

A STUDY ON EFFECTIVENESS OF COMPETENCY MAPPING IN IT INDUSTRY

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Abstract

Competency Mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention.

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 employee.

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. 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. . 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. To identify the competency skills of the IT employee's various tools and techniques were used by the HR team, which mainly focuses on the Technical skills required to perform the job and assigned task. Due to technological changes and new business opportunities in IT sector, it deploys a needs for the competent employees at the workplace. Nowadays most of the company not only prefer the technical employees for the job roles, but also their focus is done on behavioral and attitudinal attributes during the recruitment. Thus both are very important is completing the assigned job, as well to grow further in their career ladder.

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

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.

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.

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 key Competency skills required by the IT professionals for their Job
3. To determine the impact of knowledge level competencies and their job performance.
4. To suggest suitable training methods for fulfilling the expected skills for the Job Role.

COMPETENCY ICE BERG MODEL:

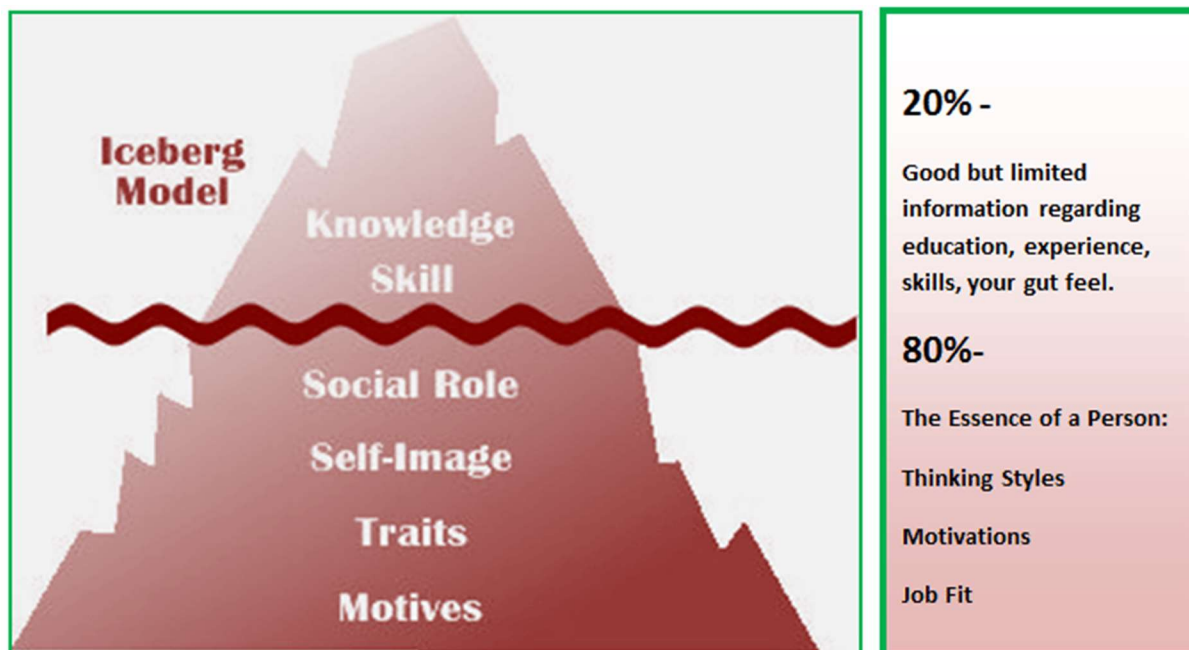
Skill: - A ability of persons to do something well. For example, is great at using Microsoft Word and Microsoft Excel.

Knowledge: - Information that a person uses in a particular area or Field. For example, Someone Speaks many languages.

Self-image: -Identity, personality and worth of individual person view. For example, oneself seeing as a leader and developer of people.

Trait: - A typical aspect of a person's behavior and attitude. For example, being a good listener.

Motive: - What factor drives behavior of someone in a particular area (a need for achievement,



SUGGESTIONS

The IT professionals should be given training on Information & Network security, Digital Technologies and Big Data Analytics to develop their competency skill related to technical domain. In future it is predicted that more IT jobs will be on the above domain. 2. To gain Management Competency, the trainings on soft skills to be given for IT professionals to develop their Team Leadership, Active Listening, Mentorship and Professional Development. The above trainings should be conducted frequently according to their job role. Through the trainings the individuals can evaluate their weaker areas and develop themselves for promotion and attain higher growth in their career 6

CONCLUSION

The study gives the overall identification of competency skills required for the IT professionals to perform their assigned job. The competency assessment was done to identify the knowledge, skill, attitude and behaviour of IT Professionals required for a job. Based on the outcome the strategy is framed for the following HR activities like employee recruitment, retention and succession planning in the IT industry. The competency mapping for all the position has to be done to recruit the right talents matching the job requirement

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