



A STUDY ON EFFECTIVENESS OF COMPETENCY MAPPING IN IT INDUSTRY

Management

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ABSTRACT

Competency mapping is a process which identifies an individual's strength and weakness in order to help them to better recognize themselves. It leads to increased capacity by achieving a more holistic view of the accumulated competence of the entire organization. Competency Mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention. The study conducted in IT industries at Bangalore. Totally 5 IT software development companies are selected. This paper attempts to understand Competency mapping and its impact on performance of the organization. The effort is made to understand the competency mapping in the implementation areas such as recruitment, training, appraisal process and career development of employees in precisely. This study also tries to measure the outcome of the competency mapping on employees.

KEYWORDS:

Introduction

"In this dynamic world only one thing is permanent and that is change" so keeping pace with ever changing environment is always be a requirement and challenge for business world in several areas of management including human resource management, as it is necessary for business houses to choose job-fit personality for sustainable growth and development. In a knowledge economy, people are the heart of any business organization. Organizations need to build, sharpen and leverage on their competitive advantage – people. Organizations of the 21st century recognize the fact that human resources are the most valuable resource of the company and are the key differentiating factor in this competitive scenario. HR professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance but one of the most challenging tasks of the HR professional is placing the right people in the right jobs.

Competency mapping is a current movement seen across various organizations. Competency is a combination of knowledge, skill and attributes which lead to successful performance. Identification of competencies which lead to successful performance helps the organisation growth along with the development of people associated with it. There are various approaches to follow the competency mapping process like the bottom up and top approach, each one leading to organizational effectiveness. Competency mapping has found its uses in various functions of HRM and HRD like Selection, Performance Management, Career planning and Succession planning, leadership development etc.

Every well managed firm should have well defined roles and list of competencies required for performing each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identification.

Review of Literature

Gaspar (2012) in his research paper titled "A Study on the Perception of Human Resource Executives on Competency Mapping for the Superior Results" 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.

M. Mustafa & Surbhi (2014) has discussed about competency mapping model for HR Experts in IT Industry in their research work "Competency Mapping – A Drive for HR Excellence in IT Industry". In this paper they studied about competency mapping model and competencies required for HR professionals in IT Industry. The research states that there is a strong and positive relationship between possession of competencies and successful job performance. The research concluded that the competency mapping model is must needed for HR experts in Recruitment planning, Performance management, Training and development, Compensation management and HRM as whole.

Keerthy T R & Nisha Ann Jacob (2015) has discussed about Competency mapping framework for performance analysis in their research work "Competency Mapping: A Multidimensional Competency Based Performance Analysis Framework". In their research work they explained about the competencies, competency development process, competency mapping process, competency mapping at different levels, Areas of implementation & competency framework for performance analysis.

Research Methodology

Research Design: The study is descriptive in nature

Sampling Design: Simple random sampling method used in this study. 114 samples were selected for this study.

Data Collection: The study is conducted on the basis of primary data. The primary data was collected from the respondents i.e., employees of the IT industry through structured questionnaire.

Objectives of the study

1. To study the effectiveness of competency mapping process on HR processes in IT industry.
2. To identify the impact of competency mapping on employee performance.

Analysis and Interpretation

This chapter deals with Percentage analysis and Descriptive statistics pertaining to the various variables (independent as well as dependent) – describing the variables of interest in detail.

Experience of respondents

		Respondents	Percent
Experience	0-3 Years	20	17.5%
	3-6 Years	38	33.3%
	6-9 Years	32	28.1%
	Above 9 Years	24	21.1%

The table shows that 17.5% of respondents are having the experience between 0-3 Years; 33.3% of respondents are having the experience between 3-6 Years, 28.1 % of respondents are having the experience between 3-6 Years and around 21.1% of respondents are having the experience are above 9 years.

Competency mapping on HR Processes
Effectiveness of Competency mapping: - During Selection process

Statements	Mean Scores
I was aware of the job profile	3.2544
I had an adequate knowledge & skills for my job profile	3.3333
I had a clear vision about my duties and responsibilities	2.8947
Recruitment & Selection are done based on the competencies	2.8333
Mean Score	3.0789

The respondent's states that they didn't had clear vision about their duties and responsibilities during selection process. Also they stated that the selection process was not done based on the competencies. The overall mean score 3.0789 reveals that the competency mapping in selection process didn't have too much impact. Most of the respondents gave neutral opinions.

Effectiveness of Competency mapping in Training

Statements	Mean Scores
My organization links training and development with company business strategy	4.1053
The training programs was relevant to my job profile	4.5351
The training contents had updated information	4.0614
The training programs enhanced my competencies	4.1930
Mean Score	4.2237

Most of the respondents are agreed with the statements which is related to training process. The mean score 4.5351 reveals that most of the respondents are strongly agreed that the training programs were related to their job profile. The overall mean score, 4.2237 reveals that the competency mapping in training programs are gives the effective results.

Effectiveness of Competency mapping in Performance appraisal - After performance appraisal process

Statements	Mean Scores
I receive proper feedback, recognition and reward	2.9649
I receive guidance or training programs or counseling sessions	4.2719
Helps me to move forward in my career	3.2456
Increment and promotions are based on competency and performance	3.1316
Mean Score	3.4035

The table shows the effectiveness of the competency mapping in performance appraisal process. The respondents are slightly disagreeing with the statements regarding to feedback, rewards, recognition, increments and promotions. The overall mean score 3.4035 reveals that the competency mapping in performance appraisal process is not effective to the acceptable level.

ANOVA for Experience and HR processes

H1: There is no significant difference between experience of the

respondents and the opinion about effectiveness of competency mapping in HR Processes (Selection, Training & Performance appraisal).

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	Df	F	Sig.(5%)	
Selection	Between Groups	3	11.693	.000
	Within Groups	110		
Training	Between Groups	3	1.794	.152
	Within Groups	110		
Appraisal	Between Groups	3	10.084	.000
	Within Groups	110		

Since the significance level is lesser than 0.05 for selection, and appraisal, there is a significant difference between experience of the respondents and the opinion about effectiveness competency mapping on HR processes. The significant value for training is greater than the level of significance, so there is there is no significant difference between experience and training programs. Thus we can conclude except training program rest of all the factors have significant difference based on experience, so alternative hypothesis is accepted.

Suggestions

- IT companies should recruit the candidates according to the required competencies of the particular role.
- The best performed employees should need to be recognized and rewarded at the end of each projects
- Motivation should be given to the employees so that they take interest in knowledge enhancement and management.

Conclusion

Competency Mapping is definitely a new era in the field of HR. It promises economical use of the most important resource, Human Capital by ensuring the best suitable job to the person. It also ensures individuals growth and development. The grey areas in the implementation of the competency mapping is analyzed in the study. The study reveals that the IT industry is effectively implemented the competency mapping on the training programs but not on selection and performance appraisal process. IT industries has to improve the competency mapping strategies on selection and performance appraisal processes, so it is essential for companies to introduce new strategies and techniques to identify competency gap and to effectively implement on HR processes which would bring best results.