

A STUDY ON COMPETENCY MAPPING TOWARDS IT'S INDUSTRY WITH SPECIAL REFERENCE TO WALTO – SPR &CO

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**

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BONAFIDE CERTIFICATE

This is to certify that this project report is the bonafide work of ANESHA S 40410227 who carried out the project entitled "**A study on competency mapping towards it's industry with special reference to Walto – SPR & CO**" under my supervision from January 2022 to March 2022.

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DECLARATION

I **ANESHA S (40410227)** hereby declare that the Project Report entitled “**A study on competency mapping towards its industry with special reference to Walto – SPR & Co**” done by me under the guidance of **DR.M.LAVANYA** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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ANESHA S

ABSTRACT

The research is conducted to identify the key competencies required for the Information Technology professionals who all are in Walto - SPR & CO. The competencies used for the study were based on the following key areas such as Personal competencies, Technical Competency, Knowledge level competencies, Job-related competencies, Interpersonal Competencies and Management competencies which is involved with the performance of the employees and it also make them to become successful in their career. In order to attain the competitive position in the business field, every employee in the organization should involve in increasing the productivity and efficiency at the workplace.

Similarly, the organization also has a challenging part in retaining the employees and motivating them to update themselves relevant to their specialization or key performance areas. Therefore, the competency mapping will be helpful for the researcher in identifying the expected skills of every individual with the actual skill set of the job.

Based on the observed gaps, specific training and necessary steps to be taken to overcome the skill deficiency of the employees. The Sample survey was conducted from a population of 342 employees of which a sample of 200 employees taken for the study. The sampling is done among various job profiles in SPR & CO. The sample data were analyzed using SPSS with the following statistical tools like One-way ANOVA and Multiple regressions.

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CHAPTER 1 – INTRODUCTION

1.1. INTRODUCTION:

Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which 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

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.

AREA OF INDUSTRY

The need is felt to create competency-based culture and systems in organizations to enable people to deliver their best and make organizations grow. With increased importance to operational efficiency, cost reduction, higher productivity norms and managing with fewer employees than before, brings competency as the most important yardstick for all HR-related decisions like selection, development, growth charting and promotion, etc. Thus, continuous mapping and assessment of competencies assumes critical importance for keeping people development strategies in sync with organizational growth and objectives.

In the research part of this dissertation, competency mapping was studied at Ambassador’s Sky Chef, Mumbai. This Company is following competency mapping and the company has seen tremendous change in the employees and their competencies. But the employees have not yet met requirements for the competency pool.

The study was confined to the extent of finding out the effective Process of competency mapping so as to fit the organization structure and hence the project was company specific.

A sample size of 200 was taken into account for the research work. The sample consisted of employees within the age group between 20-55 years. The employees were selected from department. All the employees were given 13 competency clusters

and were asked to rate on the standard scale. Those 13 competencies clusters were grouped into three headings namely,

- Generic (meta) competencies,
- Functional competencies ,
- Technical competencies.

360 degree feedback method was used for competency mapping. After the analysis it was found that as competency mapping is yet in the initial stage the employees need to be trained and polished in order to meet the objectives of the company. The potential of the employees does not meet the competency pool and they need further training. An organization that defines and applies competencies sends a strong message about the specific knowledge, skills, capabilities, attitudes, and behaviors that are important. Hence the company if effectively applied this tool of competency mapping, may grow to greater heights, one of the important methods of effectively using this tool is the Employees Satisfaction, by which the employees can use their talent to the maximum and in turn help the company in achieving better results.

1.2. INDUSTRY PROFILE:

The business climate is becoming highly volatile and tough. Worldwide socio economic developments force even rock solid companies to indulge in talent war. The role of human resource practitioners has become more strategic and there is a shift from a traditional to transformational role. In a continuously changing environment competence based management has become critical for the efficient and effective functioning of every organisation.

In a fiercely competitive and complex business environment, competent people are the driving force. No organisation can ignore the benefits that accrue from a vibrant and diverse workforce. Therefore, it is imperative that every organisation devices structures and plans to retain its competent employees. Organisations depend on these employees to achieve targets and to generate return on investment.

The global sourcing market in India continues to grow at a higher pace compared to the IT-BPM industry. India is the leading sourcing destination across the world, accounting for approximately 55% market share of the US\$ 200-250 billion global services sourcing business in 2019-20.

India's rankings improved four places to 46th position in the 2021 edition of the Global Innovation Index (GII).

The IT industry accounted for 8% of India's GDP in 2020. According to STPI (Software Technology Park of India), software exports by the IT companies connected to it, stood at Rs. 1.20 lakh crore (US\$ 16.29 billion) in the first quarter of FY22.

The Indian IT industry has grown rapidly with an exponential growth rate after the economic reform of 1991-92. Indian IT companies have set up thousands of centres within India and around 80 countries across the world. The majority of global corporations are sourcing IT-ITES from the Indian IT industry, accounting for approximately 55 percent of the global service sourcing market (US\$ 200-250 billion) in 2019-20. The market size (especially export) of the IT industry has grown manifold from approx. 67 billion US dollars in 2008-09 to 191 billion US dollars in 2019-20. The revenue is further expected to grow in the coming years with an accelerating growth rate and expected to reach 350 billion US dollars by 2025. The remarkable feature of India's IT industry is that along with its expansion in terms of market size it is also incrementally adding a significant share to India's gross domestic product (GDP) and consequently boosting the growth and development of the country.

The competencies used for the study were based on the following key areas such as Personal competencies, Technical Competency, Knowledge level competencies, Job-related competencies, Interpersonal Competencies and Management competencies which is involved with the performance of the employees and it also make them to become successful in their career.

1.3. COMPANY PROFILE

1.3.1 WALTO

Technology today is constantly reshaping and reimagining the global consulting and software sector, with companies predominantly opting to go digital as automation and innovation fuel a virtual takeover. Thus organizations, who understand, recognize and adapt to these changing times, benefit the most.

Walto embraces arrival of customized software applications, since organizations now look to become more efficient by streamlining and facilitating processes that help reduce costs, gain competitive advantages and build innovative products and



solutions all in a technological framework that is geared to design and deploy solutions that are pivotal to business success.

Our Digital Operations Factory model manufactures a structured suite of digital delivery capabilities, allowing them to correctly identify and define the issue at hand, design and subsequently deploys those business products or solutions that have a lasting impact and are of value to their clients.

At Walto, they also understand that the marketplace today is primarily digital and perpetually dynamic, thus through their business products and solutions we strive to marry others purpose with their people and its related processes as these are the prerequisites to navigating within this digital landscape.

Our team consists of functional and technical experts who understand the intricacies of the marketplace and the need for practical, cost-effective and efficient business products and solutions.

At Walto, we strive to provide their clients with business products and solutions that enable them to not be prisoners of their past, rather be pioneers of the future.

1.3.2 VISION

Walto envisions driving innovation and value through smart and affordable technology. Together we strive to be a blueprint for excellence in People, Process and Technology and build a culture that resonates empathy and nurtures entrepreneurship.

1.3.3 MISSION

We believe that equality in the workforce isn't just the right thing to possess, but the only way employees bring their best to the workforce. Thus we don't see our employees being inclusive or diverse, but equal.

1.3.4 ORGANIZATION STRUCTURE

1. Strategic Marketing

We bridge the gaps in your existing marketing strategy to cater to the specific needs of your digital consumer.

2. Targeted Advertisements

We spend your money as you would. Driven by data analytics, we pick and choose the target audience that has the best shot at conversions.

3. Behavioral Analysis

Our deep analysis over customer behavior helps understand what your customers love & hate about your product, their buying patterns and review management.

4. Account Management

Don't be confused between amazon and Flipkart, we identify all the best online spaces for you to be on. All your seller and partner accounts are handled and upkept at one point.

5. Inventory Management

Tackle issues such as minimum order quantity, inventory turnover rate, and seasonal sales, drop-shipping and ensure all orders are fulfilled & you never miss a sale.

6. Digital Merchandising

We design all aspects of your digital merchandising by developing your listings content and enabling an easier reaches to target customers

7. Performance Reports

Detailed weekly review that evaluate reasons for the decline or rise in traffic and whether the deployed advertisements are effective or not.

8. Search Engine Optimization

We ensure that you are on top of the search results be it on Google or amazon and broadening your target demographic with keywords that are the perfect fit.

1.3.5 ACCOMPLISHMENTS

With Walto, I tap into wide-ranging expertise over the various facets of the digital world and come up with a marketplace strategy based on proven tactics used by big and small retailers alike.

Whether I where at the very beginning of me marketplace selling journey and need advice on platforms and integration, or a mature marketplace seller looking to expand into new markets, Walto marketplace consultancy ensures your next step they the right one.

1.4 PRODUCT PROFILE / SERVICE PROFIL

At Walto, they help their clients to navigate the digital landscape with innovative solutions that bolster sales and enhance for customer base in the online marketplace. Not hiding behind marketing mumbo jumbo, they give their clients the most result oriented solutions for their clients marketing needs.

Develop the backbone of client"s online presence, with website design and marketing that ensures every piece of content published online will be tailored to drive the consumer to clients website.

Your business needs no additional space to knock additional doors. With virtually unlimited space to list all products in as much detail as client want, potential customers can read up on them at any time.

At walto, they strive to help their clients to establish a digital footprint that clearly communicates clients brand's vision and keeps clients revenue game strong.

1.5 STATEMENT OF THE PROBLEM

In the present scenario there are a lot of changes and developments on the issue of Competency Mapping in IT and ITES industry. Many organisations like to have multi skilled employees. Hence, there is a strong need for competency based recruitment, which focuses more on right fit between the organisation and the individual. Competency mapping, a trendy word in any industry, is essentially a simple concept. Competence or skill is vital for any successful activity. To compete effectively in a competitive space, importance of identifying relevant competencies has been emphasized by business strategy consultants. Having competent people in managerial positions will go a long way which is beneficial and cost effective. Competency Mapping helps an individual to identify his/ her strengths, weaknesses and to understand themselves.

It motivates and directs an individual to focus on needed efforts for career development. Competency Mapping is a strategic tool which enables monitoring the performance and development of human resource in organisations. Given the fact that Indian IT firms vie with each other in a highly competitive global market place, it is imperative that these firms focus consistently on developing the competencies of their employees.

1.6 OBJECTIVES OF THE STUDY

This project is designed mainly to establish a link between competency mapping and factors like as knowledge and skill, leadership, interpersonal communication, customer orientation, accomplishment orientation, and core competence.

1.6.1 Primary objective:

- To establish a link between competency mapping and factors like as knowledge and skill, leadership, interpersonal communication, customer orientation, accomplishment orientation, and core competence.

1.6.2. Secondary objectives:

- To investigate the personal and organisational characteristics of employees in the research area
- To investigate the elements that influence employee competency mapping.
- To determine the link between team orientation, negotiation, functional expertise, creativity, and job appropriateness.
- To investigate the impact of employees' personal and organisational details on competency mapping.
- To assess the impact of competency characteristics on the efficiency of an organization.

1.7. NEED FOR STUDY

A review of existing literature on Competency Mapping revealed that there is a gap between the expected level and the actual level of performance. Experts have suggested that such gap can be minimized by designing appropriate need based training programmes. It is also evident from the existing studies that competency mapping is useful for both employers and employees. Employees get to work in a job that is best suited to them and the employer gets maximum productivity. Existing studies have covered a variety of industries where Competency Mapping could be applied for improved performance to name a few like hotel industry, chemical industry, manufacturing industry, hospitals and educational institutions.

There are few studies in IT industries which have covered only one aspect of managerial level. Few more studies have covered employees at operational level. Therefore the present study aims to cover not only employees at managerial level but also at operational level.

1.8. SCOPE & SIGNIFICANCE OF THE STUDY

The quality of management in a continuously changing environment is the key factor for the performance of any organisation. Therefore, there is an emerging need for a more strategic function. Capable organisations are those which have realised the need for having competent people. It is observed that technology, finance, customer, system and processes have to be framed correctly to manage the employees. The main task for any organisation is to design suitable job structure for the employees.

Many organisations are developing a competency model to evaluate the employee job suitability. Although many approaches are tested in the field of human resource management for decades, it has been observed that a competency based approach is more successful. In competency based human resource management systems, selection and placement decisions are based on the fit or match between job competency requirements and personal competencies. Apart from this there is more emphasis on performance, time management, nurturing of essential competencies in employees for building the core competencies of the organisation.

Hence, there is an inherent need to map the competencies and the role to be performed in a specific job. Competency Mapping if implemented effectively helps organisation to develop true potential of employees. Therefore an attempt is made to study the practices of Competency Mapping in IT and ITES companies in Chennai.

CHAPTER 2 – REVIEW OF LITERATURE

2.1. INTRODUCTION

A review of the existing literature would help in establishing links between the studies and thereby enhances the contribution towards the research study. Acknowledging the significance of Review of Literature, the researcher has made an extensive investigation into the literature on “Competency Mapping” to gather inputs, new ideas and to identify the research gaps so as to facilitate and frame the research study on the selected topic. The summary of the review of literature carried out by the researcher is explained in the following paragraphs.

2.2. COMPETENCY MAPPING

Competency mapping is very important for every organisation to map the skills, share the knowledge and professional opinion among the employees.

- According to Kala (2012), Competency includes the factors of success which are necessary to achieve results in a specific job in an organisation. It has three major components which is termed as „ASK’ (i.e.) Attitude, Skill, Knowledge.
- Subhas M.S, Vinod.N.Sambrani (2010), Competency is a set of knowledge, skills and attitudes to perform a job efficiently. It is observed that competency mapping is important for every organisation to manage the work effectively.
- According to Naidu (2009), Competency is a basic characteristic of a person which allows them to deliver superior performance in a given job. It is also a set of related knowledge, skills and attributes which enable the individual to perform the task successfully. Dalton (1997) defines competencies as a set of behaviour that distinguishes effective performers from ineffective ones.

2.3. FACTORS OF COMPETENCY MAPPING

Knowledge and skill are vital for every employee to perform in the job efficiently.
Knowledge and skill make employees learn new things to develop their performance.

2.3.1. KNOWLEDGE AND SKILL

- Sree Latha.T, Savanam Chandra Sekhar (2013) observed that competence is essential for employees to achieve current and future organisational goals. Competency mapping helps an organisation to identify competent people to perform the task. The authors insist that organisations have to develop a pipeline of competent people for every position especially at senior level.
- Naveed Saif, Muh Saqib Khan Et al (2013) opined that the three factors namely knowledge, skill and attitude are very important for competency based job analysis. Their results indicate that skills and performance are pivotal factors. The results also revealed that knowledge and job analysis were also connected to one another. The authors suggested that the organisation can concentrate on knowledge, skill and more specifically on attitude which can be improved by giving training to the employees.
- Jimmy Kansal, Neeti Jain, Satyawali.P.K, Ashwagosha Ganju (2012) analyse the gap and the required skill to improve the level of competency for upper level, middle level and lower level. The competency mapping has not only improved the effectiveness of the organization, but also enhanced individual career progression. Mapping of competencies creates a win-win situation for both employees as well as organisations.
- Balaji.S and Vimala. D (2012) aimed to identify the performance and competency gap of the employees. The study reveals that competency level is found to be different among the employees. Gaps are found to be high in job related skills, performance and Meta qualities of the employees. It can be developed by providing training especially on job related skills and Meta qualities.

The studies revealed that knowledge and skill is considered as an important factor which helps the employees to improve their performance.

2.3.2. LEADERSHIP

Leadership is an important factor which sets the direction of a group or a company.

Leadership is helpful in inspiring the followers to take action with enthusiasm.

- Robert Gaspar. F (2012) has conducted a study on the Perception of human resource executives on competency mapping for superior results. It is observed that the HR executives have right perception about their own competencies that are required in the present jobs. Competency based selection is well organised and exhaustive. Performance Management Competency System helps in identifying future training and development needs of employees and also assists HR executives in taking decisions like promotions and transfers.
- Hani Abdulhafedh Thabit Yahya and Khaled Abdelhay Elsayed (2012) studied the influence of the managerial competency factors among SMEs (small and medium enterprises) in Selangor, Malaysia. The authors observed that the growth and development of the SMEs were of great impact by motivating the managers to develop managerial competencies. The authors also insist that SMEs need to identify the influence of the managerial competency factors.
- Dazmin Daud, Kwek Choon Ling, Kay Hooi Keoy, Jessica Sze Yin HO (2012) have studied the Dimensions of Competency among Malaysian Logisticians. The researchers surveyed Malaysian logisticians and obtained their perceptions of the importance of competency, in their current job role. Strategic management skills, business knowledge and effective leadership skills are the dimensions of competency among Malaysian logisticians.
- Julie Battilana, Mattia Gilmartin, Metin Sengul (2010) have studied the relationship between two leadership competencies namely person-oriented and

taskoriented behaviours and they also focus on three main activities namely communicating, mobilizing and evaluating. The authors found that the three main unique functions of leadership competencies help in the execution of planned organizational change.

- Janet Grogan and EquaTerra (2010), observe that knowledge and skills are necessary to operate on global basis. It is observed that companies focus more on developing the ability to manage global workforce.

2.3.3 INTERPERSONAL COMMUNICATION

Interpersonal communication is one of the important factors to have effective communication with internal and external customers. Interpersonal communication facilitates exchange of ideas and thoughts to another person or group.

- Rahmat Allah Gholipur, Seid Mohammad Mahmoodi, Gholamreza Jandaghi, Haniyeh Fardmanesh (2012) have focused on studying the key competencies for managers which will be useful for the development and enrichment of organisation. It is observed that qualification aids employee towards effective performance and enrichment of organisation.
- Raja K.G. and Swapna Rose (2010) have analysed the differences between managerial and executive level personal competencies in IT industries. Certain factors like communication, job related skills, managerial competencies, entrepreneurial competency, leadership competency, Business skills competency, personal competency, were considered for the study. The study reveals that there is a variation of competencies for managerial and executive level of employees. It is also observed that there is a lack of communication skill among the executive employees and the employees at managerial level need more business skills.

- Steven Flannes (2004) had discussed various types of skills which are necessary for the success of project management. These skills are the ability to ask open-ended questions, apply active listening, track a discussion, and reframe a negative conversation. These four skills are considered very important for successful completion of project management.

The studies revealed that interpersonal communication is very important for every organisation. Regular interaction with each other generates new ideas which will be useful for the growth of the organisation.

2.3.4. CUSTOMER ORIENTATION

Customer orientation focuses on meeting the needs and expectations of the customers. It involves development of new plans and strategies to fulfil the needs of the customer.

- Jaideep Kaur & Vikas Kumar (2012) have observed that each and every employee requires different competencies to perform different at roles. It is also observed that the functional competencies are required for higher level in management and managerial skill for middle level management. Also there is a lack of human skill at first level manager. Authors insist that for effective performance appropriate training is essential.
- Praveen.S, Karuppasamy.R (2012) have identified gaps in the competency levels of manufacturing employees working in two different firms. Twenty dimensions were considered for the study. It is observed that the performance levels of employees at Jagannath Industries are better as compared to VJP Aluminum Foundry. Also the performance gaps are found to be high among the employees of VJP Aluminum Foundry in most of the dimensions. In order to improve the performance the authors recommend training and personality development classes for the employee.

- Preeti Jayachandran Nair (2012) made an attempt to identify whether competency mapping is useful for talent acquisition, talent development and retention of faculties. It is observed that competency mapping is essential and it can be a talent management strategy for effective recruitment and selection, training, career development and succession planning which helps in growth of the organisation.

The studies revealed that the organisations give more importance to customer orientation as their business depends upon customers.

2.3.5. ACHIEVEMENT ORIENTATION

Achievement orientation is an essential factor for organizational excellence. It involves achievement of the goals of the team or organizational as a whole within a stipulated time frame.

- Celia B.R and Karthick M, (2012) have carried out a study on competency mapping of employees. Competency has been measured with certain factors like knowledge, communication, development of people, team orientation, achievement orientation and client orientation. The study reveals that competencies of the employees are satisfactory and not up to the expected level. In order to achieve better performance from employees certain factors like communication, team orientation etc. are to be considered to enhance the growth of the organisation.
- Arul Krishnan.S (2012) aims to identify gaps in the competency levels of employees. It is found that communication skills, team work skills and interpersonal skills are the required competency to perform the job effectively.
- Naoufal Sefiani, Abderazak Boumane, Jean-Pierre Campagne and DrissBouami (2012), aim at identifying competence which is considered as important for management process. The present study is carried out in three stages. First is to study the competencies based on functional approach, second stage is to define

a typology of the component and finally the third stage is to define the core competencies. The study reveals that logistic operations should be planned appropriately by using exact tools and methods. The authors suggest that the employees should be motivated and training should be given to the employees to achieve the goals of the company.

- Nagarajan.P and Wiselin Jiji.G (2012) observe that Competency Mapping technique is useful to assess and determine one's strength. It is also observed that competency mapping helps to identify the right people for the job by which the organisational goal is achieved.
- Vichita Vathanophas (2007) aims to identify the essential competencies and to develop competency model for effective performance. It is observed that twenty three competencies were used by superior job performers. The researcher then identified the top 9 competencies and grouped them under three categories namely motives, self-concept and skills and ability. The same was recommended to the Thai Department of Agriculture for enhancement of employee performance.

The above studies reveal that achievement orientation is an important factor in achieving the goals of an organization.

2.3.6. TEAM ORIENTATION

Team orientation is one of the significant factors where a group of employees or departments work together cordially to achieve the goals of the organization.

- Lill Yah Olan, Bhawana Sainger and Iliham Sentosa Cheeevel Ming (2012) have conducted a study on empirical testing of managerial competencies of industrial managers in Sichuan province of China. This research analyses the relationship between managerial competencies and effective management. The study reveals that most of the HR managers claim that there is shortage of executive and

managerial competencies which are considered as important for managers for effective management.

- Jagannath mohanty and Bhabani P Rath (2012) have carried out a study to determine the effect on their overall competency level and the commitment of executives to achieve organisational goals. The study includes different factors such as motivation, leadership, vision, commitment and motives which have a major impact on the overall performance of the employees. It is observed that executives have the ability to transform and to adapt to changes which are crucial to organisational success.
- Rikard Lindgren, Dick Stenmark and Jan Ljungberg (2001) examined the relationship between interest and competence. Three different views are derived from the study namely competence as formalized description, interest as competence and interest beyond competence. The authors recommended designing competence systems for innovative organisation.

The studies reveal that team orientation amongst employees is essential for achieving the common goals.

2.3.7 CORE COMPETENCE

Core competence is pivotal factor in providing high value to customers through differentiated offerings.

- Fatma Ayanoglu, Lüman, Nilay Gemlik and Ugur Yozgat (2012) have carried out a study to determine perspectives on core competence of successful companies in developing countries. The authors carried out their research with the largest firms in Turkey and found that successful companies have focussed on specialized skills and worked on the core competencies.

- Bin LIU, Jie HU and Meilu TIAN (2012) have carried out a study to identify the factors that help enhance the core competence of SMEs in order to achieve sustainable development. It is found that the SMEs need to construct and enhance their core competence which results in competitive advantage enabling them to compete successfully. It helps an organization to adapt itself to internal or external changes in the environment thereby creating sustainable development.
- Fatma Ayanoglu, Lúman, Nilay Gemlik and Ugur Yozgat (2012) aims to determine different perceptions on core skills and to assess the core skills. It is observed that companies give more importance to develop their core skill in order to reach good position. It is also observed that a company decides the future only based on the strength of the competencies..
- Dadashian.F, Shakibfar.S and Fazal Zarandi M.H (2007) have conducted a study on strategic alliance for improvement of core competencies in textile industries. It is observed that the industry maintains market position, expanding their competencies, gaining access to complementary resources, competing against competitor, reducing risk and uncertainty. It is also observed that strategic planning and good partnership is essential for success.
- Christine White, Vera Roos (2005) have carried out a study to identify core competencies for call centre agents. Qualitative analysis is applied to analyse the data. It is observed various competencies like knowledge, communication, attitude, listening, understanding etc. are needed to perform the job effectively.

The studies reveal that core competence is a vital factor as it helps a company stand out in the market place.

2.3.8. NEGOTIATION

Negotiation is an important factor involving exchange of views and arguments in order to reach an agreement.

- Srikanth P B (2011) observes that competency models used within organization should be clear. The way people's behaviour gets evaluated has a deep impact when a competency model is built based on the roles of people. Also an organization can increase its return on managerial success by using an accurate model of competent management.
- Vijay Laxmi and Sharma S. (2011) aim to assess competency mapping for managing performance of employees. The author tries to explore the relationship between competency mapping and performance of employees. The study reveals that managerial ability, behavioural and functional competencies are considered to be effective determinants of employee's performance.
- Roger Smith (2008) aims to build on the works of Prahalad and Hamel (1990) and other authors. Competencies, capabilities and resources are the three core areas and the author's tries to determine the importance of aligning creativity in these core areas. An organization's strategy will be ineffective when innovations in the three core areas are not aligned.
- Abdullah mahmood, Abdul kareem, M.A.Hamidaddin and Mohd Wiramohd Snafiei (2006) aims to identify the job competencies that are required of Project

Managers. It has been analysed that knowledge and cognitive competencies have shown the largest value of mean differences and it is accepted as one of core competence. It is observed that different types of competencies are required for different types of professionals.

The studies reveal that negotiation is a chief factor in arriving at a consensus amongst the parties involved in the negotiation.

2.3.9. FUNCTIONAL EXPERTISE

Functional expertise is a significant factor as managers can positively influence the output of teams and organization through their knowledge and skill in a particular function.

- Daniel Solomon. M (2013) has carried out a study of find out the level of competency prevailing among the executives at a public sector. It is observed that most of the employees have moderate level of competency in most of the dimensions. It is necessary for the organisation to create extensive awareness about the importance of competence which results in better performance.
- Konigova Martina, Urbancova Hana and Fejfar Jiri (2012) have carried out a study on identification of managerial competencies in knowledge-based organizations. The authors have disclosed that it will be better if the company prepares their own competency model as per their specific needs, which helps the employees to perform their job in an efficient manner.
- Vikram Singh Chouhan & Sandeep Srivastava (2012) have made an attempt to throw some light on the field of competencies and competency models. Competency models are best fit for human resources. Competencies and competency models are essential tool which can be utilised to prepare the current and future workforce and to retain skilled workers to meet the job requirements.

- Yuzliza Mohd Yusoff and T. Ramayah (2012) aim to evaluate the validity and reliability of the HR Competencies Scale among HR professionals. The analysis exposed three-factor structure namely knowledge of business, HR functional expertise and managing change. It is observed that there is high degree of confidence in validity and reliability.
- Shaikhah Alainati Sarmhd N and Alshawi Wafi Alkaraghoul (2010) the author tries to understand the effect of education and training on individual competence and suggest that there is a direct and positive link to education and training.

The studies reveal that functional expertise is an important factor as it helps employees perform better in their jobs.

2.3.10. CREATIVITY

Creativity is an important factor as it enables employees to come up with new ideas to improve the performance of the employees or the system as a whole.

- Shruti Ahuja (2012) has carried out a study to identify core and functional competencies required for leaders and managers of various departments in the hotel industry. The study reveals that right kind of people can be identified for the right job by establishing the required competencies. The author recommended conducting of training programs and incentive plans for the employees for effective performance.
- Mohammad Javad Dehghan Ashkezari, Mojtaba Nik Aeen (2012) observed that competency model is an effective tool which aids the employees to understand superior performance. Competency based HRM helps to align the behaviour and skills of employees within an organisation. An organisation should realise the importance of competency model and it should be designed properly. This aids in

the growth of the organisation and improvement in the performance of employees.

- Naveen Kumar.R and Ravindran .G (2011) observed that employees are aware of all competencies in the organisation. It is also observed that the employees have the ability to work with creative ideas. The authors suggested that the employees should be trained to take part in establishing the competencies.
- Deepshikha Jamwal and Namita Singh (2011) focus on Management Information System (MIS) competencies and strategies. It is observed that MIS Competencies are complex procedures that determine the efficiency with which organizations transform inputs into outputs.

The studies reveal that creativity is a vital factor in improving the performance of the employees and contributing to the growth of the organization.

2.3.11. JOB SUITABILITY

Job suitability is a critical factor in capitalizing the knowledge, skills and abilities of employees by placing them in available suitable jobs within the organization.

- Nandita Sen (2013) stresses that competency mapping is important for every organisation and it begins with identification of the workforce competencies required to perform the job. Once the competencies are identified, a mapping between the targeted and actual competencies is measured, analysed and predicts the future competencies. Identification of competencies helps in taking necessary actions for better performance.
- Kannan.P, N and Ragavan (2013) observe the impact of HR competencies and business sustainability in a competitive edge. The authors are of the opinion that managing the knowledge employees in business is the key factor for success.

Development of suitable work environment and competencies will result in low employee turnover and increase in productivity. The development of competencies allows HR professionals to focus on employee satisfaction.

- Hamid Reza Kaffash, Fouad Assaf and Zohreh Abedi Kargiban (2012) aim to analyse the worker's IT competency level in the network organization. The study reveals that most of employees were not confident on their existing job competencies. To improve their competency level, the organisation should provide training programs to the employees. It is also observed that the organisation needs to improve the individual competency in addition to organisational IT competency.

The studies reveal that job suitability is a significant factor in improving the performance of the organization and also enhance job satisfaction for employees.

2.4. SUMMARY

Review of literature facilitates the researcher to ascertain that competency mapping is an area which is explored only to some extent. The concept of Competency Mapping is gaining currency. Mapping the competency of the employees for effective management has become the vogue today .As a result, the researcher chose to work on this area as it would facilitate an analysis of the causes and consequences of competency mapping and would provide scope for further research.

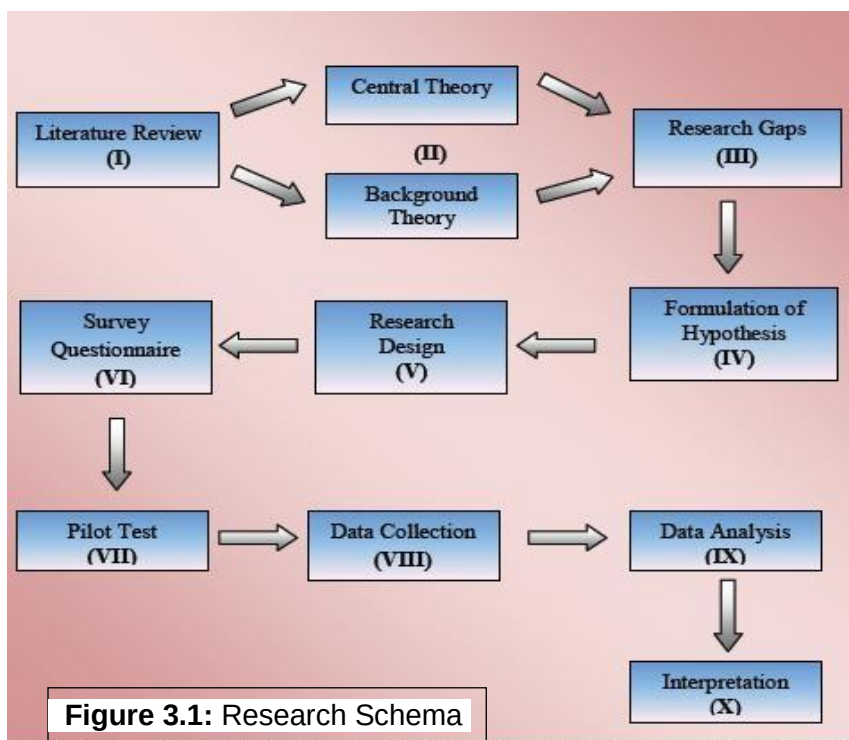
CHAPTER 3 – RESEARCH METHODOLOGY

3.1. METHODOLOGY

Prior to embarking on the details of the research methodology, it seems appropriate to present a brief overview of the research process used in the study. Research process consists of a series of actions or steps necessary to effectively carry out research and the desired sequence of these steps. Figure 3.1 illustrates the research process used in this study. The research process consists of several closely related activities, as shown in figure 3.1 through I to X. But such activities overlap continually rather than following a strictly prescribed sequence. At times, the first step determines the nature of the last step to be undertaken.

Figure 3.1 depicts the research procedure of the study. The study commenced with a review of the extensive literature on the individual competency, skill shortage, training needs and performance of HR professionals to identify the key issues pertaining to the proposed area of research (step I). This review of extensive literature brought an understanding on the central and background theories (step II), which are relevant to the study as proved by other researchers. However, there were only a limited number of relevant researches conducted in developing country like India against a number of works on developed countries. Therefore, this study had to review these researches carried in abroad, especially the ones in developed countries with a view to apply such literature in the Indian context.

The next stage (step III) is on the research gaps identified



through the review of the literature. The next stage (step IV) formulates the research hypotheses, total seven hypotheses were formulated. The next stage (step V) describes the research design, including the sample design. Next stage (step VI) describes the draft of measurement instrument, i.e., survey questionnaire. A suitable and applicable survey questionnaire was prepared to get responses from HR professionals. Subsequently, a pilot-test (step VII) was carried out. Next stage (step VIII) describes the data collection method. Next stage (step IX) discusses the analysis of the data. The hypotheses proposed in step IV are tested. Last stage (step X) discusses about the interpretation of the results, preparation of the report and formal write-up of conclusions reached.

3.2. RESEARCH DESIGN:

The research methodology for the current study involved multiple methods, such as exploratory, descriptive, analytical, survey and empirical. The details are as follows:

Exploratory: The proposed study is exploratory. An exploratory study is a means to look out what is happening, to search for new insights, to ask questions and to assess phenomena in a new light [Robson (2002)].

Descriptive: The proposed study is descriptive in nature. Descriptive research includes fact finding inquiries of different kinds. After reviewing the literature and identifying the past and the current competency mapping practices; the facts and figures relating to employee competency mapping strategies, its implementation and the consequences in terms of individual and organizational performance are narrated. The study is designed to gather descriptive information on individual competency, skill shortage, training need, performance and challenges for HR professionals.

Analytical: The study quantified the qualitative phenomena concerning employee competency mapping strategies and their implementation for organizational success by using scaling techniques. Further, competency mapping in the sample organizations is analyzed, interpreted and appropriate conclusions are drawn.

Survey: By identifying independent and dependent variables for the study, the questionnaire was constructed for the respondents. Subsequently, data have been mustered; analyzed, interpreted and appropriate logical conclusions are arrayed. Thus, the insights gained from exploratory research are quantified by conclusive research. Survey (conclusive research) has been done to verify the hypothesis and to quantify the facts gathered in survey. The objective of conclusive research is to test specific hypothesis and examine specific relationships.

Empirical: The research has employed quantitative methods for data analysis. Data collected and examined was primary type. Primary data for the study was collected by conducting a survey, for which survey instrument was scientifically developed.

3.3. SAMPLING TECHNIQUE:

The sample size is 200. For selecting the respondents, the convenience sampling technique is used, as convenience sampling attempts to obtain a sample of convenient elements. Often, respondents are selected based on the ease of the access and because they happen to be in the right place at the right time. In this type of sampling the researcher judges the nature of the sample and the sampling area.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – A survey questionnaire was designed and distributed to the respondents at their workplace. All the information and data were primarily collected through a survey questionnaire. Admittedly, the method is time consuming and costly.
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

3.5. STRUCTURE OF QUESTIONNAIRE:

The study aims at exploring the contribution of six competency groups to performance improvement and effectiveness of HR professionals, in terms of their existing competence level and required competence level. Hence, in designing the questionnaire it was ensured that the items of the questionnaire covered the respondent's perceptions on possession of competencies, and their impact on effectiveness and performance improvement.

As a first step, an extensive literature search on previously used validated questionnaires was done and we captured variables that are of interest according to the study hypothesis.

To ensure content validity of the scales, items for the constructs were mainly adapted from prior studies, as discussed in preceding sections.

Questionnaire development is a collaborative and iterative process. Therefore the questionnaire was designed after careful deliberation of the structure of the questionnaire. A survey questionnaire was designed and distributed to the respondents to collect **primary data** for the study. The study made use of a mixed-method approach comprising both open and closed-ended questions in the questionnaire. In setting up the questionnaire, continuous questions (where the respondent is presented with a continuous scale) were framed. The Likert scale is employed, which is a rating scale that requires the respondents to indicate a degree of agreement or disagreements with each of a series of statements about the stimulus object, typically, each scale item has the five response categories, ranging from "strongly disagree" to "strongly agree" [Likert (1932)]. All 39 items were measured on a five-point **Likert-type scale**, ranging from „strongly disagree" (1) to „strongly agree" (5).

The survey questionnaire was designed through the following key steps:

- Study of the existing literature on HR competency models to find out the competencies that were integrated into the six competency groups: leadership, interpersonal, business, technical, analytical, and technological.
- Development of a study hypothesis that links individual performance to competencies.
- Development of survey questions in the form of statements linking competencies with the performance of HR professionals.
- The survey questionnaire was designed, pretested and pilot-tested.

3.6. SAMPLE SIZE:

The sample of the study is approximately 200

3.7. PERIOD OF STUDY:

The period for the study is three months

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

The location of the study is Chennai and the target people is Walto Employees

3.9. HYPOTHESIS:

The hypotheses tested in the study are shown below

1. Chi-square test

Null Hypothesis (H0):

There is no significant relationship between considering the options and persuading the line manager

Alternative Hypothesis (H1):

There is significant relationship between considering the options and persuading the line manager.

2. Anova test**Null Hypothesis (H0):**

There is no significant difference between the Educational Qualification and Experience.

Alternative Hypothesis (H1):

There is significant difference between the Educational Qualification and Experience.

3. T – Test**Null Hypothesis (H0):**

There is no significant difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

Alternative Hypothesis (H1):

There is a significant difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

3.10. TOOLS FOR ANALYSIS:

- Chi-square test
- Anova test
- T – Test

3.10.1. PERCENTAGE ANALYSIS

Research questions are always answered with a descriptive statistic: generally either percentage or mean. Percentage is appropriate when it is important to know how many of the participants gave a particular answer. Generally, percentage is reported when the responses have discrete categories.

CHAPTER 4 – DATA ANALYSIS AND INTERPRETATION

4.1. PERCENTAGE ANALYSIS

Table 4.1.1 Table Indicating the age:

Age	No of Respondents	Percentage
20-25	76	38%
26-35	30	15%
36-45	46	23%
46-55	30	15%
Above 55	18	9%
Total	200	100%

Source: primary Data

INTERPREATION:

From the above table shows that the age of response, 38 of 20-25, 15% of 26-35, 23% of 36-45, 15% of 46-55, and 9% of above 55 of the respondent.

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INFERENCE:

Majority (38%) of respondents are age between 20-25.

Chart 4.1.1 Chart representing the Age:

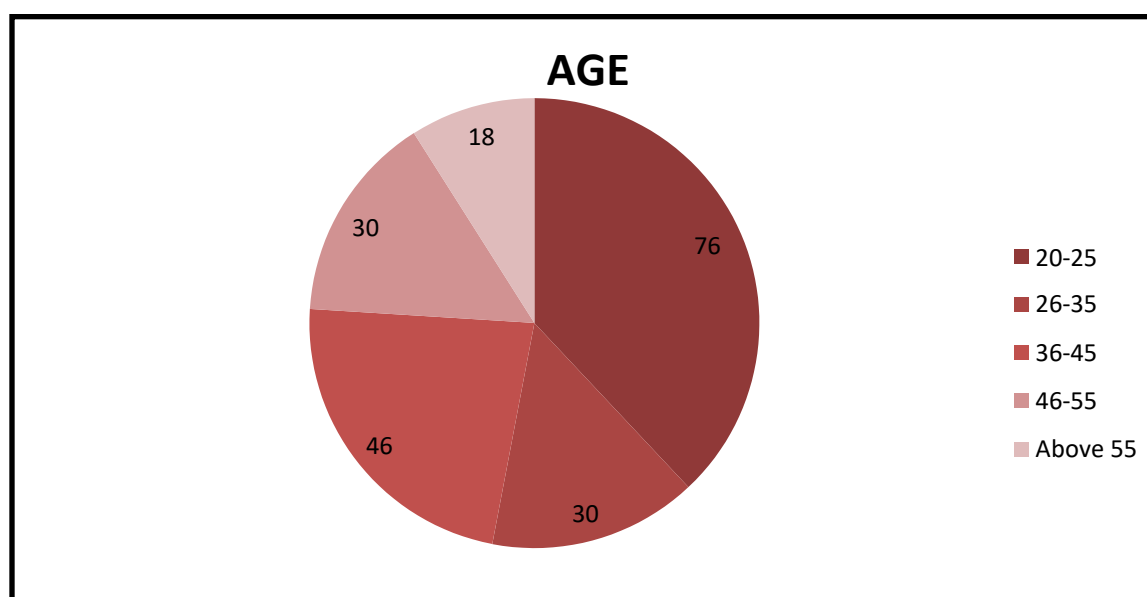


Table 4.1.2 Table Indicating the gender:

Particular	No of Respondents	Percentage
Male	105	56
Female	95	44
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table shows that the gender of response, 56% of male and remaining 44% of the female respondent.

INFERENCE:

Majority (56%) of the respondents are male.

Chart 4.1.2: Chart representing the Gender

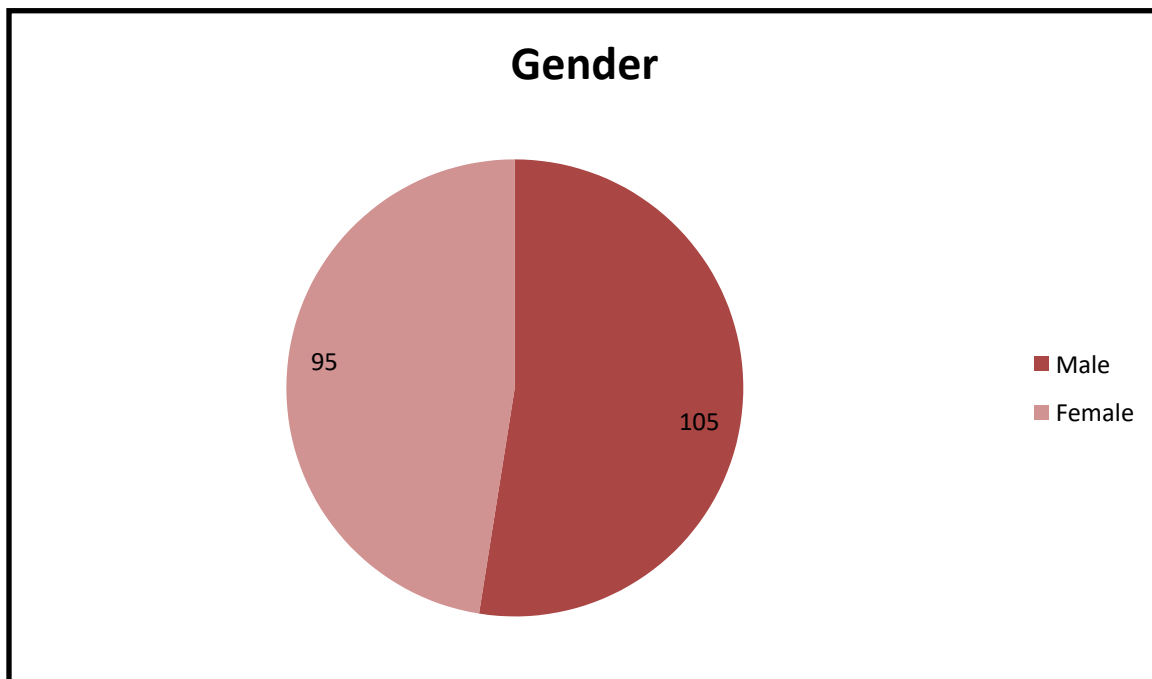


Table 4.1.3 Table Indicating the Marital status:

Particular	No of Respondents	Percentage
Unmarried	115	57.5
Married	85	44.5
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table shows that the Marital Status of response, 57.5% of Unmarried and remaining 85% of the respondent are Married.

INFERENCE:

Majority (57.5%) of the respondents are Unmarried.

Chart 4.1.3 Chart representing the Marital Status

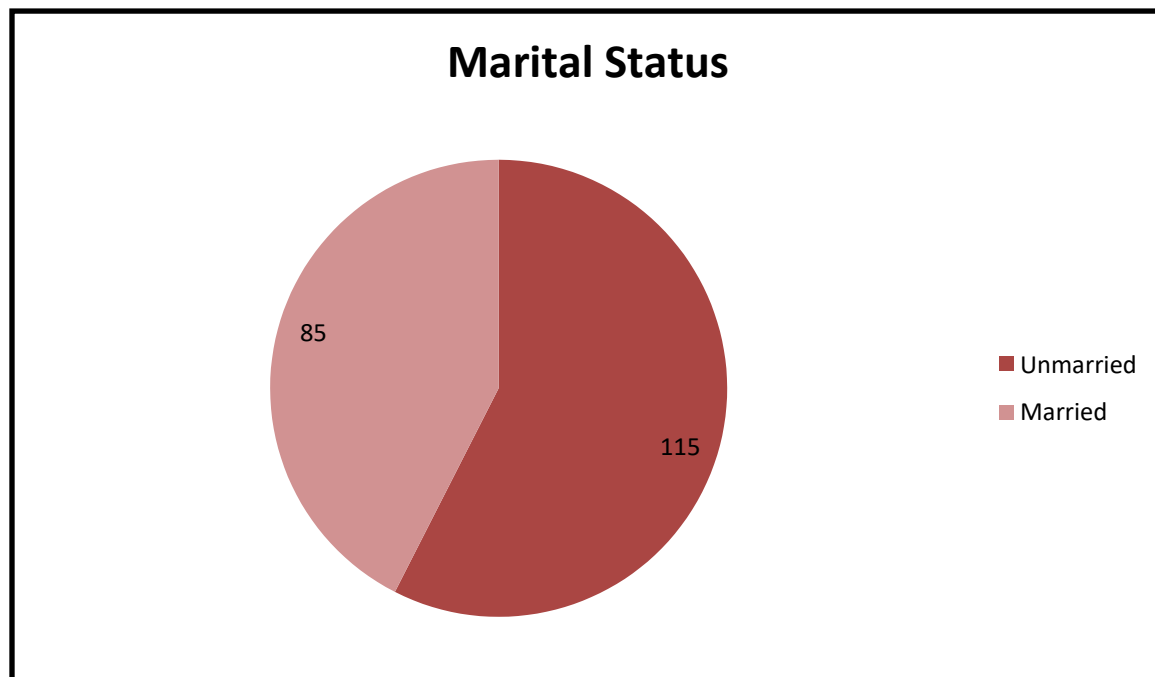


Table 4.1.4 Table Indicating the Designation:

Particular	No of Respondents	Percentage
Manager	35	21.5
Team Lead	60	28.5
Associate	65	24
Employee	55	26
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table shows that the designation of response, 21.5% of Manager, 28.5% of Team Lead, 24% of Associate and 26% of employee of the respondents.

INFERENCE:

Majority (28.5%) of the respondents are Team Lead

Chart 4.1.4 Chart representing the Designation

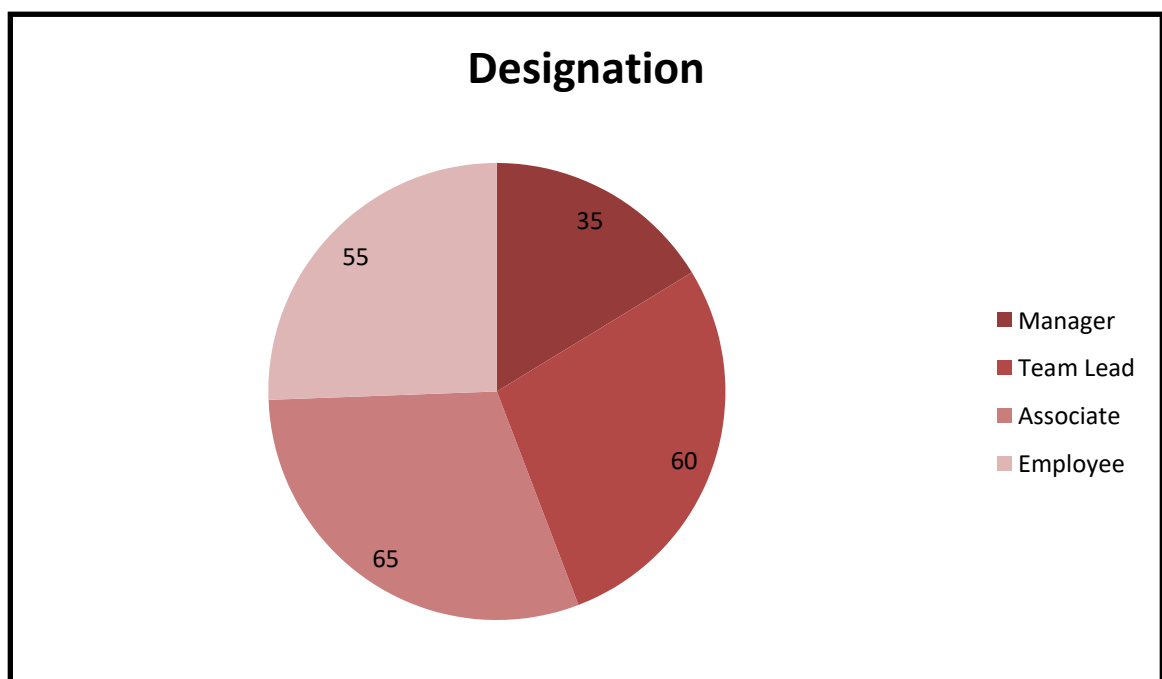


Table 4.1.5 Table Indicating the Annual employee:

Particular	No of Respondents	Percentage
10,000-20,000	45	22.5
20,000-30,000	62	30.5
30,000-40,000	52	26
Above 40,000	41	21
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table shows that the annual employee of response, 22.5% of 10,000- 20,000, 30.5% of 20,000-30,000, 26% of 30,000-40,000 and 21% of above 40,000 of employee respondent.

INFERENCE:

Majority (30.5%) of respondents are get an income of 20,000-30,000.

Chart 4.1.5 Chart representing the Annual employee

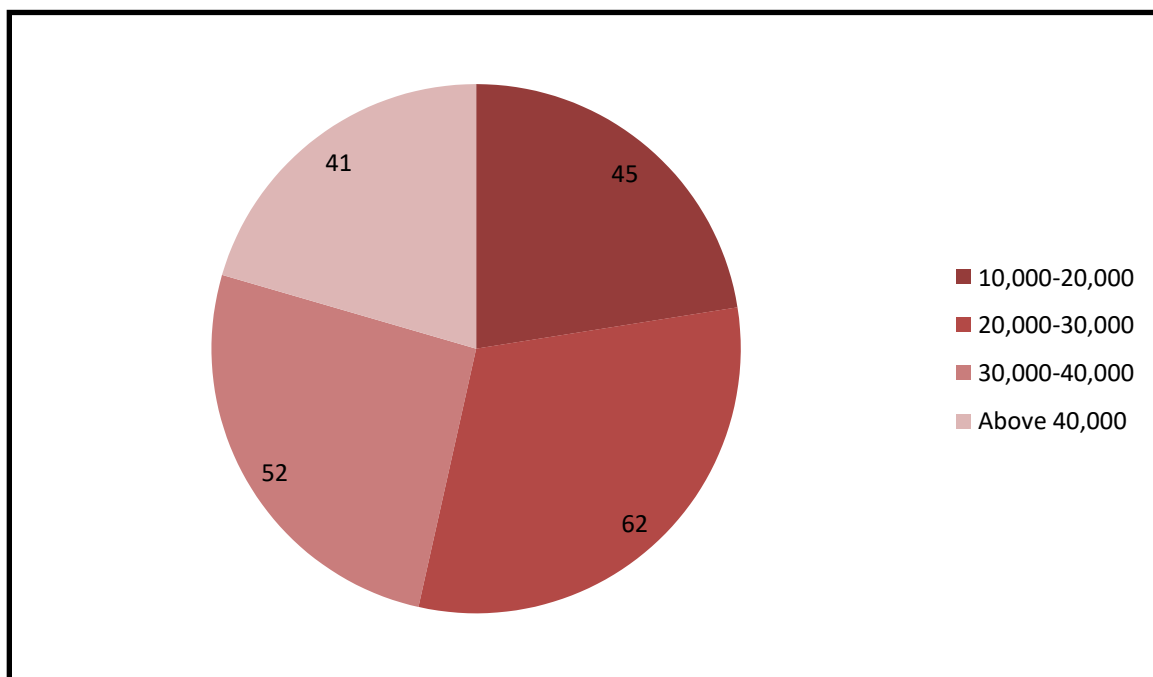


Table 4.1.6 Table Indicating the Experience:

Particular	No of Respondents	Percentage
Less than 5 years	86	43
6-10 years	62	31
above 10 years	52	26
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table shows that the experience of response, 43% of Less than 5 years, 31% of 6-10 years, 26% of above 10 years.

INFERENCE:

Majority (43%) of respondents are working for less than 5 years.

Chart 4.1.6 Chart representing the Experience:

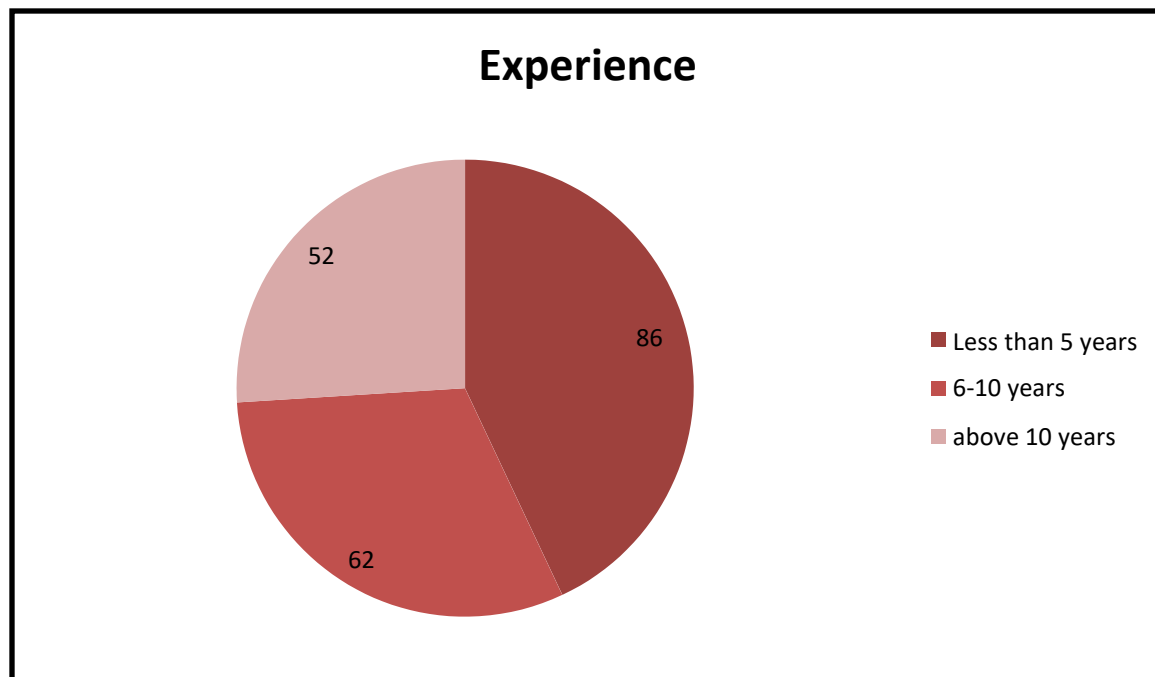


Table 4.1.7 Table Indicating the Qualification:

Qualification	No of Respondents	Percentage
UG	56	28%
PG	89	44.5%
Diploma	55	27.5%
Total	200	100

Source: Primary Data

INTERPRETATION:

From the above table shows that the qualification of employees, 28% of UG, 44.5% of PG, 27.5% of Diploma.

INFERENCE:

Majority (44%) of respondents are working in PG.

Chart 4.1.7. Chart representing the Qualification.

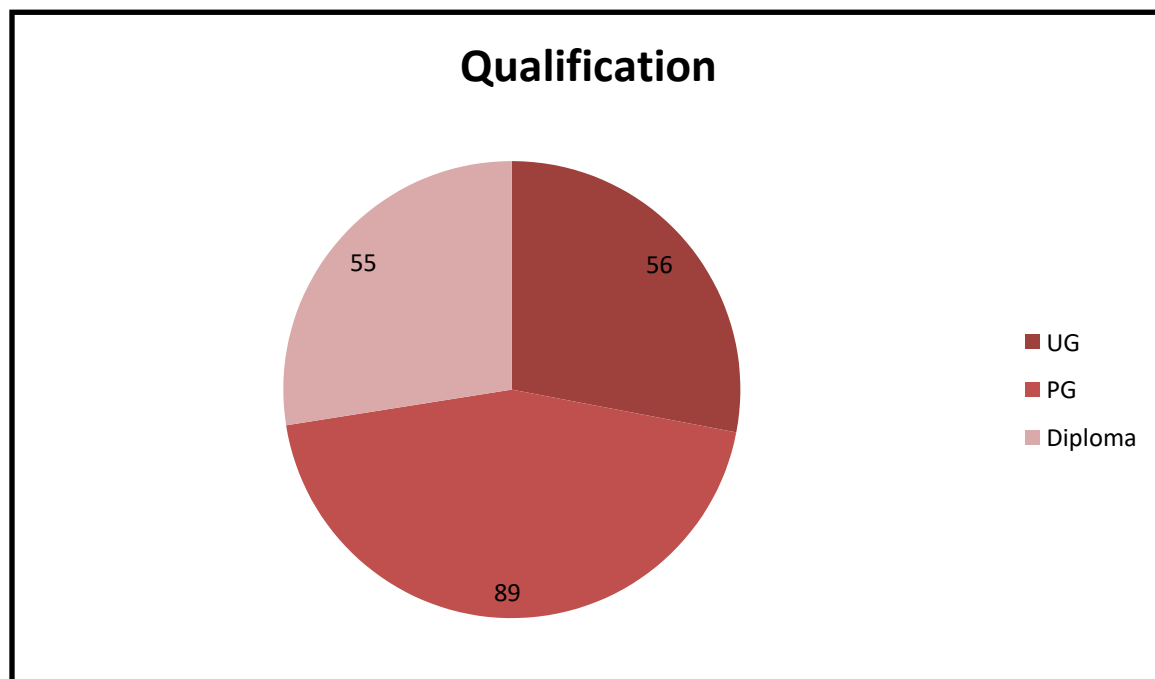


Table 4.1.8 Table Indicating the Nature of job:

Team effectiveness	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
I assemble Strong team.	94	62	46	0	0	200
I empower and train people.	91	58	49	2	0	200
I provide feedback, rewards and recognition.	108	91	1	0	0	200

Source: Primary Data

INTERPRETATION:

From the above table shows that the 48% says strongly agree, 32% says agree, 8% says neutral, 8 % says disagree and 4 % says strongly dis agree.

INFERENCE:

Majority 48% choose strongly agree

Chart 4.1.8 Chart representing the Team effectiveness

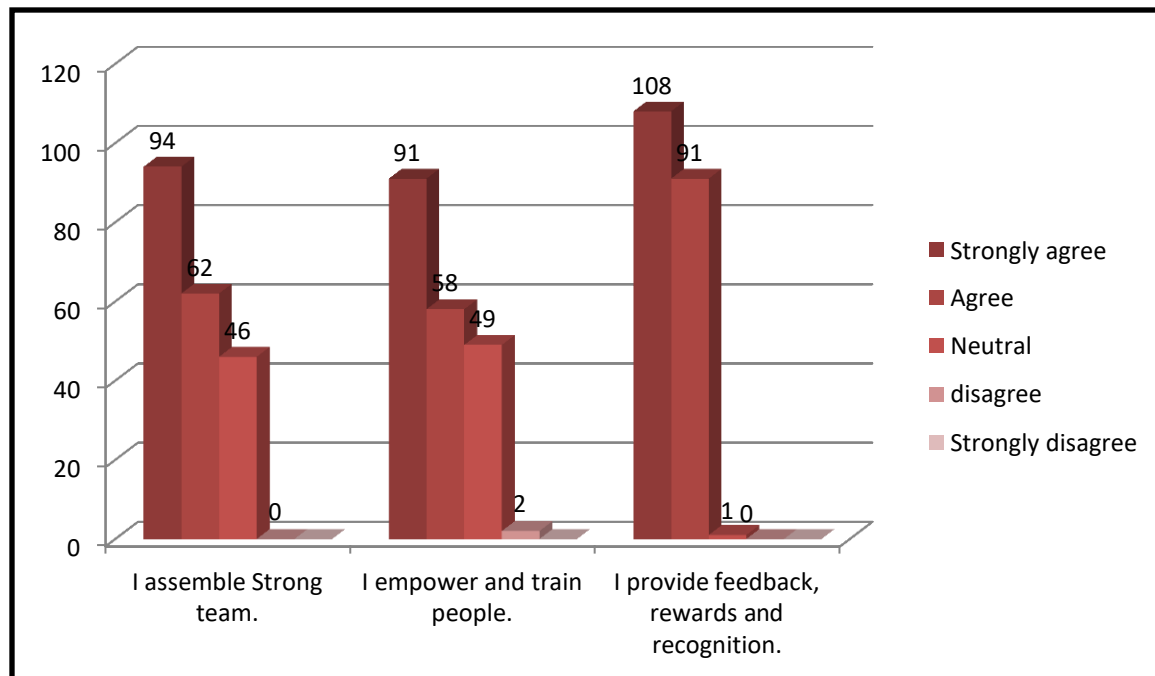


Table 4.1.9 Table Indicating the Functional Expertise:

Functional Expertise	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
I see new possibilities to take the organization to a higher realm.	96	65	41	0	0	200
Personal Effectiveness & ability to influence.	95	58	49	0	0	200
I am optimistic and see everything with a positive outlook.	120	80	0	0	0	200

Source: Primary Data

INTERPRETATION:

From the above table shows that the 60% says strongly agree, 40% says agree, 0% says neutral, 0% says disagree and 0 % says strongly dis agree.

INFERENCE:

Majority 60% choose strongly agree

Chart 4.1.9 Chart representing the Functional Expertise

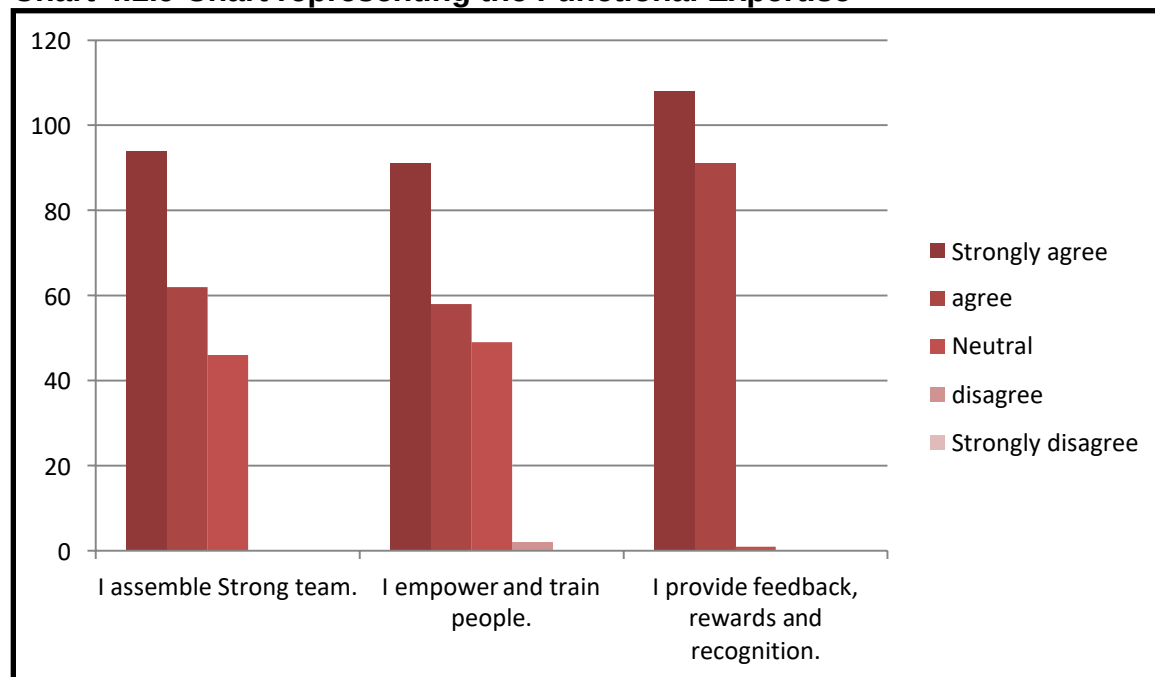


Table 4.1.10 Table Indicating the Drive for results

Drive for results	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
I do everything possible to meet goals and deadlines.	132	67	1	0	0	200
I consistently meet or exceed commitments.	127	53	0	0	0	200
I aggressively pursue all assignments and projects until completion	0	11	43	57	89	200

Source: Primary Data

INTERPRETATION:

From the above table shows that the 60% says strongly agree, 40% says agree, 0% says neutral, 0% says disagree and 0 % says strongly dis agree.

INFERENCE:

Majority 60% choose strongly agree

Chart 4.1.10 Chart representing the Drive for results

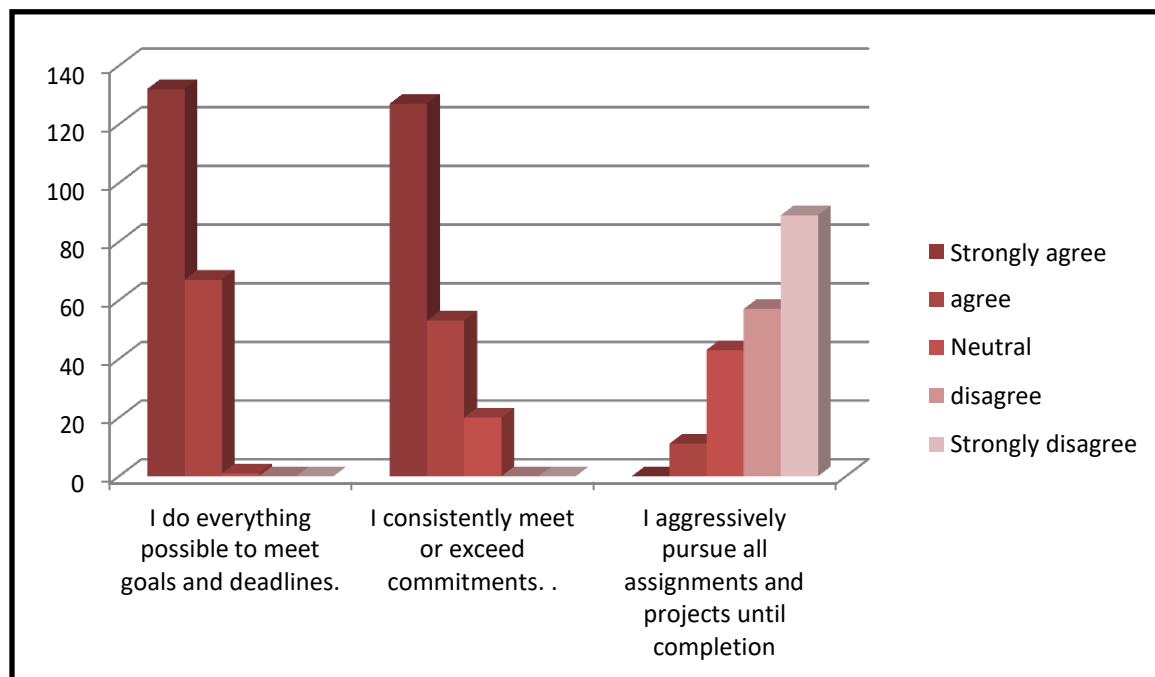


Table 4.1.11 Table Indicating the Customer Service

Customer Service	Strongly agree	Agree	Neutral	disagree	Strongly disagree	total
I am well aware of Customer's Expectations.	130	62	8	0	0	200
I exceed customer's expectations and deliver greater Impact	162	38	0	0	0	200
I deal with transparency with my customers.	46	39	115	0	0	200

Source: Primary Data

INTERPRETATION:

From the above table shows that the 60% says strongly agree, 40% says agree, 0% says neutral, 0% says disagree and 0 % says strongly disagree.

INFERENCE:

Majority 60% choose strongly agree

Chart 4.1.11 Chart representing the Customer Service

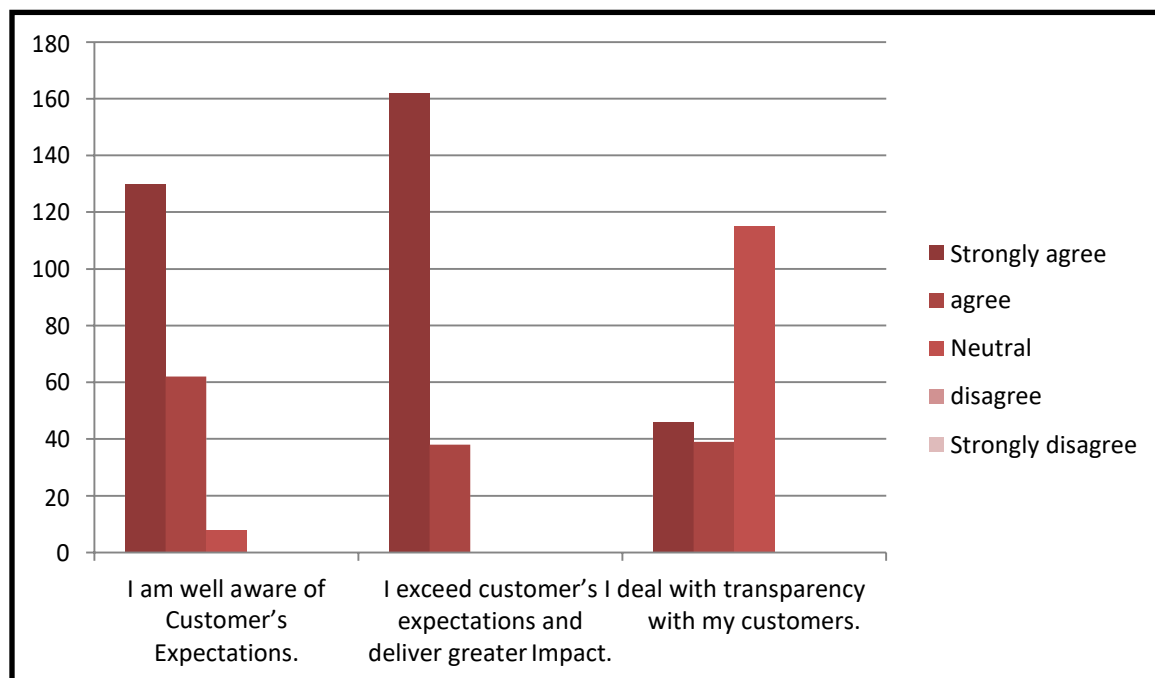


Table 4.1.12 Table Indicating the Aptitude

Aptitude	Strongly agree	Agree	Neutral	disagree	Strongly disagree	total
I think and reason abstractly, effectively, solve problems and think strategically	162	38	0	0	0	200
I learn from past experiences and apply the learning to work related situations.	139	61	0	0	0	200

Source: Primary Data

INTERPRETATION:

From the above table shows that the 60% says strongly agree, 40% says agree, 0% says neutral, 0% says disagree and 0 % says strongly dis agree.

INFERENCE:

Majority 60% choose strongly agree

Chart 4.1.12 Chart representing the Aptitude

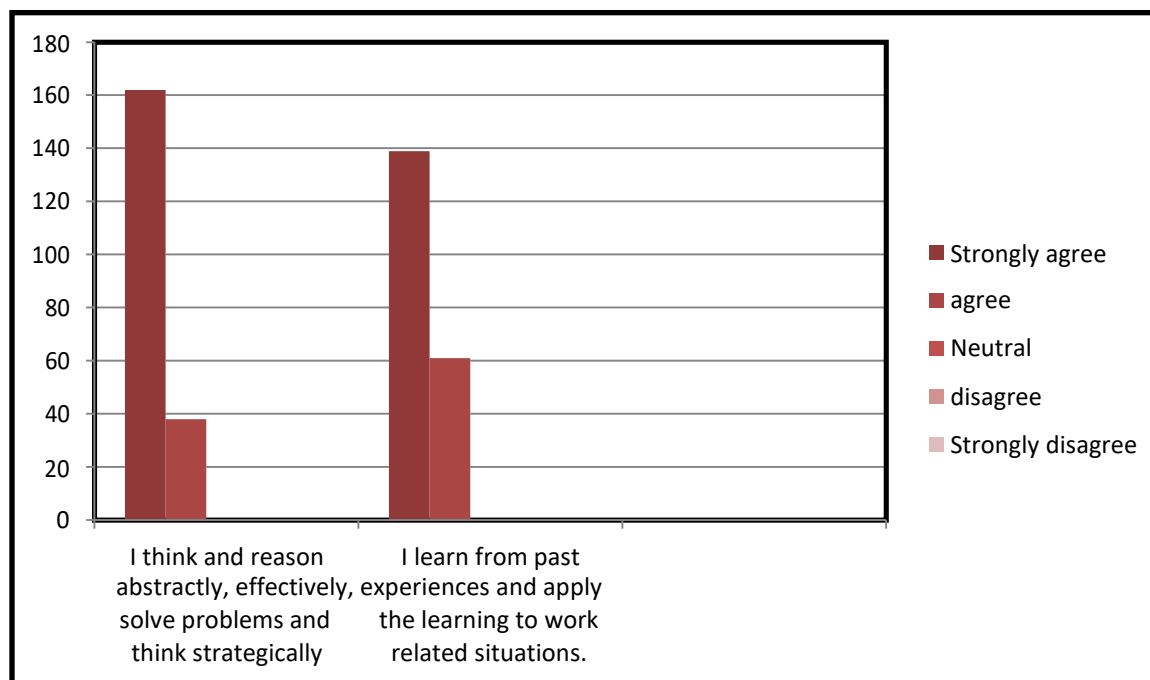


Table 4.1.13 Table Indicating the Factors of Competency Mapping which are influencing Selection and Hiring process.

Factors	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
Effective than traditional Method	112	35	53	0	0	200
Defines organizations' Expectations	28	95	68	9	0	200
Determination of role and job fit	15	83	102	0	0	200

Source: Primary Data

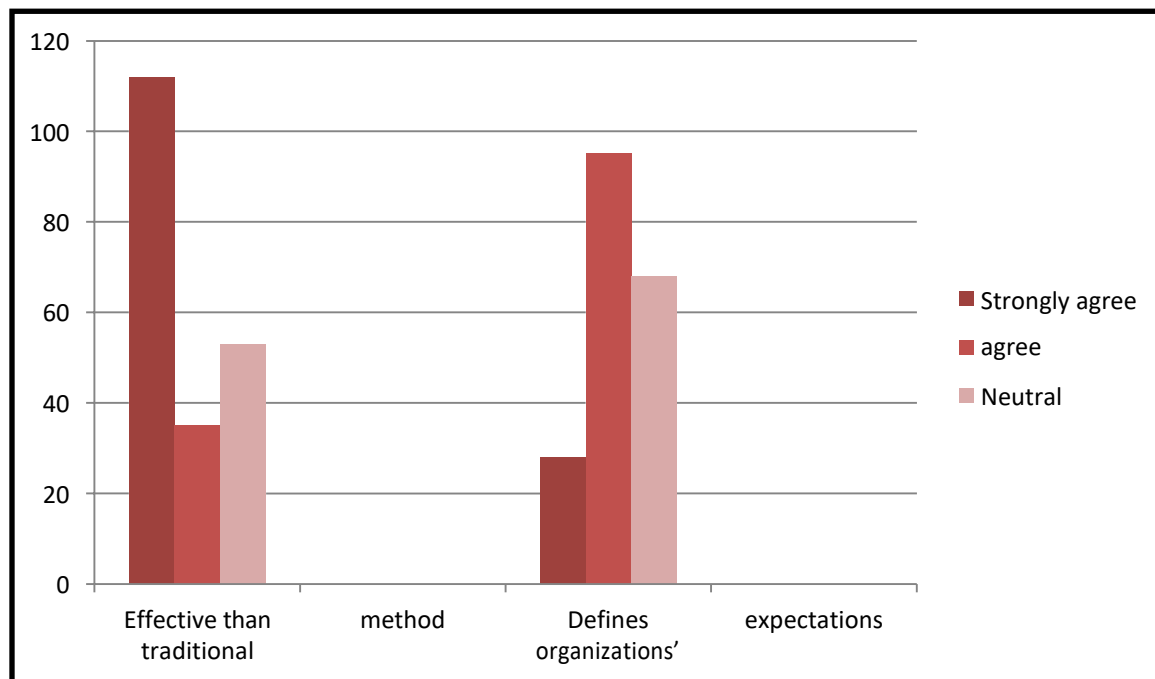
INTERPRETATION:

From the above table shows that the 60% says strongly agree, 40% says agree, 0% says neutral, 0% says disagree and 0 % says strongly dis agree.

INFERENCE:

Majority 60% choose strongly agree

Chart 4.1.13 Chart representing the Competency Mapping



4.1.14 Table Indicating the CHI-SQUARE TEST

AIM: To Find out the Relationship between considering the options and persuading the manager.

Options	Seldom	Occasionally	Majority of Time	Almost Always	Total
Persuading					
I could convince him	13	12	18	15	56
I couldn't convince him	17	13	20	18	67
Win-Win Situation	17	18	19	20	73
Total	45	43	55	63	200

Null Hypothesis (H0):

There is no significant relationship between considering the options and persuading the line manager

Alternative Hypothesis (H1):

There is significant relationship between considering the options and persuading the line manager.

Calculation of Chi-Square:

Observed Frequency(O)	Expected Frequency(E)	(O-E)	(O-E) ²	(O-E) ² /E
1	2.1	-1.1	1.21	0.57
4	7	-3	9	1.28
20	17.5	2.5	6.25	0.35
10	8.4	1.6	2.56	0.30
0	0.3	-0.3	0.09	0.3
3	1	2	4	4

2	2.5	-0.5	0.25	0.1
0	1.2	-1.2	1.44	1.2
2	0.6	1.4	1.96	3.26
3	2	1	1	0.5
3	5	-2	4	0.8
2	2.4	-0.4	0.16	1.06
Total			Calculated Value	12.72

The Tabulated Value of χ^2 at 5% Level of Significance (LOS) at 6 Degree of Freedom = 12.592

Calculated Value > Tabulated Value

1.72 > 12.592

INFERENCE: Since Calculated Value is greater than the tabulated Value. We Reject the Null Hypothesis. That is there is significant difference considering the option and persuading the Managers.

4.1.15 Table Indicating the ANOVA TEST:

Aim: To Find out the Relationship between the Experience and Educational qualification.

Experiene					
Education	Fresher	1–3 years	3-5 years	More than 5yrs	Total
12 + diploma(3yrs)	7	4	2	1	14
Under graduate (Arts&science) and B.E	15	10	2	1	28
Post Graduate	3	3	1	1	8
Total	25	17	5	3	50

Null Hypothesis (H0):

There is no significant difference between the Educational Qualification and Experience.

Alternative Hypothesis (H1):

There is significant difference between the Educational Qualification and Experience

ANALYSIS OF VARIANCE TABLE:

Source of variation	Sum of Squares	Degree of Freedom	Variance	F
Between columns	107.66	$4 - 1 = 3$	35.88	$F = \frac{8.556}{35.88} = 0.23$
Between Rows	52.77	$3 - 1 = 2$	= 6.33	$F = \frac{8.556}{6.33} = 0.32$
Residual	51.34	$(4-1)(3-1) = 6$	= 51.346 = 8.556	

Here Calculated $F = 0.23$

Tabulated F for $V_1=6$, $V_2=3$, degree of freedom at
5% level is 8.94 Calculated $F < \text{Tabulated } F$
 $0.23 < 8.94$

INFERENCE:

Since Calculated $F < \text{tabulated } F$. We Accept the Null Hypothesis.
There is no significant difference between the Educational Qualification and
Experience.

Table 4.1.15 Table Indicating T – test

Aim : t test for significance of difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

Null Hypothesis H0: There is no significant difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

Alternative Hypothesis H1: There is a significant difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

Organizational climate	Department				t value	p value
	Technical		Nontechnical			
	Mean	SD	Mean	SD		
Human Relations	24.60	3.95	24.02	3.82	2.435	0.012*
Internal Process	17.48	3.48	16.04	3.46	4.350	<0.001**
Open Systems	18.39	2.92	17.01	2.91	3.460	<0.001**
Rational Goal	29.34	3.97	28.82	4.38	2.766	0.006**
Overall organizational climate	89.34	11.97	87.84	11.64	4.122	<0.001**

Note: 1. ** Denotes significant at the 1 % level.

2. * Denotes significant at the 5 % level.

Revealed that p value is less than 0.01 the null hypothesis is rejected at the 1 percent level of significance. Hence it is concluded that there is a significant difference between the employees working in technical and nontechnical department with regard to Internal Process, Open Systems, Rational Goal and overall organizational climate. Based on mean score, technical employees perceives organization climate in better way with regards to Internal Process, Open Systems and Rational Goal than the employees working in nontechnical departments.

Since p value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to Human Relations. Therefore it is concluded that there is significant difference between the employees working in technical and nontechnical department with respect to Human Relations. Mean value of Human Relations of technical

department employees are greater than nontechnical employees. It is established from the above table that the technical employees are more satisfied with overall organizational climate than those who are working in nontechnical departments in the IT Companies.

CHAPTER 5 – FINDINGS, SUGGESTIONS AND CONCLUSION

5.1. FINDINGS (copy the inference from each table)

- Majority (38%) of respondents are age between 20-25
- Majority (57.5%) of the respondents are Unmarried
- Majority (28.5%) of the respondents are Team Lead
- Majority (30.5%) of respondents are get an income of 20,000-30,000
- Majority (43%) of respondents are working for less than 5 years.
- Majority (44%) of respondents are working in PG
- Majority 48% choose strongly agree the assemble Strong team
- Majority 68% choose strongly agree the empower and train people.
- Majority 56% choose strongly agree the provide feedback, rewards and recognition.
- Majority 43% choose strongly agree new possibilities to take the organization to a higher realm.
- Majority 36% choose strongly agree Personal Effectiveness & ability to influence.
- Majority 45% choose strongly agree optimistic and see everything with a positive outlook.
- Majority 75% choose strongly agree aware of Customer's Expectations
- Majority 47% choose strongly agree customer's expectations and deliver greater Impact
- Majority 38% choose Neutral transparency with my customers.
- Majority 49% choose strongly agree think and reason abstractly, effectively, solve problems and think strategically
- Majority 39% choose strongly agree learn from past experiences and apply the learning to work related situations.

5.2 SUGGESTIONS & RECOMMENDATIONS

The competency mapping is of origin and has a long way to go. Individual as well as organized efforts are required to improve work life of workers. Some of the following suggestions will be helpful for competency mapping in the organization:

- The organization should create awareness about the Competency mapping and their uses among the employees through various programs.
- The organization should enhance the employee's competencies through various training and development programs.
- The HR manager can take the initial steps to teach about the range of methods for assessing the employee's competencies.

- After finding their skills, they can provide the initiatives to the employees to excel as a potential employee with specific skill. And also they can enhance the multiple skills among the employees.
- The organization should provide a separate cabin for each employee to excel their talents so that the employee also feels independence in their work.
- By giving a proper communication, the organization can avoid the problems while implementing the competency mapping.

- **IMPACT ON KNOWLEDGE ON LONG AND SHORT TERM PLANS:**

Awareness must be created among the HCL employees about the long and short term plans to get effective results in future. As majority of the respondents are not aware of long and short term plans

- **UTILISATION OF FAVOURABLE ORGANISATIONAL CLIMATE:-**

Majority of the respondents are ready to develop the ideas for efficiency and ready to give honest feedback to their peers. All the respondents are agreed to AIM for perfection. This shows that the employees are motivated and/or ready to accept changes. This ideal climate is best suited to bring-in correct the employees who lack required competencies.

- **DEVELOPING ABILITY TO HANDLE CONFIDENTIAL INFORMATION:**

Majority of respondents felt that the tasks require sensitive and confidential information most of the time. So, competencies like interpersonal skills, Teamwork skills, leadership skills etc, need to be found.

- **INCORPORATION OF COMPETENCIES REQUIRED IN RECRUITMENT**

It is found that, by order of importance skills, Teamwork, Interpersonal Skills, Leadership and creativity are the competencies required for the position of TSO
It is suggested to give importance for the above competencies in the same level of importance.

5.3. LIMITATIONS OF STUDY

- The study is confined to Chennai district only
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So the accuracy is not true
- Due to storage of time and other constraints, the study has been limited 200 respondents only.

5.4. CONCLUSION

Competency mapping and assessment provides clear indication of employee developmental needs. Candidate weakness with respect to the required competencies discovered in the assessments shows opportunity for development for the candidate.

Indo Shell Mould Limited also benefited out of the Competency mapping. For that, the HR manager Mr.M.Ramakrishnan has also taken many initiatives for the welfare of both the employees and the organization. This organization has used the competency mapping for various purposes like selection process, performance appraisal, succession planning & promotion etc. There is no doubt that if the organization has used the competency mapping, they will definitely get the success.

At present scenario, Competency mapping is essential for every organization. Only thing that if the organization used it effectively means, they will definitely get benefit. The employee"s competencies can be enhanced through conducting various training and development program, assigning projects, to involve all employees in decision-making process etc.

This will help to focus the training needs on the goals of the position and company and help the IT employees to develop towards the ultimate success of

the Organization. The present study has been attempted to identify gaps in the competency levels of IT professionals working. The competency performance can be noticed in the following areas like cross training, evaluation process on consequences of customer's decision and value attained by the individual is linked with competency and it increases the quality of work. These could be developed by giving training and personality development classes for the employees.

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ANNEXURE – I QUESTIONNAIRE

1. Name

2. Gender

- Male
- Female

3. Age

- 20-25
- 26 - 35
- 36 – 45
- 46 – 55
- Above 55

4. Marital status

- Unmarried
- Married

5. Designation

- Manager
- Team Lead
- Associate
- Employee

6. Annual Income

- 10k -20k
- 20k – 30k
- 30k – 40k
- Above 40k

7. Experience

- Less than 5 Years
- 6 -10 years
- Above 10 years

8. Qualification

- UG
- PG
- Diploma

9. Nature of job

Team effectiveness	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
I assemble Strong team.						
I empower and train people.						
I provide feedback, rewards and recognition.						

10. Functional Expertise

Functional Expertise	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
I see new possibilities to take the organization to a higher realm.						
Personal Effectiveness & ability to influence.						
I am optimistic and see everything with a positive outlook.						

11. Drive for results

Drive for results	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
I do everything possible to meet goals and deadlines.						
I consistently meet or exceed commitments.						
I aggressively pursue all assignments and projects until completion						

12. Customer Service

Factors	Strongly agree	agree	Neutral	disagree	Strongly disagree	total
Effective than traditional Method						
Defines organizations' Expectations						
Determination of role and job fit						

13. Aptitude

Aptitude	Strongly agree	Agree	Neutral	disagree	Strongly disagree	total
I think and reason abstractly, effectively, solve problems and think strategically						
I learn from past experiences and apply the learning to work related situations.						

14. Factors of Competency Mapping which are influencing Selection and Hiring process.

Customer Service	Strongly agree	Agree	Neutral	disagree	Strongly disagree	Total
I am well aware of Customer's Expectations.						
I exceed customer's expectations and deliver greater Impact						
I deal with transparency with my customers.						

15. Employee's knowledge will be enhanced.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Employee's skills will be sharpened more.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
17. It can develop employees' attitude.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
18. It pays way for the career development of employees.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
19. Competitive advantage with in the team of the employees.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
20. It helps in meeting target of the employees.
- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree

ANNEXURE – II RESEARCH ARTICLE

A STUDY ON COMPETENCY MAPPING TOWARDS IT'S INDUSTRY WITH SPECIAL REFERENCE TO WALTP – SPR & CO

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ABSTRACT:

Competency mapping is a process of identifying key competencies for a company or an organisation and the jobs and functions within it.. A competency model is an organizing framework that lists the competencies required for effective performance in a specific job, job family, organization, function, or process. Individual competencies are organized into competency models to enable people in an organization or profession to understand, discuss, and apply the competencies to workforce performance. The present research paper is based on a study conducted on the employees of an IT-based organization. The feedback mechanism of the organization has to be such that employees take their feedback positively. The data are collected through the questionnaire with statistical tools like Chi-Square Test, ANOVA, and T- Test.

Keywords: *Competency, Skill, Knowledge, Abilit....*

I. INTRODUCTION

“Competency Mapping” refers to a process through which the competencies of the necessary process are identified. It is done to determine the critical activities of the mandatory processes of the organization. If Competency Mapping is done, then the organization can identify its area of thrust and can take necessary actions for future implementation of

the activities. In the Competency Mapping, the process is break down into sub components named as activities and the competency of all these activities are identified. Organizations perform the task of Competency Mapping to determine the areas which are crucial for its proper working and success. The competencies which are included in the identification are Managerial, Behavioral, Technical, Skill based, Attitude based and Conceptual Knowledge based. Competency Mapping is made up of two terms – Competency + Mapping, Where, Competency refers to clarify any underlying characteristic that is required to perform the process or the activity and Mapping refers to the scheduling of the activities in a sequential order.

II. PROBLEM STATEMENT:

In today's context, organizational development, growth depends only on team work and especially IT industry cannot sustain without understanding the skill of the employees working for them. Moreover the changes in the external environment also insist IT firm to attract and retain the multi-skilled professional. Competency mapping is applied in every field of Human resource management different elements like leadership, performance appraisal, job appropriateness, Knowledge and Skill, Interpersonal Communication, Team effectiveness, Core

Competencies, Innovation, Goal setting, Customer care and Negotiation considered here are positive predictors of Organizational effectiveness as it brings an organizational change and development. Hence it is essential to find out the perception of employees towards competency mapping as an indicator of Organizational effectiveness.

III. REVIEW OF LITERATURE

Sree Latha.T, Savanam Chandra Sekhar (2013) observed that competence is essential for employees to achieve current and future organisational goals. Competency mapping helps an organisation to identify competent people to perform the task. The authors insist that organisations have to develop a pipeline of competent people for every position especially at senior level.

Raja K.G. and Swapna Rose (2010) have analysed the differences between managerial and executive level personal competencies in IT industries. Certain factors like communication, job related skills, managerial competencies, entrepreneurial competency, leadership competency, Business skills competency, personal competency, were considered for the study. The study reveals that there is a variation of competencies for managerial and executive level of employees. It is also observed that there is a lack of communication skill among the executive employees and the employees at managerial level need more business skills.

Jimmy Kansal, Neeti Jain, Satyawali.P.K, Ashwagoshia Ganju (2012) analyse the gap and the required skill to improve the level of competency for upper level, middle level and lower level. The competency mapping has not only improved the effectiveness of the organization, but also enhanced individual career progression. Mapping of

competencies creates a win-win situation for both employees as well as organisations.

Robert Gaspar. F (2012) has conducted a study on the Perception of human resource executives on competency mapping for superior results. It is observed that the HR executives have right perception about their own competencies that are required in the present jobs. Competency based selection is well organised and exhaustive. Performance Management Competency System helps in identifying future training and development needs of employees and also assists HR executives in taking decisions like promotions and transfers.

Celia B.R and Karthick M, (2012) have carried out a study on competency mapping of employees. Competency has been measured with certain factors like knowledge, communication, and development of people, team orientation, achievement orientation and client orientation. The study reveals that competencies of the employees are satisfactory and not up to the expected level. In order to achieve better performance from employees certain factors like communication, team orientation etc. are to be considered to enhance the growth of the organisation.

MATERIALS AND METHODS:

A. RESEARCH DESIGN

The study deployed quantitative research design of 100 respondents. Through proper competency mapping high skilled and knowledge based jobs are increased.

B. OBJECTIVES OF THE RESEARCH

- To investigate the personal and organisational characteristics of employees in the research area

- To investigate the elements that influence employee competency mapping.
- To determine the link between team orientation, negotiation, functional expertise, creativity, and job appropriateness.

C. SAMPLING DESIGN

The sample size is 200. For selecting the respondents, the convenience sampling technique is used, as convenience sampling attempts to obtain a sample of convenient elements. Often, respondents are selected based on the ease of the access and because they happen to be in the right place at the right time. In this type of sampling the researcher judges the nature of the sample and the sampling area.

D. DATA COLLECTION DESIGN

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – A survey questionnaire was designed and distributed to the respondents at their workplace. All the information and data were primarily collected through a survey questionnaire. Admittedly, the method is time consuming and costly.
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles

E. STATISTICAL TOOLS

The main tools used for statistical analysis is hypothesis testing analytical tools such as **Chi-square test, Anova test and T – Test.**

IV. DATA ANALYSIS:

TABLE.1. Table indicating the age

Age	No of Respondents	Percentage
20-25	76	38%
26-35	30	15%
36-45	46	23%
46-55	30	15%
Above 55	18	9%
Total	200	100%

It is inferred from table and fig 1 that majority (38%) 76 of the respondents are into 20 -25 age group.

FIG.1. Chart representing the Age

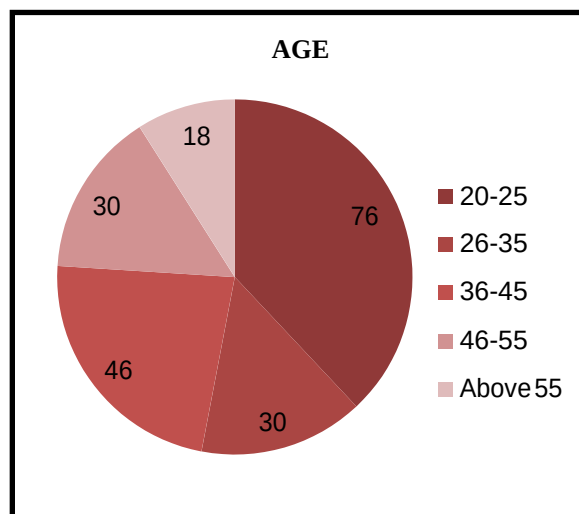


TABLE.2. Table indicating the gender

Particular	No of respondents	Percentage
Male	105	56
Female	95	44
Total	200	100

It is inferred from table and fig 2 that majority (56%) 105 of the respondents are Male.

FIG.2. Chart representing the gender

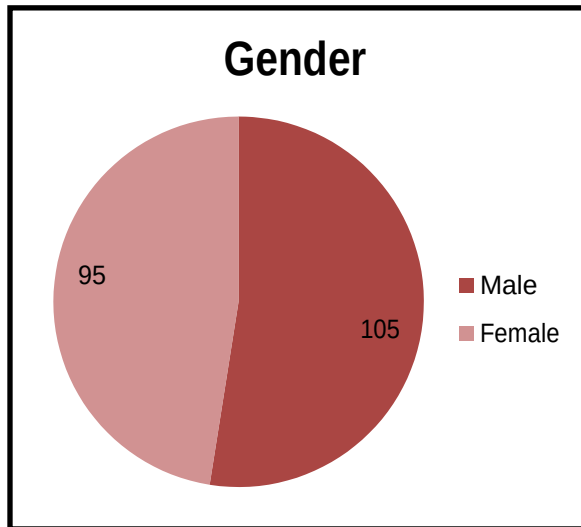


TABLE.3. Table Indicating the Marital status

Particular	No of Respondents	Percent age
Unmarried	115	57.5
Married	85	44.5
Total	200	100

It is inferred from table and fig 3 that majority (57.5%) 115 of the respondents are unmarried.

FIG.3. Chart representing the marital status

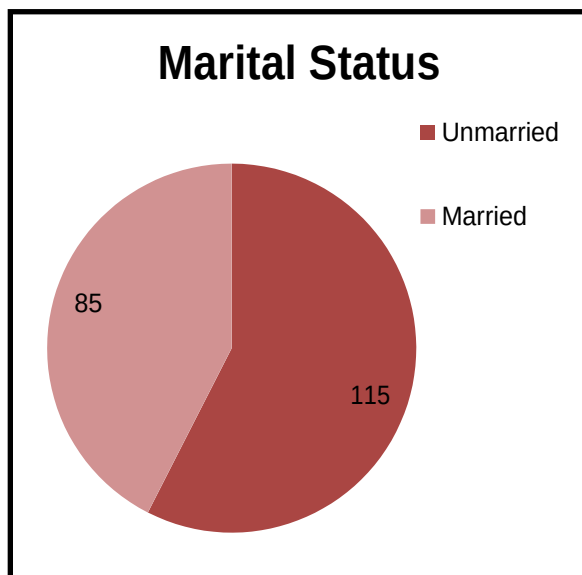


TABLE.4. Table Indicating the Designation

Particular	No of Respondents	Percentage
Manager	35	21.5
Team Lead	60	28.5
Associate	65	32.5
Employee	55	27.5
Total	200	100

It is inferred from table and fig 4 that majority (32.5%) 65 of the respondents are working as employee.

FIG.3. Chart representing the marital status

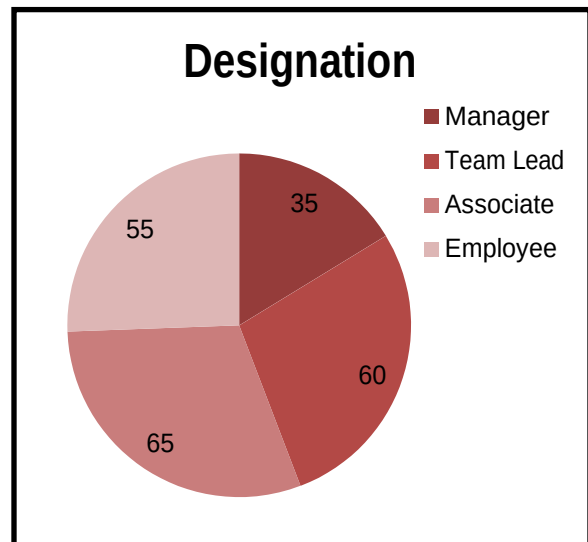
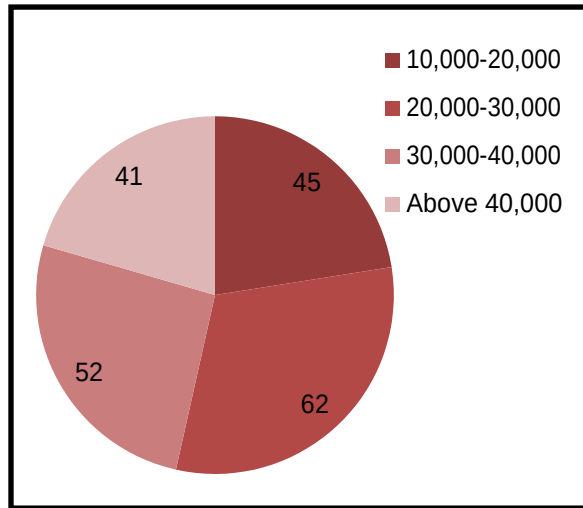


TABLE.5 Table Indicating the Annual Income

Particular	No of Respondents	Percentage
10,000-20,000	45	22.5
20,000-30,000	62	30.5
30,000-40,000	52	26
Above 40,000	41	21
Total	200	100

It is inferred from table and fig 4 that majority (30.5%) 62 of the respondents are getting 100000 - 200000 as a annual income

FIG.5. Chart representing the Annual Income**Table.6. Table Indicating T – test**

Aim : t test for significance of difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

Null Hypothesis H0: There is no significant difference between employees working in technical and nontechnical departments with respect to

perception of organizational climate.

Alternative Hypothesis H1: There is a significant difference between employees working in technical and nontechnical departments with respect to perception of organizational climate.

Organization al climate	Department				t value	p valu e
	Technical		Nontechnic al			
	Mean	SD	Me an	SD		
Human Relations	24.60	3.95	24.0 2	3.82	2.43 5	0.012 *
Internal Process	17.48	3.48	16.0 4	3.46	4.35 0	<0.00 1**
Open Systems	18.39	2.92	17.0 1	2.91	3.46 0	<0.00 1**
Rational Goal	29.34	3.97	28.8 2	4.38	2.76 6	0.006 **
Overall organizational climate	89.34	11.97	87.8 4	11.6 4	4.12 2	<0.00 1**

Note: 1. ** Denotes significant at the 1 % level.

2. * Denotes significant at the 5 % level.

Revealed that p value is less than 0.01 the null hypothesis is rejected at the 1 percent level of significance. Hence it is concluded that there is a significant difference between the employees working in technical and nontechnical department with regard to Internal Process, Open Systems, Rational Goal and overall organizational climate. Based on mean score, technical employees perceives organization climate in better way with regards to Internal Process, Open Systems and Rational Goal than the employees working in nontechnical departments.

Since p value is less than 0.05, the null hypothesis is rejected at 5 percent level of significance with respect to Human Relations. Therefore it is concluded that there is significant difference between the employees

working in technical and nontechnical department with respect to Human Relations. Mean value of Human Relations of technical department employees are greater than nontechnical employees. It is established from the above table that the technical employees are more satisfied with overall organizational climate than those who are working in nontechnical departments in the IT Companies.

V. RECOMMENDATIONS

The competency mapping is of origin and has a long way to go. Individual as well as organized efforts are required to improve work life of workers. Some of the following suggestions will be helpful for competency mapping in the organization:

- The organization should create awareness about the Competency mapping and their uses among the employees through various programs.
- The organization should enhance the employee's competencies through various training and development programs.

VI. LIMITATIONS

- The study is confined to Chennai district only
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So the accuracy is not true.
- Due to storage of time and other constraints, the study has been limited 200 respondents only.

VII. CONCLUSION

Competency mapping and assessment provides clear indication of employee developmental needs. Candidate weakness with respect to the required competencies discovered in the assessments shows opportunity for development for the candidate.

At present scenario, Competency mapping is essential for every organization. Only thing that if the organization used it effectively means, they will definitely get benefit. The employee's competencies can be enhanced through conducting various training and development program, assigning projects, to involve all employees in decision-making process etc.

VIII. REFERENCES

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