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**A CORRELATIONAL STUDY OF COMPETENCY MAPPING AND EMPLOYEES'  
PERFORMANCE**

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**ABSTRACT**

This study emphasises the importance of staff competencies in bringing forth exceptional performance at work, with particular emphasis on the information technology sector. This empirical study focuses on the role that certain skills, including responsibility, flexibility, customer focus, interpersonal ability, teamwork, and stress tolerance, play in achieving success in information technology-related work performance. It was discovered that there is a significant correlation between employee performance and the competency characteristics. This study may shed light on what skills are necessary for a work position, which aids in training individuals to meet performance standards and ultimately improves organisational performance.

**Key words:** Competency Mapping, Performance, Competence.

**1. Introduction**

The process of bringing together individuals and organisations so that each party's objectives are satisfied is known as human resource management. Nowadays, unless your employee relations are in order, it is impossible to present a satisfactory financial or operating report. High-skilled and knowledge-based jobs have grown whereas low-skilled jobs have decreased throughout time. Future skill mapping through sound human resource management strategies is therefore required.

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The global alignment of Indian organisations is also causing changes in management cultures, philosophies, and system within Indian organisations. The development of multiple skills is necessary. The process of locating critical competencies for a business or organisation, as well as the positions and functions inside it, is known as competency mapping. The level of competence needed for a given job relies on a variety of variables. The factors include social culture, business nature, business environment, organisational culture, work environment, organisational structure, duties and responsibilities, procedures and activities assigned, type of processes, attitude and motivation of coworkers, superiors, and subordinates. Some of these variables could vary over time, resulting in altered organisational competency standards for the same job post. The organisational strategy, culture, and vision must be reinforced through competency mapping. By setting high standards for performance, competency mapping facilitates a methodical approach to professional growth, which boosts job satisfaction and increases employee retention. By tying training and professional development programmes to success criteria, it improves their effectiveness (i.e., behavioural standards of excellence). It offers a shared structure and vocabulary for talking about how to put important techniques into practise and convey them. It offers a shared knowledge of the parameters and demands of a certain role. It offers uniform career norms that are used throughout the entire corporation, allowing workers to move between different lines of business.

The accuracy and simplicity of the hiring and selection process are improved through competency mapping, which identifies performance criteria. It offers a distinct framework for discussions on performance, professional growth, and career-related issues between the manager and employee. The competences needed for successful performance in a particular position, job family (e.g., a collection of related jobs), organisation, function, or process are listed in a competency mapping model, which serves as an organisational framework. To make it easier for employees in a profession or organisation to comprehend, discuss, and apply individual competencies to workforce performance, these competencies are structured into competency models.

Competency in the IT Industry The prosperity of the software business depends heavily on software engineers. According to Turley and Bieman (1995), much work has gone into creating engineering approaches to software development, including coding standards, software tools, and test technology. But team and individual talent continue to be the primary determinants of software production and quality. They also suggested that software developers had special abilities or knowledge to address issues pertaining to software engineering. A model of software developer abilities has been developed by Booneka and Kiattikomol (2008) expressly for the distinctive cultural, social, and economic setting of Thailand. The following 12 competences are identified by the model: Knowledge, collaboration, relationships and communication, service-mindedness, success, adaptability, influence and leadership, emotion and ethics, logical and systemic thinking, future and creative thinking, and teamwork. A successful career as an IT professional has always presented a challenge because you're expected to be a jack of all trades, master of none, or maybe that should be a master of all trades, jack of none, according to Jeff Relkin (2006) who presented the 10 essential competencies for IT professionals. To attain and stay at the top of your game, you need a confusing and constantly developing array of cross-functional competencies. You should notice one thing about the following list in particular: The majority of the competencies go beyond the conventional IT skill set and may be used just as well in other functional areas. Contrary to popular belief, we and "them" are not as different as you would think.

One such method that aids in locating and mapping the competencies needed for effective performance in a particular role is competency mapping. In order to keep people development strategies and processes in line with organisational growth and objectives and the effective use of human potential, competency mapping and evaluation have become of utmost importance in organisations.

## **2. Review of Literature**

The focus of the essay is on students and how the institution of higher learning is solely responsible for their growth as leaders. Additionally, the pupils' community's experiential learning would be crucial (Seemiller, 2016). Various models are utilised to highlight the learners'

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overall growth and the career-oriented abilities they have acquired in their extracurricular and curricular activities. Programs connected to leadership development explore the abilities that employers desire the most (Peck, 2018). The importance of having talented, qualified executives in the top executive position is highlighted in the study. the difficulties in keeping seasoned leaders. The paper provides guidance on the techniques to use in order to retain effective leaders (Al Hammadi, 2020).

The goal of this research is to uncover several methods for enhancing leadership abilities and raising performance. This evaluation gives room for finding and associating leadership development tools with the typology's capacities for development domain (Turner, 2018). The study identifies various mediating factors including complexity and industry type as the primary drivers of the positive link between competency and performance. Diverse industries, such as information technology, consulting, and construction, have different leadership profiles. Additionally, it has been found that the three qualities of intellectual quotient, mental quotient, and emotional quotient, in that order of significance, have an impact on leadership performance. The study adds to the body of information about project leadership, leadership profiles, and their effectiveness in various project-based organisations in Indonesia, a developing nation (Hartono, 2019).

Infrastructure managers (IMs) in India are encouraged by the study's generic competences model. Data gathered from managers working for Indian infrastructure companies were used in exploratory and confirmatory factor analyses to determine the dimensions of IM competency in India. Six general skills that have a strong foundation in the strategic, human, managerial, analytical, and professional dimensions influencing competent performance are the result (Shah, 2018). The article emphasises the value of having a human workforce that is talented, competent, and motivated to bring out the best in each individual. Researchers are attempting to pinpoint the competencies that influence how stressed out managers and administrative personnel are. Additionally, it has been discovered and indicated that institutions play a crucial role in enhancing employee quality by providing them with the essential training (Revathi, 2021).

## **2.1 IT Industry Competency Model**

A successful organisation is one where a high performing workforce exhibits a good IT firm model, which is constantly required to promote business performance and achieve organisational goals. It becomes vital to look into whether there are any differences in job competency expectations maintained for their employees between the needed competency levels and the current level of working given the many challenges faced by HR experts in India's IT industry. The importance of the specific job capabilities of the HR should be rated by professionals, supervisors, and production heads in order to determine accurate and current job competency expectations, i.e. the competency required to operate in the IT business. The managers are requested to identify the abilities needed to carry out various HR responsibilities and to determine the minimum level of proficiency needed in each competency domain. As a result, competency models are created using the results of training need analysis.

A distinct fusion of technical skills and behaviorally based competences must be present in the competency model. This novel idea promotes client-focused service principles and enterprise alignment while enhancing operational performance in IT infrastructure. IT competency is a construct that can be measured and consists of three parts: IT knowledge, IT operations, and IT objects. Since this is where the true advantages may be discovered, IT-based information system managers should be more concerned with increased capabilities and efficiencies linked to the IT enhanced processes and structures (for example, learning processes) rather than the bottom line. Although the IT competency paradigm may seem complex, it empowers to make effective. The IT Competency Model assists in lining up the current IT worker profile with the demands of business performance. Identifying and maintaining Critical talents is the cornerstone of increasing intellectual capital. Further, IT will assist in recruiting the Skills and Proficiency levels needed for IT employees now and in the future.

There is a human individual behind every procedure and piece of machinery, and the calibre of that person affects how well an organisation performs. Every organization's main goal is to raise the bar each year and establish new standards and norms. The ability of an organisation to perform rests less on its human resources than it does on its human resources' ability to match

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their levels of competence to the demands of a particular job or task. The correct mix of employee competencies will result in rewards, a positive work environment, and people who are motivated to perform at their highest level. Organizations can increase the performance of their staff by using performance reviews, goal-setting, incentives, career planning, and succession planning. Organizations hire people based on qualifications and conduct interviews to make the best choice of personnel for each position. This method's effectiveness in choosing individuals who will give their best performance is not even 10%. Because of this, the business must rely on more dependable procedures and recognise the appropriate competences and their levels in order to boost performance. Competency mapping is a very effective tool that organisations use to choose and develop their human resources.

Propose visually illustrating the causal links into a strategy map to help people understand how corporate resources transform into value. A strategy map combines performance drivers and result metrics that are related in a cause-and-effect diagram based on the balanced scorecard's points of view. The causal links between non-financial assets and performance are supported by evidence. There are also some credible voices asserting that the balanced scorecard's linkages are causal rather than logical. When some of the hypotheses advanced by the resource-based perspective of the organisation are taken into account, the argument against simply mapping performance drivers and outcomes seems to fall apart (Wernerfelt, 1984, Rumelt, 1984, Barney, 1991). According to Penrose (1959), an organization's resources or assets are bundled together (Dierickx and Cool, 1989; Lippman and Rumelt, 1982). Others claim that these resource bundles have diffuse causal effects on performance and that it is challenging to pinpoint the specific roles that different resources play in an organization's success without taking into consideration their interdependencies.

### **Description of the Issue**

The evolving business environment, which is defined by resource constraint, presents a significant difficulty, namely finding the appropriate person for the right position everywhere. The practise of locating critical competencies for a specific role inside a company is known as

competency mapping. It is considerably more difficult for HR to identify and fix the competencies needed to carry out job duties in the IT sector.

Attrition is a challenge that organisations all around the world face. In order to improve performance, the current study attempts to determine how competency mapping affects workers in the IT sector. Therefore, an effort is made to research the skills needed for specific roles and how they affect employee performance.

### Objectives of the Study

1. Understanding the mapping of personnel competencies in the IT industry, as well as the gaps between those competencies and the standards that must be defined for information technology organisations, is important.
2. To comprehend the numerous training and development strategies to close the competency gap with regard to employee performance.

### The Conceptual Model of the Study

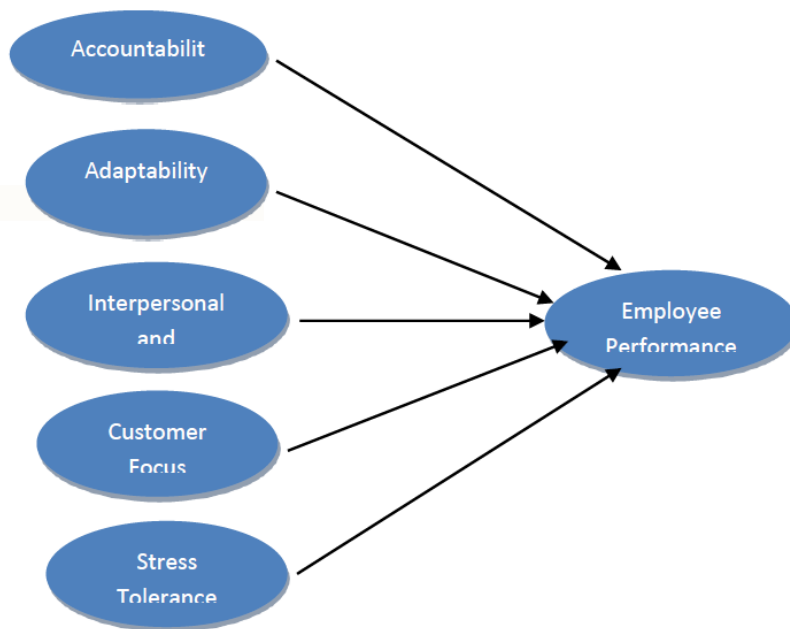


Fig no: 1 The Conceptual Model

Competency is the capacity to perform an action successfully or effectively. The practise of connecting your capability to the work role and/or organisation is hence known as competency mapping. Additionally, it is employed in selection because it focuses on matching candidates to job roles. The process of determining the precise skills, knowledge, abilities, and behaviours necessary to function effectively in a particular position or organisation is known as competency mapping. Competency profiles and skills profiles are other names for competency maps.

### **Research Techniques**

The Statistical Society of London created the competency mapping questionnaire in 1838. The demographic being studied consists of all of Kerala's IT workers. 250 data sets were gathered from IT staff for the study. Convenience sampling was the method employed for this study's sampling.

### **The Study's Purpose**

The primary goal of the study is to learn more about competence mapping for employees in an organisation and how the organisation will profit from this competency.

### **Examination of a Sample Profile**



Variables	Value	Frequency	Percentage
Gender	Male	89	35.6%
	Female	161	64.4%
	Others	250	100%
Age	20-30	90	36%
	31-40	97	38.8%
	41-50	45	18%
	Above 51	18	7.2%
Work Experience	Between 2-5 years	113	45.2%
	Above 5 years	60	24%
	Less than 2 years	77	30.8%
Designation	Software developer	94	37.6%
	Team leader	49	19.6%
	Project Manager	50	20%
	Consultant	26	10.4%
Emp. Type	Private	183	70.9
	Public	75	29.1
Education Qualification	Diploma	11	4.4%
	Graduation	56	22.4%
	Post-Graduation	143	57.2%
	Professional	40	16%

## Reliability Analysis

**Table showing Reliability Statistics on Competency Mapping Variables**

Cronbach's Alpha	Number of Items
.893	6

For the data to be considered credible, Cronbach's Alpha's standard value must be higher than 0.7. The data utilised for the analysis of competency mapping measures to 0.893, which makes this data extremely dependable for subsequent investigation, according to the aforementioned table.

## Correlation Analysis

<b>Variables</b>	<b>Accountability</b>	<b>Adaptability</b>	<b>Interpersonal and Teamwork</b>	<b>Customer Focus</b>	<b>Stress Tolerance</b>
<b>Employee Performance</b>	.503 **	.398 **	.420 **	.523 **	.514 **

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

### **Interpretation and discussion of the results of the correlation analysis between the competencies and employee performance variables**

The information demonstrates the relationship between two variables: staff performance and customer focus. Customer attention and staff performance have a Pearson Correlation of 0.420, which shows that there is little positive correlation between the two factors. This indicates that there is no correlation between the changes in one measure and those in the other. Therefore, it can be concluded that the impact of changes in client focus on staff performance may be little.

The information demonstrates the relationship between interpersonal skills, teamwork, and employee success. The Pearson Correlation of 0.523, which is less than 0.7, between the variables of interpersonal skill, teamwork, and employee performance shows a moderately positive correlation between the variables. This indicates a weak correlation between changes in one measure and those in the other. It follows that the improvement in interpersonal skills and teamwork will have a moderate effect on Employee performance.

The information above demonstrates the relationship between two variables, namely employee performance and stress tolerance. THE PONTER Employee performance and stress tolerance have a somewhat positive correlation ( $r = 0.523$ , less than 0.7), indicating that the two variables are correlated. This indicates a weak correlation between changes in one measure and those in the other. It follows that the change in stress tolerance will have a moderate effect on employee performance.

The information above demonstrates the relationship between two variables, namely employee performance and accountability. Accountability and employee performance have a Pearson Correlation of 0.503, which is less than 0.7, indicating a moderately positive correlation between the two variables. This indicates a weak correlation between changes in one measure and those in the other. As a result, it is possible to predict that the shift in responsibility will have a moderate effect on Employee performance. The information demonstrates the relationship between two variables, namely employee performance and adaptability. Employee performance and adaptability have a Pearson Correlation of 0.398, which implies a weak positive correlation between the two factors. This indicates that there is no correlation between the changes in one measure and those in the other. Therefore, it can be concluded that changes in adaptability may not have a significant effect on worker performance.

## **Conclusion**

The advantage of competency mapping is that it generates training and development standards for employees that are especially suited to your organization's requirements. It is a quick and effective strategy that concentrates on and analyses how employees operate and often lasts one or two days. An effective way to narrow down the competencies needed for each item of work is to create a competency map. The competency map becomes a very beneficial and valuable tool for enterprises as a result of this strategy.

Another advantage is that it generates a detailed list of the precise talents needed to accomplish a job. Based on how an employee performs at work in accordance to the established performance requirements, this serves as the foundation for a competency evaluation. In fact, in addition to the assessed employee's acceptance, a competency mapping also offers continuing employee performance coaching. Through benchmarking employee performance, firms can more effectively target performance gaps and identify abilities that call for more instruction or specialised training. It also avoids the drawbacks of elaborate procedures and burdensome documentation, which frequently lead to generic competency assertions.

A competency model can be applied to the following processes: career role mapping, separation, placement, redeployment, performance management and evaluation. The usage of competency models goes beyond simply communicating an organization's priorities; they also serve as a solid foundation for the creation of integrated human resource systems, including staffing, promotion, succession planning, and performance management. Increase employee self-awareness and aid in career management, identify new leaders and support organisations in succession planning, helps in making promotion and internal mobility decisions more accurate, aids in performance management of employees, individual departments, and overall organisation, offers scope for designing goal-directed training interventions, aids in job evaluation, and develops a more effective succession plan are all benefits of competency mapping in organisations.

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