ORIGINAL RESEARCH PAPER

Commerce

COMPETENCY MAPPING AND ITS IMPACT ON ORGANISATION EFFECTIVENESS TOWARDS KNOWLEDGE AND SKILLS WITH SPECIAL REFERENCE TO SELECTED IT INDUSTRIES IN CHENNAI

KEY WORDS: Competency mapping, IT Industry, Employees, Skills.

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ABSTRACT

Competency mapping is an integral aspect of Human Resource Development practices, as it emphasizes that only competent employees significantly contribute to an organization's success. This concept plays a crucial role in enhancing organizational effectiveness by harnessing collective efforts and the dynamic potential of the workforce, transforming these positive energies into a powerful tool for development. Many industries have made concerted efforts to identify valid job competencies and skill sets essential for nurturing future leaders. Both primary and secondary data has been collected for the study. The primary data were collected from IT Employees. The sample size for the study is 385. The findings of the study shows that most important Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees such as by finding the requiring skill of employees organization is able to perform other core functions effectively and Mapping identifies the key knowledge an employee should possess to achieve organizational target.

INTRODUCTION:

Competency Mapping involves identifying the key abilities needed within an organization and integrating those skills to achieve its objectives. It includes preparing employees to work according to their strengths. The term "competency" refers to ability, while "mapping" involves assessing an individual's combined abilities to achieve optimal results. This process is crucial for any organization. By mapping the competencies required for a specific role, a precise job profile is developed. Competency mapping is a process used to identify and describe the key factors that are critical to success in specific jobs, departments, organizations, or industries, aligning with an individual's career plan. It helps pinpoint the abilities, attitudes, and judgment needed for effective performance in a particular occupation or profession. Competency profiling plays a vital role in business operations. When candidates apply for a position, they are typically aware of their abilities, and organizations hire based on this understanding. This mutual awareness allows both the employee and the organization to have clear expectations of one another. However, competency mapping can be a costly process as it requires significant investment in time, money, and effort. For effective recruitment through competency mapping, top management must have a clear understanding of their strategies, methodologies, and goals to ensure alignment with the organization's objectives. It is regarded as one of the best HR practices, as many HR functions become more efficient and meaningful when grounded in competency mapping.

Organizational effectiveness refers to how well an organization achieves its goals. It encompasses two interconnected functions: Health and Productivity, and Organizational Development, both aimed at enhancing individual performance and overall well-being. The mission of Organizational Effectiveness (OE) is to empower individuals to reach their full potential by fostering a culture of healthy, productive, and engaged employees who contribute to a culture of excellence. In today's complex environment, where organizations face multiple demands, conflicting goals, and time constraints, it is crucial to cultivate a culture that nurtures the mental, emotional, and attitudinal states necessary for effective employee performance.

Employees directly influence organizational effectiveness, and organizational development relies heavily on their knowledge and skills. While various criteria are employed by firms to assess organizational effectiveness, a consistent thread connecting people and their performance to this effectiveness is competency mapping. Psychologists have increasingly focused on the vital contributions individuals make to organizational success (Robertson et al., 2002). By linking competencies to key organizational result areas, competency mapping creates job profiles that align the right individuals with the appropriate roles, thereby enhancing overall organizational effectiveness.

1.2 Steps In Competency Mapping:

- Job Analysis
- Job Description
- Mapping Competencies
- Filling Competency Gap

[1] Job Analysis:

Job Analysis is a process used to identify and thoroughly examine the specific responsibilities and requirements of a job, as well as the relative importance of these duties for that particular role. It involves making decisions based on the information gathered about the job.

[2] Job Description:

A job description (JD) is a document that outlines the key tasks, responsibilities, and related duties of a specific role. It may also include details such as the reporting structure and required qualifications for the position.

[3] Mapping Competencies:

Mapping competencies refers to the process of identifying and evaluating the key skills, knowledge, and behaviours required for a specific role or within an organization. It involves aligning these competencies with the organization's goals to ensure employees are equipped to perform effectively and meet job requirements. This process helps create clear job profiles, enhances recruitment, and supports employee development by focusing on the abilities most critical for success.

[4] Filling Competency Gap

Filling a competency gap refers to the process of identifying areas where an employee's skills, knowledge, or abilities fall short of the required level for their role, and then taking steps to bridge that gap. This can be done through targeted training, mentoring, professional development, or other strategies that help individuals improve their competencies. The goal is to enhance performance and ensure that employees have the necessary tools to meet the demands of their job and contribute to the organization's success.

1.3 Review of Literature:

Md. Ishitiak Uddin (2012), in his paper "An Empirical Study of Competency Mapping of Employees in the Tourism Sector of Jammu and Kashmir," emphasized the importance of competency mapping as a vital exercise for organizations. He stated that every well-managed firm should clearly define roles and outline the competencies required to perform each role effectively. This competency list should serve as a foundation for recruitment, performance management, promotions, placements, and identifying training needs. Before undertaking any task, it is crucial to clearly articulate the required job skills. Doing so not only helps identify individuals whose skills match the job requirements but also highlights the skills that can enhance successful job performance. However, possessing the necessary skills alone may not be enough. It is equally important to complement these skills with the appropriate knowledge and attitudes. **Shraddha Awasthi (2016),** in her paper "Employee Development through Competency Mapping," conducted a study based on the Human Relations Approach, highlighting that high organizational productivity, efficiency, and effectiveness can be achieved by focusing on employee development. Enhancing employee development requires improving their skills, which is directly linked to competency mapping. The aim of the paper was to assess the impact of competency mapping on employee development. Based on the results and data analysis, it was concluded that competency mapping has a positive and significant relationship with employee development. Furthermore, the study established that employee development is positively and significantly related to organizational growth. The paper also pointed out that certain factors can support organizational growth, while others may hinder it. Employee development, however, remains one of the critical factors for achieving organizational goals and fostering the overall growth and development of the organization. **Verma (2004)** emphasized the significance of the give-and-take relationship in his study, noting that social scientists describe, and the pharmaceutical industry adheres to, the norm of reciprocity the obligation to assist those who have helped you. This principle serves as a fundamental guideline in human interactions. Pharmaceutical companies leverage this aspect of human nature by offering gifts to doctors, with the expectation that in return, the doctors will prescribe their products. **Praveen S. and Karuppasamy R. (2012)** identified gaps in the competency levels of manufacturing employees at two different firms. The study considered twenty dimensions, revealing that employees at Jagannath Industries performed better compared to those at VJP Aluminum Foundry. Additionally, significant performance gaps were observed in most dimensions among the employees of VJP Aluminum Foundry. To enhance performance, the authors recommended implementing training programs and personality development sessions for the employees.

1.4 Objective Of The Study:

The Main Objective of the study is to analyse the impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills.

1.5 Research Methodology:

Research methodology attempts to approach a topic scientifically to validate the research design. In this process the researcher produces authentic research findings. Research design is the procedure for collection of data. This type of research is mainly concerned with description of facts. The sampling procedure begins with the selection of the study area and ends with data collection. The main purpose of the study is to analyse the impact on organisation effectiveness towards Competency Mapping in Chennai. For collecting the data, the researcher selected top five IT Companies in Chennai such as CTS, TCS, WIPRO, IBM and HCL. Top five IT companies were chosen as sample to carry forward the study. The respondents chosen belonged to all these five companies who were from different strat of employment. To complete this research study both qualitative and quantitative methods were used. Qualitative methodology involved interviewing with employees to understand the factors which relate to effectiveness of employee wellness in IT Enabled services.

1.5.1 Sampling Design:

Sampling design is a framework that researchers use to select a sample from a population, considering the nature of the inquiry and other related factors (Kothari C.R., 2004). For this study, the researcher employed a standardized sampling design technique to collect a sample from the population. This sample design encompasses the sample size and the sampling process.

1.5.2 Sample Size:

Sample size refers to the number of elements to be included in the study. The total population is 385. The Employees level taken for consideration such as Manager, Senior Manager and Team Leader.

Category	Company	Employee Level Chosen			Total
		Manager	Senior Manager	Team Leader	
Private	CTS	20	26	32	78
Private	TCS	21	18	26	65
Private	WIPRO	18	16	20	54
Private	IBM	27	20	35	82
Private	HCL	35	50	21	106
Total		121	130	134	385

Source: Primary Data

1.5.3 Sample Size:

Sample size refers to the number of elements to be included in the study. The total population are 926256. Based on this, by using the given formula the sample size was derived as 385. To estimate the sample size (n) the following formula was considered in the research study.

$$\text{Sample Size (n)} \quad \frac{Z2*P*Q*N}{E2\,(N-1)*Z2*P*Q}$$

n= the sample size
N= Total Respondents
p = "sample proportion"
q= 1-p
e= the acceptable error
z = the value of standard variation at a given confidence interval, which means the z-score is 1.96

Here n denotes the sample size; p means the percentage of the population, desired margin of error at 5 percent and z is the confidence interval assumed 95 per cent confidence interval, which means the z-score is 1.96.

1.5.4 Sampling Technique:

The sampling method adopted for the data collection is probability method. For selecting the bank branches multistage sampling method was adopted and for selecting the IT Employees.

1.6 Data Analysis and Interpretation:

1.1 Demographic Profile of the Respondents

Demographic Profile	Options	Frequency	Percent
Gender	Male	152	41
	Female	228	59
	Total	385	100
Age	Below 25 Years	112	29
	25 to 50 years	244	63
	Above 50 years	29	8
	Total	385	100
Educational Qualification	Degree	100	26
	Master Degree	212	55
	Doctoral	23	6

	Total	385	100

Source: Primary Data

- **Gender:** Among 385 respondents considered for the study, 228 respondents (59%) are female and 152 respondents (41%) are males. It is observed that majority of the female respondents are working in IT Companies.
- **Age**: Age of the customers plays a major role in the IT Company. Age is one of the most important factors for a human being and age also serves as a yard stick to participate or discontinue in any occupation or profession. Among 385 respondents considered for the study; 112 respondents (29%) were age below 25 years, 244 respondents (63%) were in the age group of 25 to 50 years, 29 respondents (8%) were in the age group of above 50 years. Thus, majority of the respondents contacted are in the age group of 25 to 50 years.
- **Educational Qualification:** Education is the process of gaining knowledge in the respective fields. Educational qualification is a basic indispensable demographic variable in the social science research. Education is one of the most important factors that influence a person in the society to a large extent. So an attempt is made to analyse the level of education of customers. Among 385 respondents considered for the study, 100 respondents 26 are qualified degree, 212 respondents (55%) are qualified master degree and 23 respondents 6 percent are qualified doctoral degree. Therefore, majority of the respondents are qualified Master degree.

1.6.1 Sources of Knowledge from skills acquired – Rank Analysis:-

The Friedman test is a non-parametric alternative to the one-way ANOVA with repeated measures. It is used to find out the differences between groups when the dependent variable being measured is ordinal. The Friedman test compares the mean ranks between the related groups and indicates how the groups differ. The Table 1.2 deals with sources of knowledge from skills acquired using Friedman test.

H_0: There is no significant difference among Mean ranks of factors that influenced the reasons for sources of knowledge from skills acquired.

Table 1.2 Sources of Knowledge from skills acquired - Friedman Test

Reasons	Mean Rank	Chi-Square	Sign
Reports	3.86	472.30	.000*
Journals	4.45		
Meetings	4.78		
Group Discussion	4.53		
Experience	3.01		

Source: Primary data

It is inferred from the above Table that, 'Meetings' secures the first rank with the mean value of 4.78 which tends to be the main sources of knowledge from skills acquired. Group Discussion gets the second rank with the mean value of 4.53. Journals is at the third rank with the mean value of 4.45. Reports stand at the fourth rank with the mean value of 3.86 and Experience stand at the fifth rank with the mean value of 3.01.

1.6.2 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees -Factor Analysis:-

Factor analysis is a multivariate statistical technique that explains the interrelationships among a set of observed variables. It groups variables based on common characteristics, serving as a common denominator for classification. This analytical tool aids in the preliminary investigation and interpretation of relationships among a large number of interrelated and interdependent variables. The primary purpose of factor analysis is to resolve a set of observed variables into new categories called factors. Factor analysis can be useful for several functions.

1. It can identify latent factors or dimensions that determine the relationships among a set of observed values.
2. Factor analysis is useful for grouping related items.
3. It can be employed for empirical clustering of observations.

Respondents provided their opinions using a five-point scale: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The researcher used the multivariate technique of factor analysis to classify the related variables. This test requires assessing the suitability of the data. Therefore, the Kaiser-Meyer-Olkin (KMO) measure was used to check the adequacy and suitability of the data for factor analysis. This test measures the sampling adequacy for each variable in the analysis, ensuring that the sample size is sufficient and the data is appropriate for factor analysis.

There are ten variables that influence the effectiveness of IT employees the skills which they acquired. The researcher has decided to use factor analysis to group these variables. Before this, normality must be ascertained using the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy. KMO indices help determine if the data is suitable for factor analysis. Principal component analysis (PCA) was employed to group the factors influencing influence the effectiveness of IT employees the skills which they acquired a method of data reduction. Communality represents the proportion of variance in each item due to common factors, with an initial value of 1 in PCA. If the communalities value is below 0.4, it indicates that factor analysis may not be appropriate, and more data or a reconsideration of the variables may be needed. A KMO value between 0.7 and 0.8 is considered good for factor analysis. Bartlett's test of sphericity examines the shape of the normal distribution and the smoothness of the curve.

Table 1.1 presents the KMO measure of sampling adequacy and Bartlett's test of sphericity, providing statistics on KMO, Bartlett's test, chi-square analysis, degrees of freedom, and the probability value. The researcher identified ten important variables using factor analysis. Before performing the factor analysis, the researcher tested sampling adequacy with the KMO test. The results of the KMO test are presented in Table 1.3

Table 1.3 Kaiser – Mayer – Olkin (KMO) Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	562.239
	Df	61
	Sig.	.000

Source: Primary Data

The above Table 1.3 shows that KMO value is 0.784. It indicates high value, which means factor analysis is useful for the present data. The significant value of Bartlett's test of Sphericity is 0.000 which means it is less than 0.05 and indicates that there is a significant relationship among the variables exists. The result of KMO test and Bartlett's test indicate that the present data is useful for factor analysis.

1.6.3 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees - Communalities

The following Table 1.4 highlights the communalities of factor analysis about that influence the effectiveness of IT employees the skills which they acquired. The given Table 1.4 shows the communality values of variables. It is regression values of each variable in scale, which are shared by all other variables. The cut off value for variables is 0.4. The variable

below 0.4 values are not considered for further studies. In case all the variables have the value above 0.4, they will be considered further for factor analysis.

Table 1.4 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees

S.No	Components	Initial	Extraction
1.	Mapping identifies the key knowledge an employee should possess to achieve organizational target	1.000	0.671
2.	Competency mapping employees the right skilled person for job position	1.000	0.742
3.	Identifying skill and knowledge of employee decides about the need of training program	1.000	0.786
4.	By finding the requiring skill of employees organization is able to perform other core functions effectively	1.000	0.651
5.	Desirable skills required for organization need to be informed to educational providers in order to recruit skilled performers	1.000	0.841
6.	Need for skill and knowledge various according to the level of the employees	1.000	0.631
7.	Competencies analyzes the need of new skill for employees to keep pace with the changing socioeconomic environment	1.000	0.632
8.	Developing knowledge and skill of employee ensures quality and on time production output	1.000	0.891
9.	Competency emphasize on employee development which in turn provides knowledge based cultural organization	1.000	0.727
10	Succession planning done by organization helps to provide a competency track with skill and knowledge of employees.	1.000	0.834

Source: Primary Data

The Table 1.4 shows the variance of the nine variables ranging from 0.600 to 0.891. It also shows that the ten variables exhibit a considerable variance from 50 percent to 90 percent. Hence it is be concluded that all these variables are capable of segmenting themselves with respect to the factors that influence the effectiveness of IT employees the skills which they acquired.

1.6.4 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees – Total Variance:-

The total variance analysis is important to know the rotated sum of square value. The rotated three factors are determined based on the total Eigen value if the factor is greater than one. The total cumulative variance is explained by the total percentage of variance by each retained four factors. The Table 1.5 gives the individual variance of the predominant factors which emerge out of ten variables.

Table 1.5 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees – Total Variance

Total Variance Explained						
Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.608	47.196	47.196	4.264	30.456	30.456
2	1.523	10.879	58.076	2.984	21.314	51.771
3	1.005	7.181	65.257	1.888	13.486	65.257
4	0.948	6.774	72.031	2.567	66.521	68.356
5	0.354	2.526	93.403			
6	0.279	1.996	95.399			
7	0.254	1.811	97.210			
8	0.206	1.470	98.680			
9	0.185	1.100	99.000			
10	0.163	0.117	100.00			
Extraction Method: Principal Component Analysis.						

***Source:** Computed (SPSS Statistics 2.0)

It could be seen from the Table 1.5, that Eigen values are greater than one for different factors. From this one, it is confirmed that, the nine factors are grouped into different predominant factors. The rotated sum of squared loading is greater than 50 per cent. The nine variables are reduced in to three predominant factors with the individual variances of 30.456, 51.771, 65.257 and 68.356. It is also found that the total variance of 10 variables is greater than one.

1.6.5 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees – Rotated Component Matrix

Factor analysis is a powerful technique which is used to identify the underlying dimensions for a set of variables. The main task is to reduce the number of variables in order to simplify subsequent analysis. Rotated component matrix is useful to identify the groups among the ten variables in Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees. The Table 1.6 explains the rotated component matrix result of the factor analysis.

The rotated factor loading received by factors F1, F2 and F3 are presented in the Table.

Table 1.6 Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees – Rotated Component Matrix

S.No	Variables	Factor 1	Factor 2	Factor 3
1.	Mapping identifies the key knowledge an employee should possess to achieve organizational target	0.891		
2.	Competency mapping employees the right skilled person for job position	0.742		
3.	Identifying skill and knowledge of employee decides about the need of training program	0.786		
4.	By finding the requiring skill of employees organization is able to perform other core functions effectively	0.856		
5.	Desirable skills required for organization need to be informed to educational providers in order to recruit skilled performers		0.727	
6.	Need for skill and knowledge various according to the level of the employees		0.631	
7.	Competencies analyzes the need of new skill for employees to keep pace with the changing socioeconomic environment		0.632	
8.	Developing knowledge and skill of employee ensures quality and on time production output			0.651
9.	Competency emphasize on employee development which in turn provides knowledge based cultural			0.841

	organization			
10.	Succession planning done by organization helps to provide a competency track with skill and knowledge of employees.			0.671

***Source:** Computed (SPSS Statistics 2.0)

Factor-I

The First factor consists of four variables related to Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees such as Mapping identifies the key knowledge an employee should possess to achieve organizational target (0.891), Competency mapping employees the right skilled person for job position (0.742), Identifying skill and knowledge of employee decides about the need of training program (0.786) By finding the requiring skill of employees organization is able to perform other core functions effectively (0.856). So, all these factors are named as **"Strategic Planning".**

Factor – II

The Second factor consists of three variables related to Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees Such as Desirable skills required for organization need to be informed to educational providers in order to recruit skilled performers (0.727), Competencies analyzes the need of new skill for employees to keep pace with the changing socioeconomic environment (0.631) and Need for skill and knowledge various according to the level of the employees (0.632). So, all these factors are named as **"Technical Expertise".**

Factor – III

The Third factor consists of three variables related to Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees Such as Developing knowledge and skill of employee ensures quality and on time production output (0.651), Succession planning done by organization helps to provide a competency track with skill and knowledge of employees (0.841) and Developing knowledge and skill of employee ensures quality and on time production output (0.671) So, all these factors are named as **"Adaptation".**

From the above grouping of variables most important Impact on organisation effectiveness of Competency Mapping towards Knowledge and Skills of IT Employees such as by finding the requiring skill of employees organization is able to perform other core functions effectively and Mapping identifies the key knowledge an employee should possess to achieve organizational target.

1.7 CONCLUSION:

The study concludes that competent employees are the key resource for the IT industry in gaining a competitive advantage. Organizations use competency mapping to develop their current and future workforce, enhance the understanding and execution of business vision and strategy, and, most importantly, retain skilled employees to meet job requirements. Information technology companies effectively implement competency mapping to boost performance, create opportunities, and foster motivation and commitment. As a knowledge-based industry, the practice of competency mapping is particularly well-suited for human resources in this sector. It allows IT companies to assess the current skill levels of their employees, addressing various challenges related to attracting distinguished talent, retention, compensation, career planning, and technological advancements.

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