

**A STUDY ON COMPETENCY MAPPING OF EMPLOYEES PRODUCTIVITY
TOWARDS ORGANIZATIONAL DEVELOPMENT WITH SPECIAL REFERENCE TO
IT SECTORS AT BENGALURU**

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Abstract : In today's competitive business environment, the IT sector. Organisations will evaluate work force. Competency of employees and develop give them training to meet the global competition . Human resource development aims assessing the different individuals to perform their jobs which is assigned to them effectively &provide them opportunities

The big conglomerates are hiring human resources without ethnic differences and those resources are efficiently used for the attainment of the organizational Mission and Vision for its growth and development. Hence it is important for organizations to evaluate workforce competency and develop them on an ongoing basis to meet the global competition. Organizations rely on their competent employees as a main resource. Such concept has led to the success of an organization This research paper is a review of Competency Mapping, types, methods and procedure of mapping competencies in an organization. This study based upon the on secondary sources like Text books, Journal, e-resources.

Keywords: Competency, skills, organization, Competition

INTRODUCTION:

Human resource management can be defined as an to how an organization should function. It deals with training of employees, development of their skills, and utilizing the labour force. Its main aim is to have efficient employees in their organization to achieve an effective outcome. It provides opportunities and helps in the growth of an organization. In short human resource management is the relationship of the employee towards the organization. Competency Mapping is analyzing the best abilities for an organization and inculcating those practices in the organization to achieve the goals. It involves:

- Preparing the employees to work according to their ability
- Hiring efficient employees
- Paying consideration for their work
- Judging the employees according to their performance

Overview of Competency Mapping • Competency Map. A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan. • Competency Mapping. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role • Competency profiling It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company

The candidate who applies for a particular position in a company is aware of his ability and the organization recruits the candidate based on that. This way both the employee and the organization are aware of what they are expecting from each other. Such a process is an expensive one, because it involves investment in time, money and effort. In competency mapping the top management that is the superiors of the organization should have clarity in their ideas, strategies, and methodologies of recruiting the employee keeping in mind the goals of the organization. It is considered to be the best HR policy. Most of the activities of an HR are made effective and meaningful when they are based on competency mappig



2 Organizational development

Organizational development is a sensitive and science-based process that helps in constructing or rebuilding the capacity of the organization to change its functions and achieve greater efficiency for introducing innovation, and modernization, in strategies, structure, and process of the business.

- The modern challenge of conglomerates is to design their business modules according to the growing scenario of volatility, uncertainty, and complexity of the business. A quicker to react to the business environment is required for the development of the organization. In the organization's development main role is

played by the external and internal stakeholders. The internal stakeholders are management and employees and the external stakeholders are customers, suppliers, investors, NGOs, and governments Today in India nearly 75% percent of people are using internet connectivity. **MAJOR CORE COMPETENCIES**

- Competencies dealing with people
- Competencies dealing with business
- Self management competencies

OBJECTIVES

1. To study and review the concept of Competency Mapping
2. To understand competency mapping as a tool to gain competitive advantage.
3. To examine the Human Resource strategic philosophy followed for analyzing employee competency mapping.
4. To examine the employees' problems towards achieving organizational development.

METHODS OF COMPETENCY MAPPING

There are two methodologies in competency mapping [3]. They are

a) Research methodology

b) Formal methodology

a) RESEARCH METHODOLOGY: This is technique which takes places internally that is within the organization. In this process a detail study is done on how well the organization has been performing and in which area they need an improvement. They conduct a census study on employees and evaluate them based on their performance. They even make use of the data that is existing in the company. Employees suggest through discussions what are the best competencies and which will help them perform. Through this method the organizations get clear cut ideas about whom to appoint and how to train the employees which will help in effective outcome.

b) FORMAL METHODOLOGY: This method involves following techniques: i) Interview- This process involves questioning and evaluating the employees based on their answers. It should be carried out in a systematic manner which tests the skills and ability of the employee. It should provide us general information about the individual. Questions should be prepared in such a manner which helps us possess the knowledge about the individual, his skills, his behavior towards certain situations and how resourceful he can be to the organization. It provides us with precise information about the individual. There are various way through which interviews are being conducted a few of them include direct interview, indirect interview, group discussion and so on. Organizations can adopt to recent trends and can even conduct online

REVIEW OF LITERATURE:

According to Subbu Rao, 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

Sateesh.V.Shet ,Dr.S.V.Patil School of Management Studies & Research KLE Technological, Dr.Meena.R.Chandawarkar (2017) Title Competency Based Human Resources Practices” and “Organisational Productivity”. - The framework provided in this paper helps practicing managers using leadership competencies to effectively apply in Human Resource practices for specific strategic needs of the organization. The paper also highlights the significance of Organizational productivity from a competency-based HR perspective

Gayatri Kulkarni1 Assistant Professor,Dr. Tripathy L.K. 2 Director & Dean , Dr. D. Y. Patil Vidyapeeth 2016) **TITLE OF THE PAPER** COMPETENCY MAPPING: A TOOL FOR ORGANIZATIONAL DEVELOPMENT Stated in the paper Competency mapping is a current movement seen across various organizations. Competency is a combination of knowledge, skill and attributes which lead to successful performance.

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.

Md.Ishtiaq Uddin, et. al. [2012]in his study “Competency Mapping: A Tool for HR Excellence” has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning,

(Farah 2009) has discussed about the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people.

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RESEARCH METHODOLOGY

In this study the unit of analysis is Consumer Level. Questionnaire survey was conducted in this Study based on the information collected from the consumers it was conducted from the information Collected through questionnaires.

PRIMARY DATA

The research has been developed through observation and collection of data through questionnaires. Theory is developed on the basis of field visits, feedback obtained through email, queries solved through telephonic conversation and result of the data analysed.

SECONDARY DATA

Theory is developed referring secondary data like books, journals and magazines, websites, and Newspapers.

SAMPLE SIZE: The questionnaire was given to 60 samples. Data was collected from 60 consumers who are frequent purchasers.

Statement of the Problem

Based on the research gap identified, a research topic has been identified and it is proposed to conduct an in-depth comprehensive study on interlinkages between organisational effectiveness and employee competencies leading to overall corporate growth

table shows in details

Table 1.1

Top Ten Companies in India and Employee's strength

SL. No	Companies	Rank	Employees Strength
1.	TCS	I.	390880
2.	INFOSYS	II.	200364
3.	TECH MAHINDRA	III.	117225
4.	WIPRO	IV.	166790
5.	HCL	V.	117781
6.	L&T TECH	VI.	22000
7.	MINDTREE	VII.	16470
8.	MPHASIS	VIII.	21994
9.	ORACLE	IX.	8818

10.	ROLTA	X.	2700
Total			1065022

SUGGESTIONS

1. As there is an increase in the competency level among the organizations it is necessary to hire the best employee.
2. It is an important HR function which helps in the growth of the organization.
3. Employees are the asset to the company as their performance brings in reputation as well as income to the organization.
4. Through the process of competency mapping the functions in the organization are carried out in a systematic manner.
5. To adapt to the recent trends and discover more innovative ideas as to how an organization can function better.

CONCLUSION

The purpose of this research was to examine significant competencies required by IT companies. The primary purpose of this study was to survey which competencies are most required for the IT employees and IT industry and whether these competencies have impact on organization effectiveness. Competency mapping plays a major role in the performance of the company and hence it should not be neglected and taken easily. It is important for a organization to undertake competency mapping and implement it in the daily practice of the organization. It is considered to be a powerful organizational tool [12]. All the owners of the company should consider competency mapping as an opportunity which helps in the growth and development, and also helps achieve the long term objectives. Competency mapping is a cyclic process which has no end which when exercised gives value to the project managers as well as the organization.

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