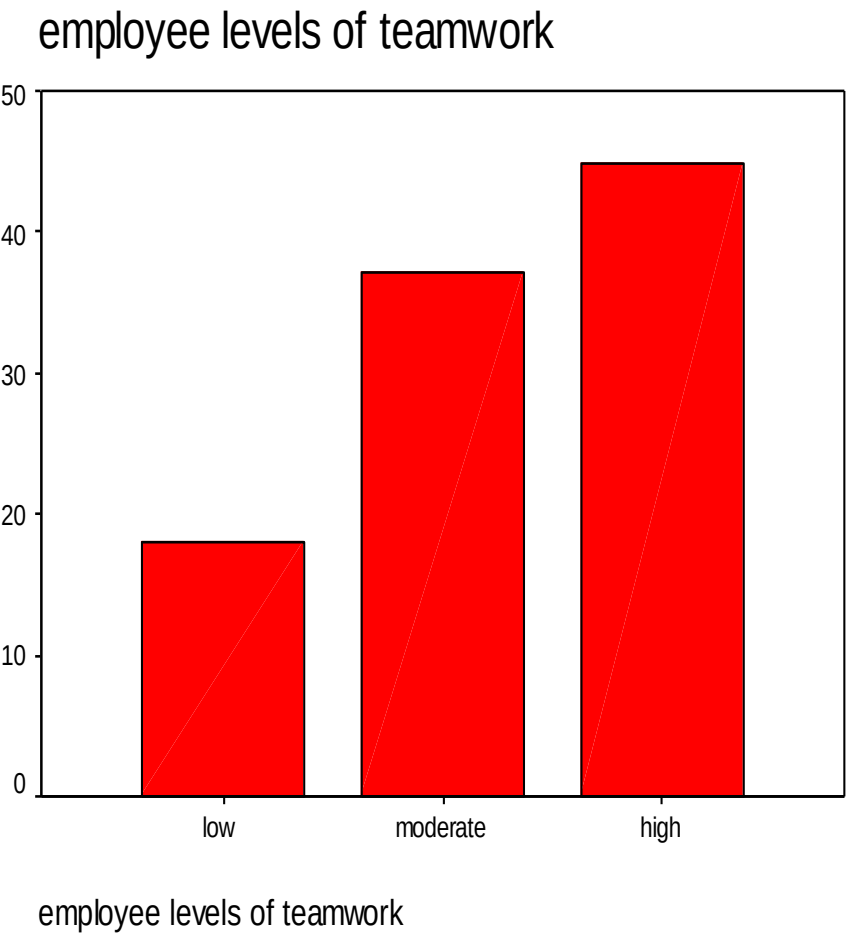


TABLE 4.13

Table showing the employee levels of learning orientation

Employee levels of learning orientation	Respondents	Percentage
Very low	3	02.9%
Low	47	45.8%
Moderate	30	28.6%
High	25	23.8%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 02.9% of respondents are having very low level of learning orientation and 45.8% of respondents are having low level of learning orientation and 28.6% of respondents are having moderate level of learning orientation and 23.8% of respondents are having high level of learning orientation.

INFERENCE:

Majority i.e. 45.8% of respondents are having low level of learning orientation

Chart 4.13

Chart showing the employee levels of learning orientation

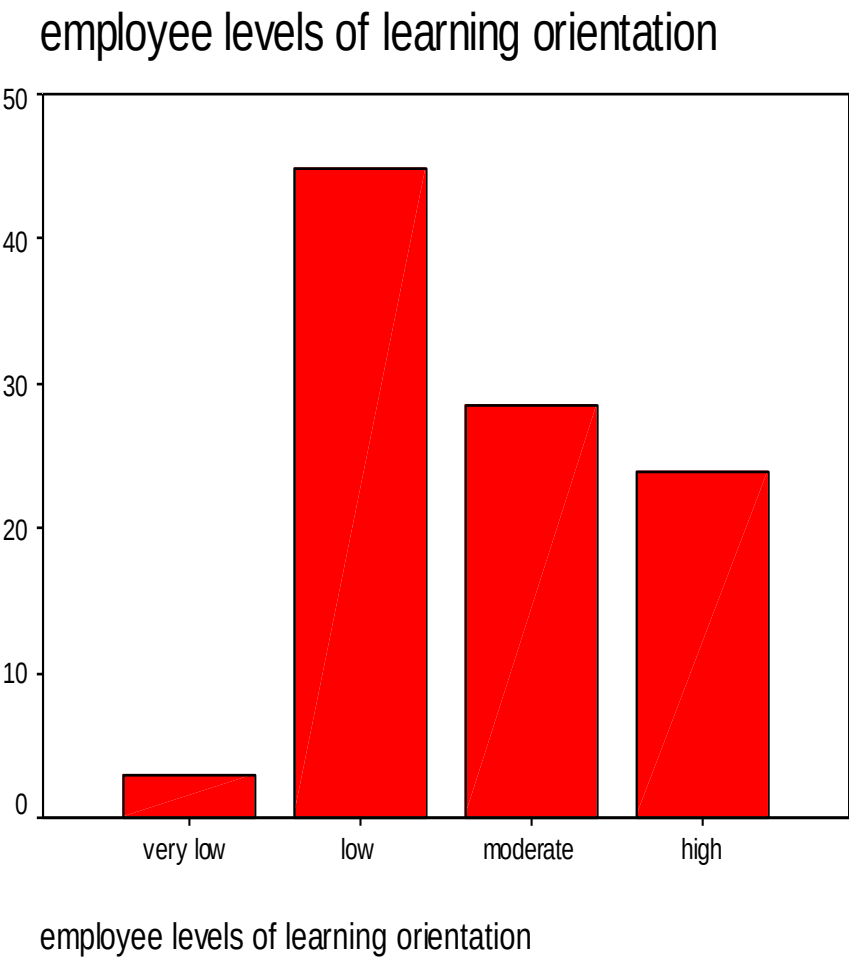


TABLE 4.14

Table showing the employee levels of communication skills

Employee levels of communication skills	Respondents	Percentage
Low	23	21.9%
Moderate	46	43.8%
High	36	35.3%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 21.9% of respondents are having low level of communication skills and 43.8% of respondents are having moderate level of communication skills and 35.3% of respondents are having high level of communication skills.

INFERENCE:

Majority i.e. 43.8% of respondents are having moderate level of communication skills

Chart 4.14

Chart showing the employee levels of communication skills

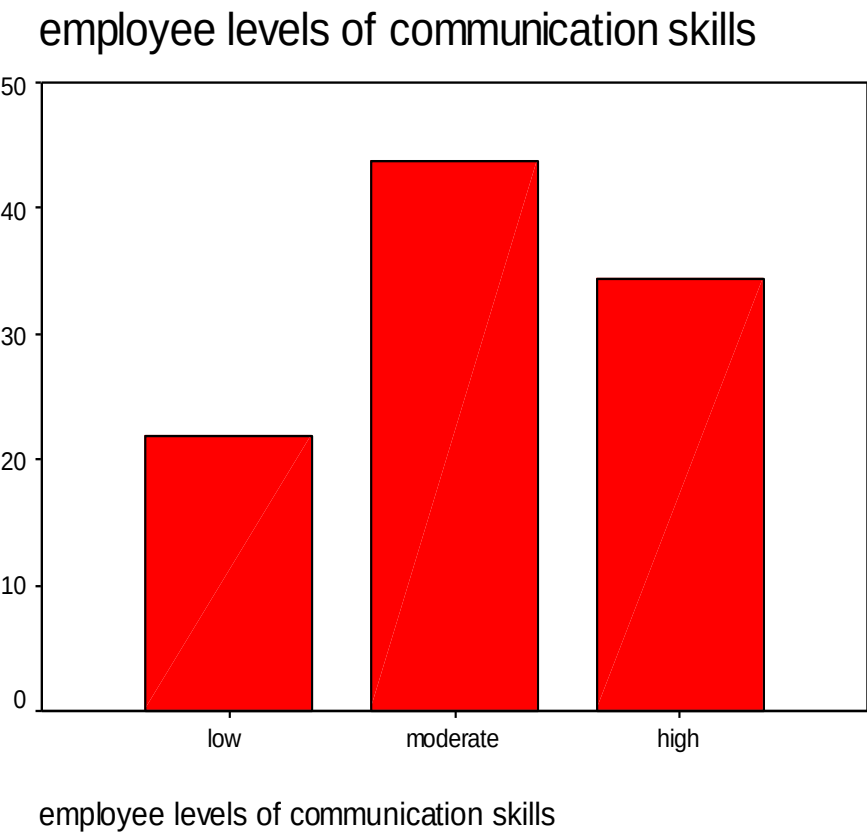


TABLE 4.15

Table showing the employee levels of confidentiality

Employee levels of confidentiality	Respondents	Percentage
Low	08	07.6%
Moderate	51	48.6%
High	25	23.8%
Very high	21	20.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 07.6% of respondents are having low level of confidentiality and 48.6% of respondents are having moderate level of confidentiality and 23.8% of respondents are having high level of confidentiality and 20.0% of respondents are having very high level of confidentiality.

INFERENCE:

Majority i.e. 48.6% of respondents are having moderate level of confidentiality

CHART 4.15

Chart showing the employee levels of confidentiality

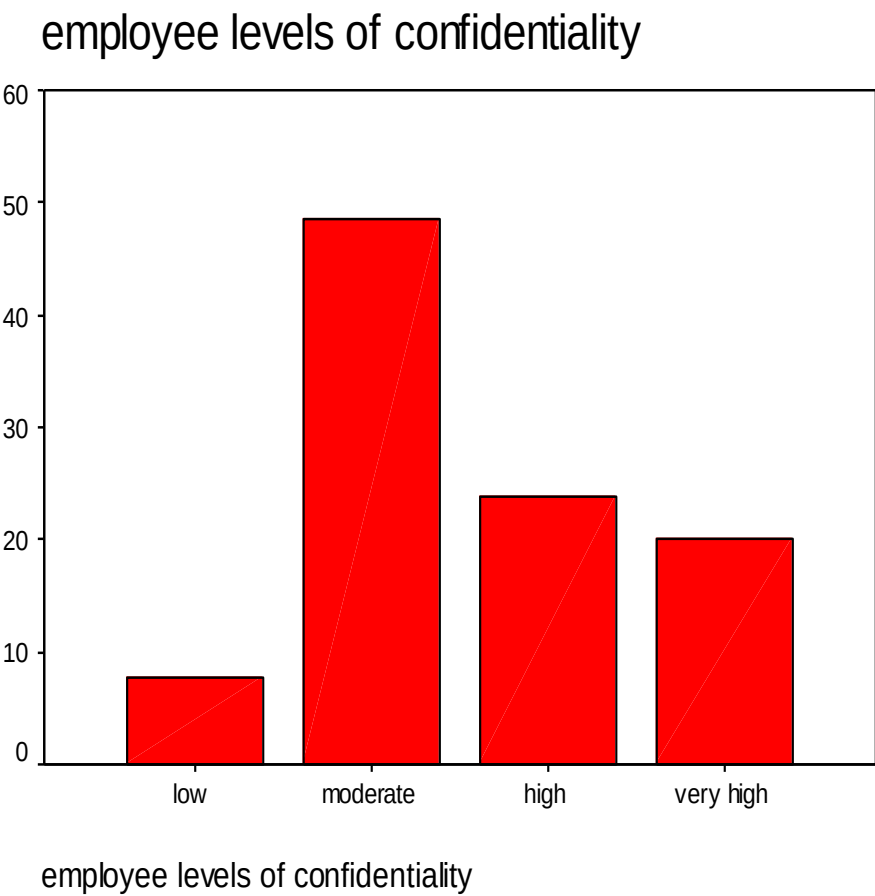


TABLE 4.16

Table showing the employee levels of self discipline

Employee levels of self discipline	Respondents	Percentage
Low	05	05.8%
Moderate	27	25.7%
High	32	30.5%
Very high	41	39.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 05.8% of respondents are having low level of self discipline and 25.7% of respondents are having moderate level of self discipline and 30.5% of respondents are having high level of self discipline and 39% of respondents are having very high level of self discipline.

INFERENCE:

Majority i.e. 39% of respondents are having very high level of self discipline.

CHART 4.16

Chart showing the employee levels of self discipline



TABLE 4.17

Table showing the employee levels of job knowledge

Employee levels of job knowledge	Respondents	Percentage
Low	06	05.7%
Moderate	29	27.6%
High	39	37.2%
Very high	31	29.5%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 5.7% of respondents are having low level of job knowledge and 27.6% of respondents are having moderate level of job knowledge and 37.2% of respondents are having high level of job knowledge and 29.5% of respondents are having very high level of job knowledge.

INFERENCE:

Majority i.e. 37.2% of respondents are having high level of job knowledge.

CHART 4.17

Chart showing the employee levels of job knowledge

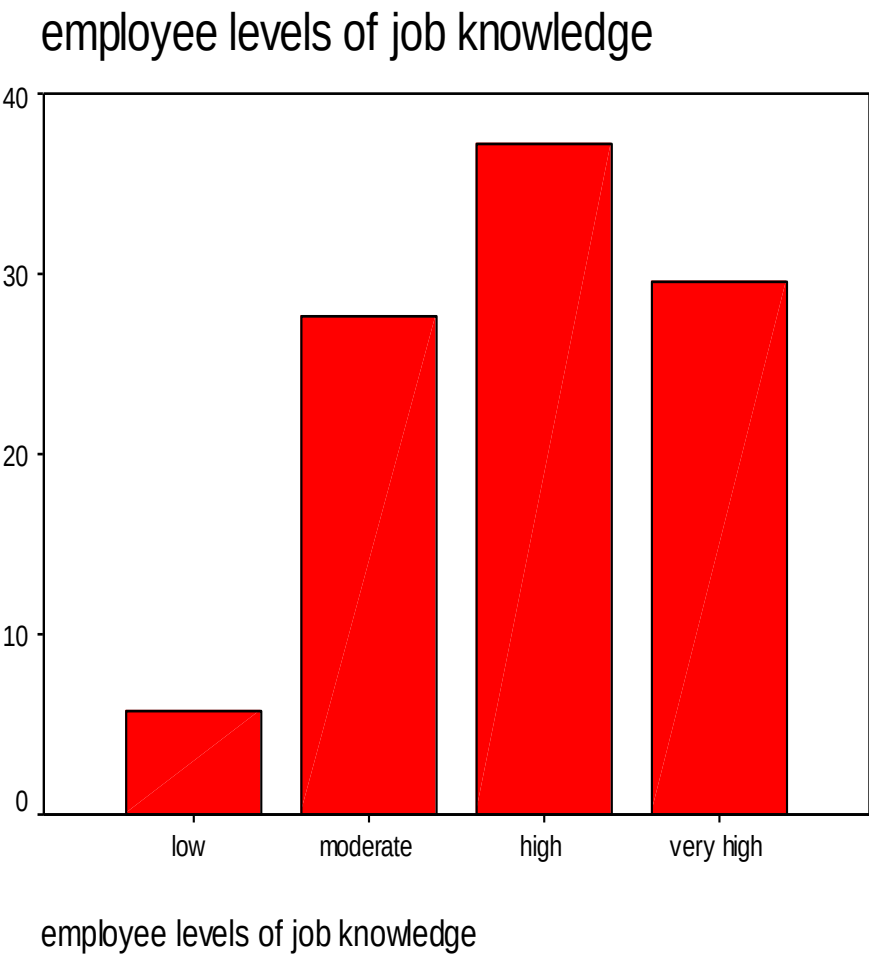


TABLE 4.18

Table showing the employee levels of interpersonal relations

Employee levels of interpersonal relations	Respondents	Percentage
Moderate	31	29.5%
High	33	31.4%
Very high	41	41.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 29.5% of respondents are having moderate level of interpersonal relations and 31.4% of respondents are having high level of interpersonal relations and 41% of respondents are having very high level of interpersonal relations.

INFERENCE:

Majority i.e. 41% of respondents are having very high level of interpersonal relations.

CHART 4.18

Chart showing the employee levels of interpersonal relations

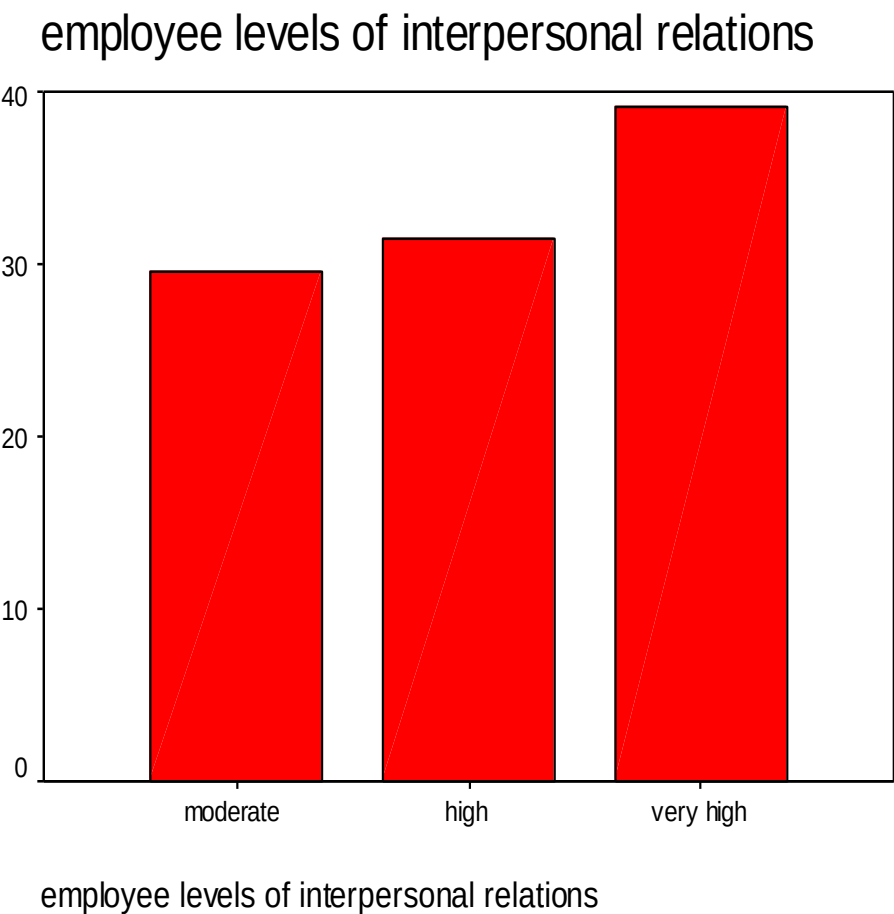


TABLE 4.19

Table showing the employee levels of influencing skills

Employee levels of influencing skills	Respondents	Percentage
Very low	3	02.9%
Low	9	08.6%
Moderate	26	25.8%
High	32	30.5%
Very high	35	33.3%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 2.9% of respondents are having very low level of influencing skill 8.6% of respondents are having low level of influencing skills and 25.8% of respondents are having moderate level of influencing skills and 30.5% of respondents are having high level of influencing skills and 33.3% of respondents are having very high level of influencing skills.

INFERENCE:

Majority i.e. 33.3% of respondents are having very high level of influencing skills.

CHART 4.19

Chart showing the employee levels of influencing skills

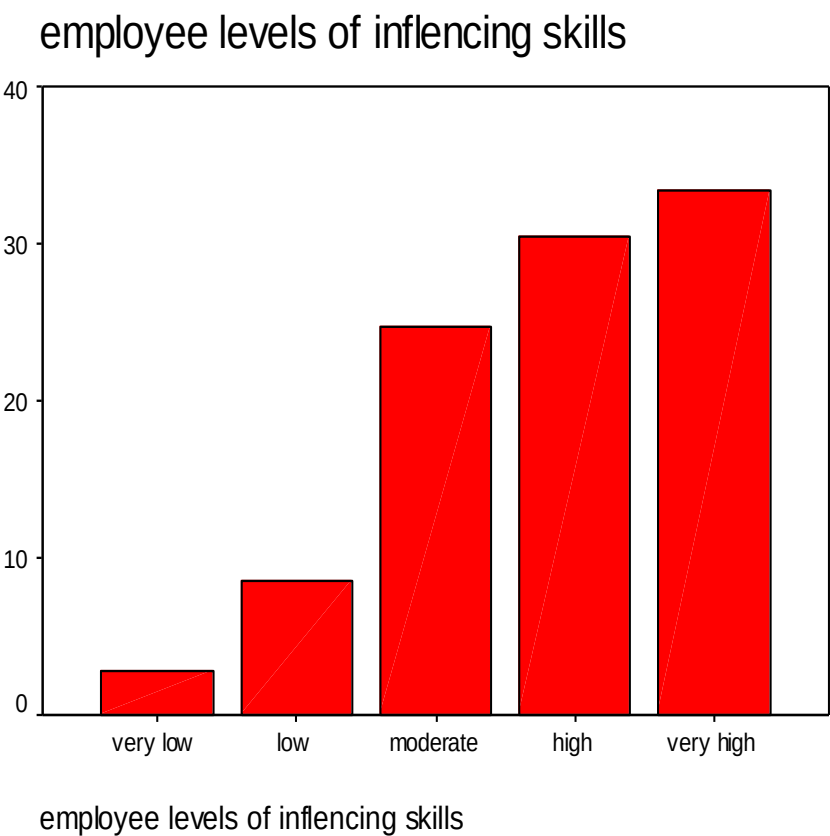


TABLE 4.20

Table showing the employee levels of positive approach

Employee levels of positive approach	Respondents	Percentage
Very low	7	06.7%
Low	26	25.8%
Moderate	34	32.4%
High	17	16.2%
Very high	21	20.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 6.7% of respondents are having very low level of positive approach skill 25.8% of respondents are having low level of positive approach and 32.4% of respondents are having moderate level of positive approach and 16.2% of respondents are having high level of positive approach and 20% of respondents are having very high level of positive approach.

INFERENCE:

Majority i.e. 32.4% of respondents are having moderate level of positive approach

CHART 4.20

Chart showing the employee levels of positive approach

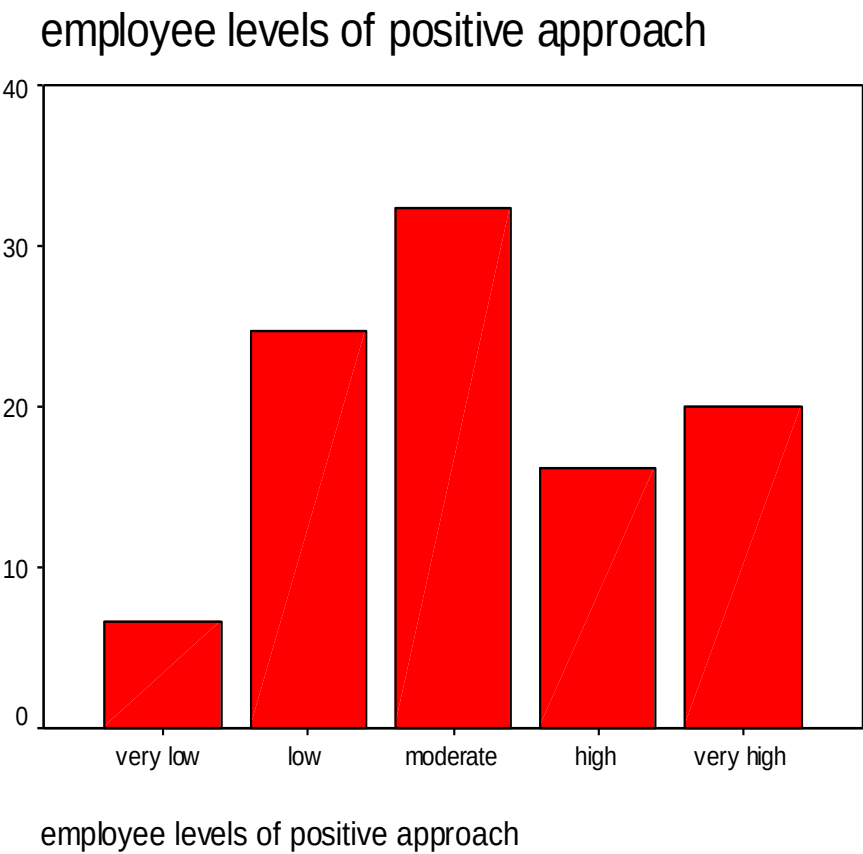


TABLE 4.21

Table showing the employee levels of self confidence

Employee levels of self confidence	Respondents	Percentage
Very low	5	05.8%
Low	20	19.0%
Moderate	36	35.3%
High	23	21.9%
Very high	21	20.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 5.8% of respondents are having very low level of self confidence and 19% of respondents are having low level of self confidence and 35.3% of respondents are having moderate level of self confidence and 21.9% of respondents are having high level of self confidence and 20% of respondents are having very high level of self confidence.

INFERENCE:

Majority i.e. 35.3% of respondents are having moderate level of self confidence.

CHART 4.21

Chart showing the employee levels of self confidence

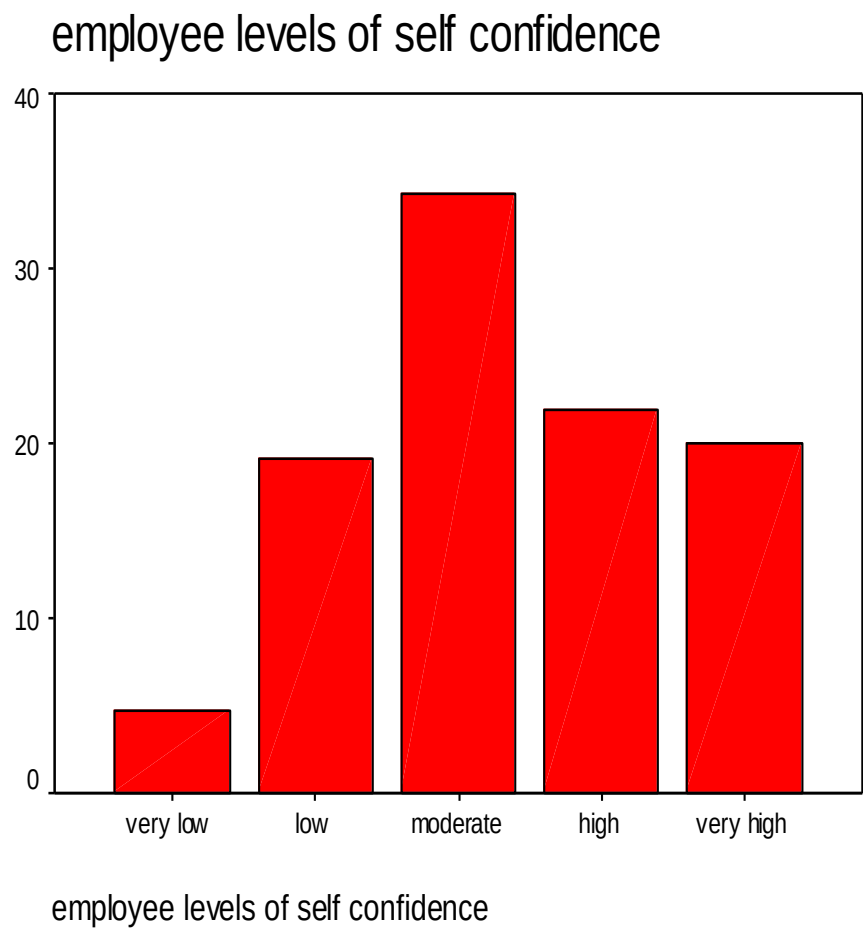


TABLE 4.21

Table showing the employee levels of stress tolerance

Employee levels of stress tolerance	Respondents	Percentage
Very low	1	01.0%
Low	5	05.8%
Moderate	57	55.3%
High	42	40.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 1% of respondents are having very low level of stress tolerance and 5.8% of respondents are having low level of stress tolerance and 55.3% of respondents are having moderate level of stress tolerance and 40% of respondents are having high level of stress tolerance.

INFERENCE:

Majority i.e. 55.3% of respondents are having moderate level of stress tolerance.

CHART 4.21

Chart showing the employee levels of stress tolerance

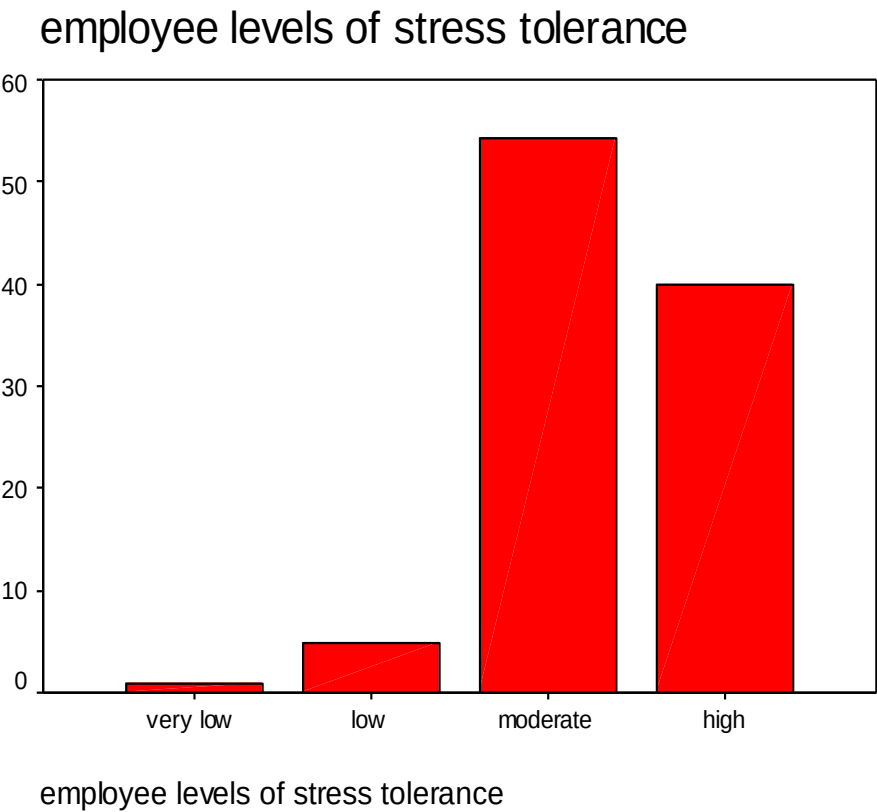


TABLE 4.22

Table showing the employee levels of responsibility

Employee levels of responsibility	Respondents	Percentage
Low	23	21.9%
Moderate	55	52.4%
High	27	25.7%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 21.9% of respondents are having low level of responsibility and 52.4% of respondents are having moderate level of responsibility and 25.7% of respondents are having high level of responsibility.

INFERENCE:

Majority i.e. 52.4% of respondents are having moderate level of responsibility.

CHART 4.22

Chart showing the employee levels of responsibility

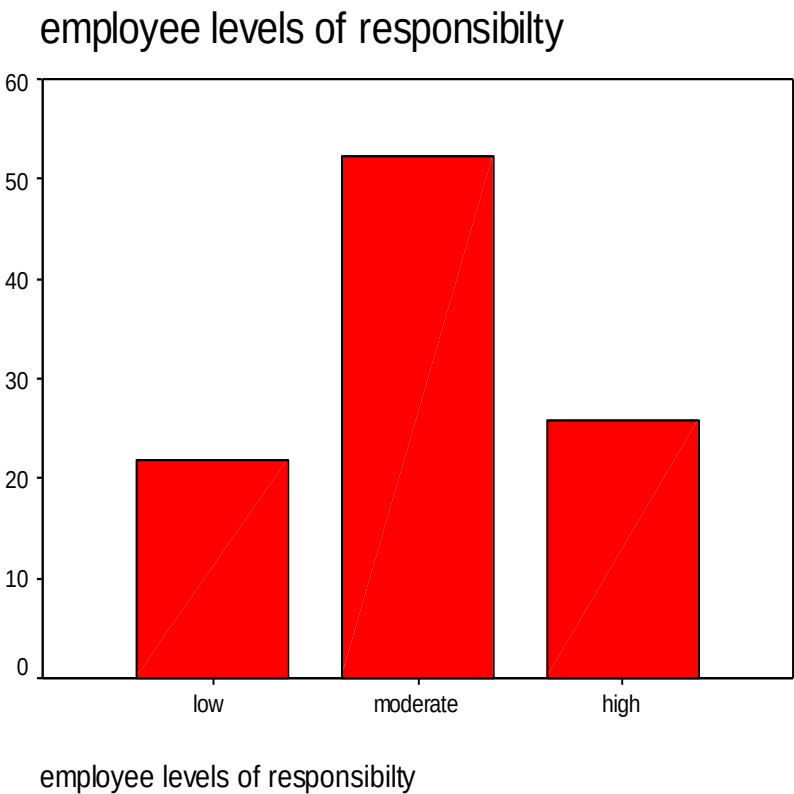


TABLE 4.23

Table showing the employee levels of problem solving skills

Employee levels of problem solving skills	Respondents	Percentage
Very low	3	02.9%
Low	34	32.4%
Moderate	28	26.7%
High	20	19.0%
Very high	20	19.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 2.9% of respondents are having very low level of problem solving skills and 32.4% of respondents are having low level of problem solving skills and 26.7% of respondents are having moderate level of problem solving skills and 19% of respondents are having high level of problem solving skills and 19% of respondents are having very high level of problem solving skills.

INFERENCE:

Majority i.e. 32.4% of respondents are having low level of problem solving skills.

CHART 4.23

Chart showing the employee levels of problem solving skills

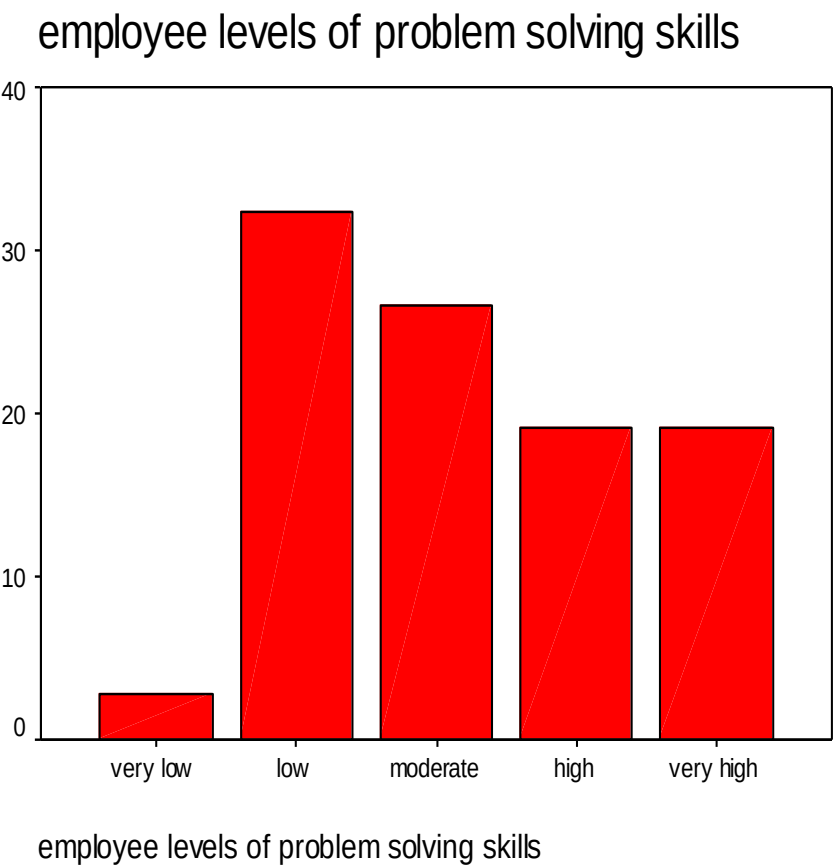


TABLE 4.24

Table showing the employee levels of system designing skills

Employee levels of system designing skills	Respondents	Percentage
Very low	11	10.5%
Low	26	25.8%
Moderate	27	25.7%
High	19	18.1%
Very high	22	21.0%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 10.5% of respondents are having very low level of system designing skills and 25.8% of respondents are having low level of system designing skills and 25.7% of respondents are having moderate level of system designing skills and 18.1% of respondents are having high level of system designing skills and 21% of respondents are having very high level of system designing skills.

INFERENCE:

Majority i.e. 25.7% of respondents are having moderate level of system designing skills.

CHART 4.24

Chart showing the employee levels of system designing skills

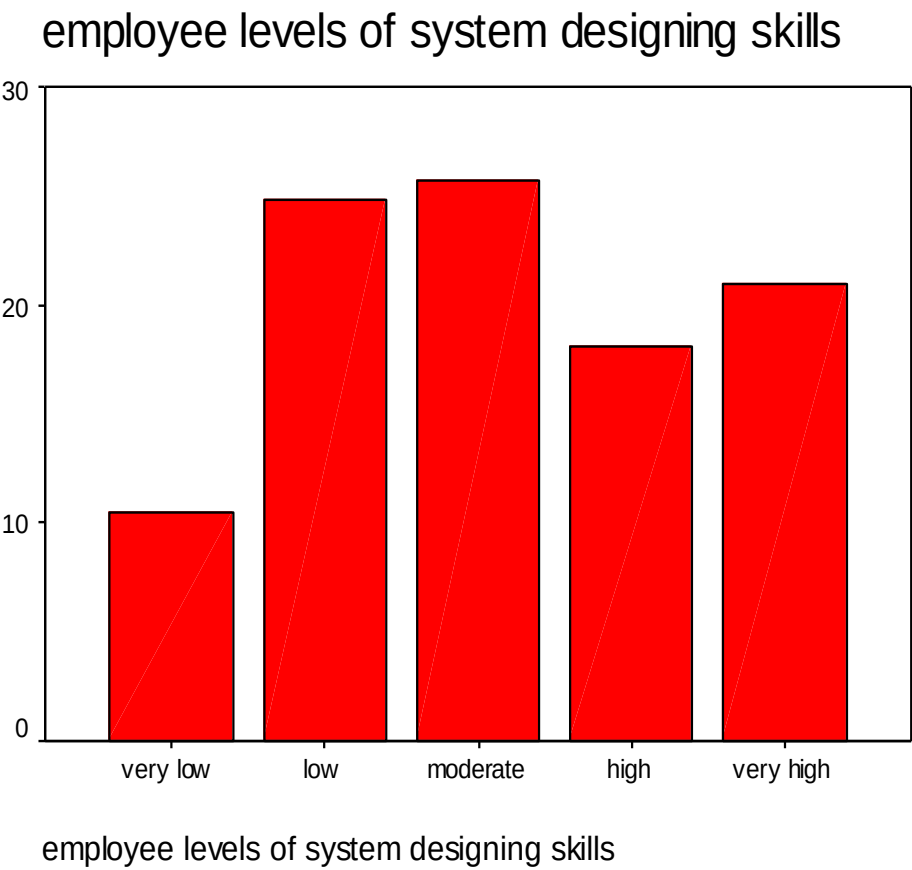


TABLE 4.25

Table showing the training programs attending by the respondents

Training programs	Respondents	Percentage
On the job	55	52.4%
Off the job	34	32.4%
Both	16	15.2%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 52.4% of respondents are attending on the job training program and 32.4% of respondents are attending off the job training program 15.2% of respondents are attending both training programs.

INFERENCE:

Majority i.e. 52.4% of respondents are attending on the job training program.

CHART 4.25

Chart showing the training programs attending by the respondents

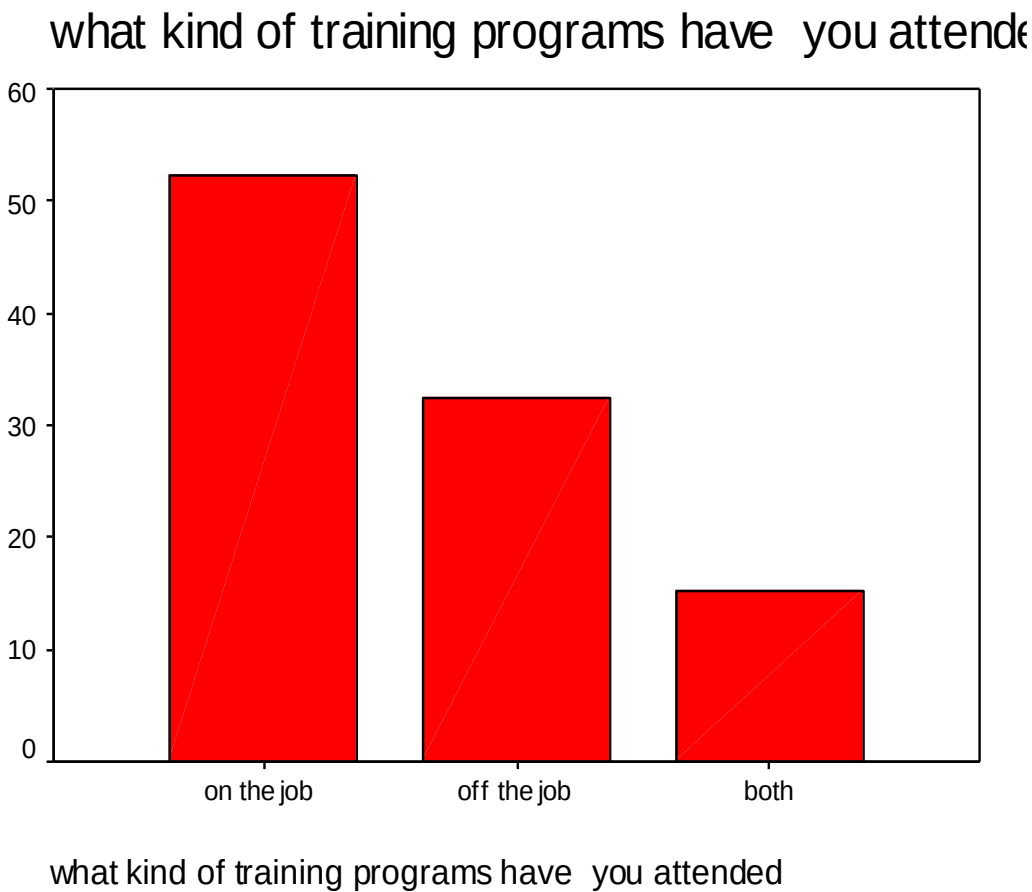


TABLE 4.26

Table showing the satisfaction level of training programs

Satisfaction level of training programs	Respondents	Percentage
Moderate	18	17.1%
Satisfied	36	35.3%
Highly satisfied	51	48.6%
Total	105	100.0%

INTERPRETATION:

From the table it is inferred that 17.1% of respondents are moderate satisfied with the training program and 35.3% of respondents are satisfied with training program and 48.6% of respondents are highly satisfied with training programs.

INFERENCE:

Majority i.e. 48.6% of respondents are highly satisfied with training programs.

CHART 4.26

Chart showing the satisfaction level of training programs



TABLE 4.27

Table showing the organisation has to provide more training to employee

organisation has to provide more training to employee	Respondents	Percentage
Yes	90	85.7%
No	15	15.3%
Total	105	100.0%

INTERPRETATION:

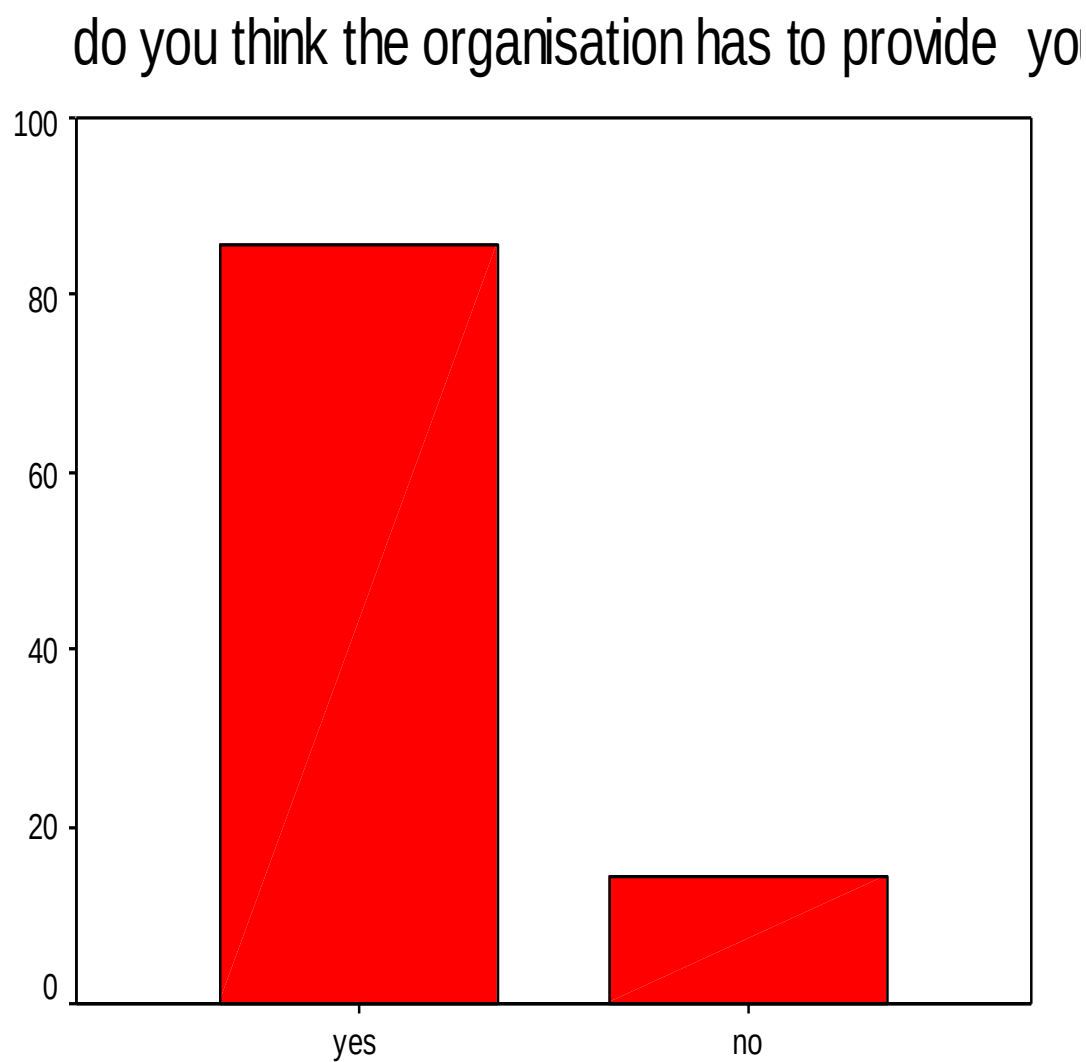
From the table it is inferred that 85.7% of respondents have opinion that they want training program and 15.3% of respondents opinion that they don't want training program.

INFERENCE:

Majority i.e. 85.7% of respondents have opinion that they want training program.

CHART 4.27

Chart showing the organisation has to provide more training to employee



WEIGHTED AVERAGE METHOD

Competencies	Very high (5)	High (4)	Moderate (3)	Low (2)	Very low (1)	Weighted mean
Creativity	80	124	102	48	0	354
Teamwork	0	188	117	38	0	343
Communication skills	0	144	138	46	0	328
Learning orientation	0	100	90	94	3	287
Confidentiality	105	100	153	16	0	374
Job knowledge	155	156	87	12	0	410
Self discipline	205	128	81	10	0	424
Self confidence	105	92	108	40	5	350
Interpersonal relations	205	132	93	0	0	430
Positive approach	105	68	102	52	7	334
Stress tolerance	0	168	171	10	1	350
Levels of responsibility	0	108	165	46	0	319
Influencing skills	175	128	78	18	3	402
Problem solving skills	100	80	84	68	3	335
System designing skills	110	76	81	52	11	330

ONE-WAY ANOVA CLASSIFICATION

Null hypothesis (Ho):

There is significant relationship between the age of the respondents and the level of teamwork of employees.

Alternate hypothesis (H1):

There is no significant relationship between the age of the respondents and the level of teamwork of employees.

Descriptives

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minim um	Maxim um
					Lower Bound	Upper Bound		
Very high	0	0.00	.000	.000	0.00	0.00	1	1
High	47	1.00	.000	.000	1.00	1.00	1	1
Moderate	39	2.38	.614	.092	2.19	2.56	1	4
Low	19	4.00	.000	.000	4.00	4.00	4	4
Very low	0	0.00	.000	.000	0.00	0.00	4	4
Total	105	1.99	1.096	.107	1.78	2.20	1	4

Test of Homogeneity of Variances

level of teamwork of employees

Levene Statistic	df1	df2	Sig.
56.460	4	100	.000

ANOVA

level of teamwork of employees

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	108.413	4	27.103	163.491	.000
Within Groups	16.578	100	.166		
Total	124.990	104			

Calculated value = 163.491

Tabulated value = 2.46

$F = F_{cal} > F_{tab}$ **$F=163.491 > 2.46$**

Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

The calculated value of F is greater than the tabulated value. Hence, we reject the null hypothesis and conclude that there is no significance difference between the age of the respondents and the level of teamwork of employees.

ANALYSIS USING KARL PEARSON'S CORRELATION

Correlation analysis is the statistical tool used to measure the degree to which two variables are linearly related to each other. Correlation measures the degree of association between two variables.

Null hypothesis (H0):

There is positive relationship between the level of creativity and the level of teamwork of employees.

Alternate hypothesis (H1):

There is negative relationship between the level of creativity and the level of teamwork of employees.

Correlations

		level of creativity	level of teamwork of employees
level of creativity	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	105	105
level of teamwork of employees.	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	105	105

**. Correlation is significant at the 0.01 level (2-tailed).

$$r = \frac{N\sum XY - \sum X \sum Y}{\sqrt{N\sum X^2 - (\sum X)^2} \sqrt{N\sum Y^2 - (\sum Y)^2}}$$

$r = .942$

INFERENCE:

Since r is positive, there is positive relationship between the level of creativity and the level of teamwork of employees.

CHAPTER 5

5 RESULTS & DISCUSSION

5.1. FINDINGS OF THE STUDY

- ❖ Maximum 61% of respondents are operators.
- ❖ Majority of respondents are between the age group of 41-50 years.
- ❖ 71.4% of respondents are male.
- ❖ 55.3% of respondents are married.
- ❖ 50.5% of respondents are graduate.
- ❖ 53.4% of respondents are with an experience of 01-05 years
- ❖ 46.7% of respondents draw a salary of 10001-20000
- ❖ It is found that the maximum 46.7% of respondents say that their duties and responsibility are very high in the organization.
- ❖ Majority 32.4% of respondents are having moderate level of creativity.
- ❖ Majority 45.8% of the respondents say that level of teamwork is high.
- ❖ 45.8% of respondents are having low level of learning orientation
- ❖ 43.8% of respondents are having moderate level of communication skills
- ❖ 48.6% of respondents are having moderate level of confidentiality
- ❖ 39% of respondents are having very high level of self discipline.
- ❖ 37.2% of respondents are having high level of job knowledge.
- ❖ 41% of respondents are having very high level of interpersonal relations.
- ❖ 33.3% of respondents are having very high level of influencing skills.
- ❖ 32.4% of respondents are having moderate level of positive approach
- ❖ 35.3% of respondents are having moderate level of self confidence.
- ❖ 55.3% of respondents are having moderate level of stress tolerance.
- ❖ Majority 52.4% of the respondents say that level of responsibility is moderate in the organisation.
- ❖ Majority 32.4% of the respondents saying that level of problem solving skills is low.
- ❖ Majority 25.7% of the respondents say that level of system designing skills is high.
- ❖ 52.4% of respondents are attending on the job training program.
- ❖ 48.6% of respondents are highly satisfied with training programs.
- ❖ 85.7% of respondents have opinion- that they want training program.

5.2. SUGGESTIONS & RECOMMENDATIONS

- ❖ The management must boost the employees' Pro-activity and their forecasting skills must be recognized.
- ❖ Workshops must be conducted from time-to-time based on new technologies it would be useful for the employees.
- ❖ The employees must be encouraged to work together in a group; which helps them to get the job done faster.
- ❖ New innovative ideas and creativity of the employees must be encouraged as they ought to bring success to the company and they must be suitably appreciated and rewarded.
- ❖ If an employee has any problem/issue at hand, he must be provided with expert and useful counselling separately, and appropriate steps must be taken to correct that. This way, his concentration on the job will increase many-fold as well as his loyalty to the company.
- ❖ Problem-solving and decision-making skills of employees need to improve, and each requires creativity in identifying and developing options, for which the brainstorming technique is particularly useful.
- ❖ Organization members must be given an expert coaching or training on analytical skills. As a part of this activity an aptitude test could be conducted. Need based training could be given to enhance employees competency level.

5.3 LIMITATIONS OF THE STUDY

- Competency mapping must always be proactive because it needs a lot of careful planning and then the process should be carried out.
- If the employees' show lack of interest in learning new strategies, then it serves as a loss to the management.
- The cost involved in this system is high.
- Time is the major limiting factor.

- The employees may sometimes give biased information.
- It was difficult to collect the data from various departments during their work time in the organization.
- Findings of the study are based on the sample size & they cannot be taken as generalized opinion of the entire population.

5.4. CONCLUSION

Carefully taking into account all the theoretical and practical calculations and analysis, I conclude that SPRINGBORD SYSTEMS PRIVATE LIMITED is very effective and efficient in all its operations and also the employees are quite capable of handling any kind of situation in the long-run. The research focuses on specific competencies required for sales staff to deliver their role and enhance organisation effectiveness. It identifies eight competencies and specific behaviors in each group. Possession of technical competencies, personal competencies, client orientation competencies, time management competencies, innovation, team player competencies, commercial awareness competencies and presentation competencies leads to enhanced organization effectiveness. In addition, six major determinants of organisation effectiveness are: Motivation, Organisational Commitment, Organisational attachment, Organisational innovation, Consensus, and Job involvement. The competency gaps are observed between the required competence level and existing competence level. It can be concluded that sales staff do not possess these competencies in the required degree to perform their jobs effectively. It can be concluded that the competencies have a positive impact on the organization effectiveness. A large number of the participants are found to be fairly competent to perform their jobs, as the gap between the required competency level and expected competency level is not very large in any of the competency groups. 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.

APPENDIXES & BIBLIOGRAPHY

APPENDIXES:

1. Name of an employee

2. Category

(a) Operator (b) staff

3. Age

(a) 20-30 (b) 31-40 (c) 41-50 (d) Above 51

5. Sex

(a) Male (b) Female

5. Martial status

(a) Single (b) Married

6. Education qualification

(a) Non-graduate (b) Graduate (c) Post graduate

7. Designation:

8. Years of experience in this organization

(a) Less than 1 yr (b) 1-05yrs (c) 5.1-10yrs (d) Above 10yrs

9. Salary

(a) 5001-10000 (b) 10001-20000 (c) 20001-30000 (d) Above 30,000

10. Levels of duties and responsibilities

(a) Very high (b) High (c) Moderate (d) Low (e) Very low

11. Do you find any difficulty in performing the job?

(a) Yes (b) No

12. If yes, what are those necessary means required facing the same?

13. Are you allowed to take your own decision with prior reference to your supervisor?

(a) Yes

(b) No

15. How do you rate your competency level I?

Competencies	Very high	High	Moderate	Low	Very low
Creativity					
Teamwork					
Communication skills					

15. How do you rate your competency level II?

Competencies	Very high	High	Moderate	Low	Very low
Learning orientation					
Confidentiality					
Job knowledge					

16. How do you rate your competency level III?

Competencies	Very high	High	Moderate	Low	Very low
Self discipline					
Self confidence					
Interpersonal relations					

17. How do you rate your competency level IV?

Competencies	Very high	High	Moderate	Low	Very low
Positive approach					
Stress tolerance					
Sense of responsibility					

18. How do you rate your competency level V?

Competencies	Very high	High	Moderate	Low	Very low
Influencing skills					
Problem solving skills					
System designing skills					

19. What kind of training programs have you attended?

(a) on the job training (b) off the job training (c) both

20. How likely are you satisfied with the training program conducted by the organization?

(a) Highly dissatisfied (b) dissatisfied (c) moderate (d) satisfied (e) highly satisfied

21. Do you think the organization has to provide you more training programs?

(a) Yes (b) no

22. If yes, what kind of programs do you expect from the organization?

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