

# AN EMPIRICAL STUDY ON COMPETENCY MAPPING OF IT EMPLOYEES

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## ABSTRACT

This paper reports a critical review of nursing organizational culture research studies with the objectives of: reviewing theoretical and methodological characteristics of the studies. The research design used in this study is descriptive research design. Data from 105 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviours with respect to that of the organization. It has an impact on employee's satisfaction. The analysis was done through simple percentage analysis, weighted average method and chi – square method. co-ordination and integration between various departments of the organization. The training programmes will help them to enhance their knowledge in the respective fields.

**KEYWORDS:** competency mapping, training, required skills, knowledge, employee satisfaction.

## INTRODUCTION

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

## COMPETENCY vs. COMPETENCE

Competency: A person- related concept that refers to the dimensions of behaviour lying behind competent performer.

Competence: A work- related concept that refers to areas of work at which the person is competent.

Competencies: Often referred as the combination of the above two.

## WHAT ARE COMPETENCIES?

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

## TYPES OF COMPETENCIES:

**APTITUDES:** Natural ability that prepares the person to fulfil the responsibilities

**ATTITUDES:** Way of thinking or behaving needed to fulfil the responsibilities

**SKILLS:** Acquired ability or experience needed to fulfil the responsibilities

**KNOWLEDGE:** Information and understanding needed to fulfil the responsibilities

## REVIEW OF LITERATURE

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

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

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

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

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

**Gaspar (2012)** found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organisation. Performance management competency system diagnoses the future training and development

needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

## **OBJECTIVE OF THE STUDY**

### **PRIMARY OBJECTIVES**

1.To study the competency level of the employees.

### **SECONDARY OBJECTIVES**

1.To identification the Individual Competency level.

2.To identify the job competencies in terms of Knowledge, skills and attitudes required for employees to perform their job efficiently & effectively.

3.To identify the various attitude of the successful performance for job function.

### **NEED FOR THE STUDY**

1.The main need of this study is to identify the gap between required skills and actual skills level of employees.

2.It helps the HR managers to identify the core areas where the subordinates need to be trained.

3.It also helps the employees to find out their own competency level and also helps them for competency building through various need based training and coaching.

### **SCOPE OF THE STUDY**

1.This study helps the management to find the competency of employees in their organization.

2.This will be helpful for the management to improve the competency level of their employees.

3.Competency based appraisal process leads to effective identification of training needs.

4.Competency mapping will be helpful in establishment of clear high performance standards.

### **DATA ANALYSIS**

#### **ONE-WAY ANOVA CLASSIFICATION**

Null hypothesis (Ho):

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

Alternate hypothesis (H1):

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

**ANOVA**

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

Calculated value = 163.491

Tabulated value = 2.46

$F=163.491 > 2.46$

$F = F_{cal} > F_{tab}$

Hence, the Alternate hypothesis [H1] is accepted.

**INFERENCE:**

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

**ANALYSIS USING KARL PEARSON’S CORRELATION**

Null hypothesis (H0):

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

Alternate hypothesis (H1):

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

**Correlations**

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

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

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

r = .942

**INFERENCE**

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

**SUGGESTIONS**

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

## CONCLUSIONS

Carefully taking into account all the theoretical and practical calculations and analysis, I conclude that management is very effective and efficient in all its operations and also the employees are quite capable of handling any kind of situation in the long-run. The research focuses on specific competencies required for sales staff to deliver their role and enhance organisation effectiveness. It identifies eight competencies and specific behaviors in each group. Possession of technical competencies, personal competencies, client orientation competencies, time management competencies, innovation, team player competencies, commercial awareness competencies and presentation competencies leads to enhanced organization effectiveness.

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