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Competency Mapping: A Tool for Strategic HR at Anabatic Technologies India Private Limited, Bangalore

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ABSTRACT: Competency mapping is a practice which helps to ascertain the key competencies for a given job or for an organization by integrating those competencies all over various HRM processes of the organization. The objective to carry over an internship brings a comprehensive study with an overview of the tasks and responsibilities completed through assignments which reflects upon Intern's personal examination and experiences in the working domain. This study highlights several HRM functions which can be implemented based on the framework of competencies which enables an employee to perform the operational functions of HR like Recruitment & selection, training & development, Career Development & succession planning, rewards & recognition and effective performance management. The study covers range of employees which comprises of technical lead, functional lead, group leaders and HR Manager and to provide competency based methods that can help to determine, foster, motivate and to retain and sustain employees. The effectiveness of the study is conducted in Anabatic Technologies India Private Limited, Bangalore.

KEYWORDS: Competency Mapping, Recruitment & selection, succession planning, Career Development

I. INTRODUCTION

To map the competency of the organization is a tedious task. This study is to understand the importance of competency mapping, to analyse the present capabilities that remained within the organization, to create awareness on Competency Mapping System at Anabatic Technologies India Pvt Ltd, which is essential to identify the job roles and a list of competencies which is required to focus on performing each job role effectively and efficiently the study has been undertaken. It is important to know how expectations from the management that will leads to career and promotions, such that by utilizing these practices will help the company to deliver exceptional customers for better future growths and for effective performance. This study explores the needs of employees to develop core competency for an effective job performance. This study highlights several HRM functions which can be implemented based on the framework of competencies which enables an employee to perform the operational functions of HR like Recruitment & selection, training & development, career Development & succession planning, rewards & recognition and effective performance management. The study covers range of employees which comprises of technical lead, functional lead, group leaders and HR Manager and to provide competency based methods that can help to determine, foster, motivate and to retain and sustain employees. The effectiveness of the study is conducted in Anabatic Technologies India Private Limited, Bangalore.

OBJECTIVES OF THE STUDY

a) To determine the role clarity on specific competencies at Anabatic Technologies India Pvt Ltd.
b) To design a strategic framework on competency mapping for the organization.
c) To analyse how inventory of competencies will help for future growth plans.
d) To suggest the measures required for better Competency Mapping process for the company.

II. RESEARCH METHODOLOGY

This research adopts a descriptive research which designs to illustrate the employee's specific behaviour in a distinct way. The study takes part through 3 major groups: observational, case study, and survey. The research primarily concerns with finding out the facts and figures relating to employee's competency strategies and the consequences in terms of individual and organizational behavioural attitude, vision and performance. **Data collection tools:** The Data's are collected through structured questionnaire.**Sampling techniques:** Convenience sampling tool is used for choosing

the sample for the study. **Sample size:** 100 employees. **Data Analysis:** Percentage analysis via Ms-excel, factor analysis and Correlation via SPSS 21.0. **Hypothesis**

**H0**= Commitment of an employee will not improve the performance level.

H1= Commitment of an employee improves the performance level.

III. LITERATURE REVIEW

1. **MilyVelayudhan T.K and Dr.Maran K. (2009)** in their research article explored that the study on mapping the core competencies in-depth through determining the list of competencies have obtain by the employees with no bias. Their research is carried over by identifying the gaps within the employees related to the present competencies along with expected competencies. **R.Yuvaraj (2011)** in his study stated that HRM initiatives brings a proper skill mapping for future prospects. Indian organizations besides a change in management cultures, philosophy and structures due to global alliances in Indian Organizations as there is a necessity for multi skill development. **S.Balaji and D.Vimala (2012)** in their research article explained that competency mapping process determines through identifying the gaps of individual employees job related skills and performance level. This assists to fill those gaps followed by 11 demission's such as vision and purpose, performance of employees, developing people, Basic knowledge, commitment, values and ethics, Meta qualities, leadership, personal competence, job related skills, and communication skills. **Dr. Y. Nagarajuand V. Sathyanarayanagowda (2012)** in their research theysaid that today's corporate realm business are categorized through many ways such as paradigm shifts, competitive edge, global operations, creation of wealth, value and culture based focus, creation of share value wealth, focusing on customers and so on. **Krishnaveni.J (2013)** in his research have explored the needs and measures of competency level of the employees for an effective job performance. This study is focused on certain competencies like maintaining good relationship with others, task proficiency, Communication skills and flexibility of the employees, which induces behavioural and technical competencies. **Dr Ajay Kaushik (2014)** in his research opines that Competency mapping is an essential exercise for sustenance of the organization. In his study he draws a competency mapping for a set of job roles for middle level employees. In his study he also focus on Competency based appraisal system by building a set of competency skills for future planning to gain the advantage of competitiveness. He explained that companies are investing huge amount of money and time to have a competent employees. **Dr.MurlidharChandekar and SunetraKhatod (2015)** in their study explains that competency mapping is an important tool for employee recruitment. He acknowledged that there is a cut throat competition where in many multinational companies are driving tremendous struggle in order to develop suitable competencies in current employees and hire competent employees in the organization.
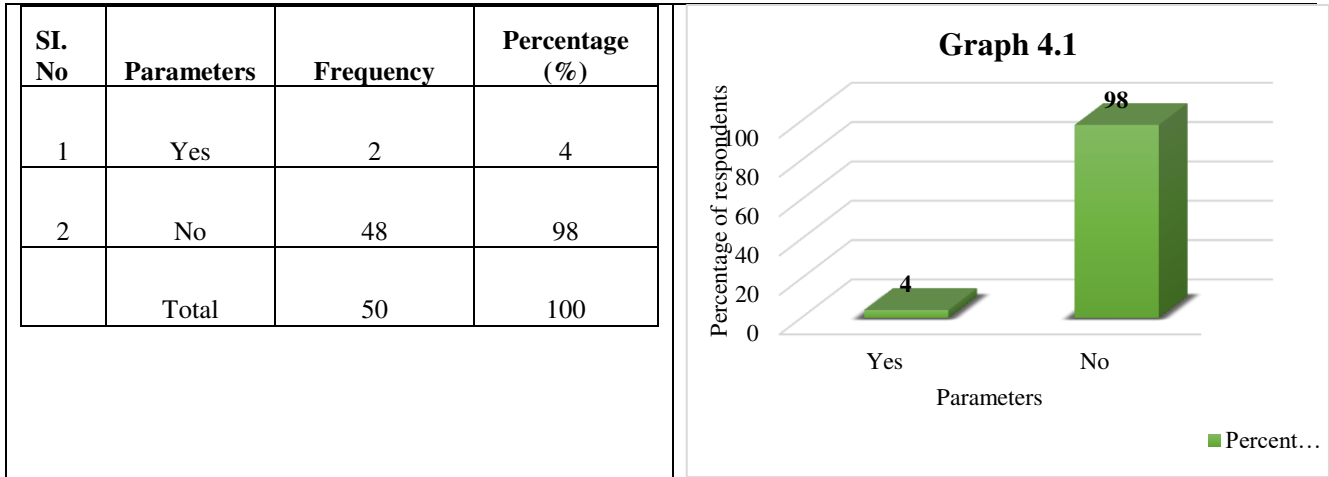
FRAMEWORK OF THE STUDY

Objective-2: To design a strategic framework on competency mapping for the organization.
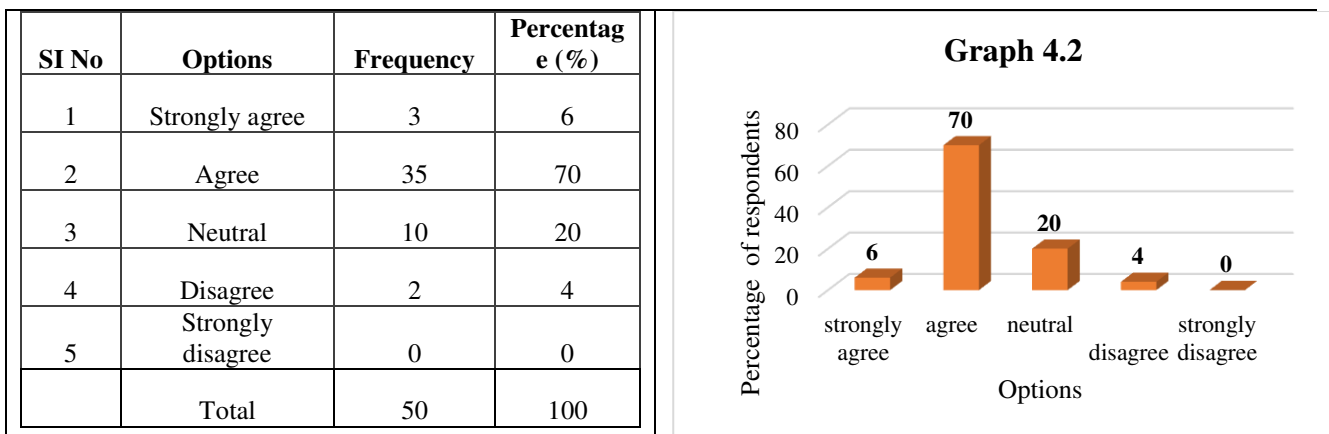Strategic Development
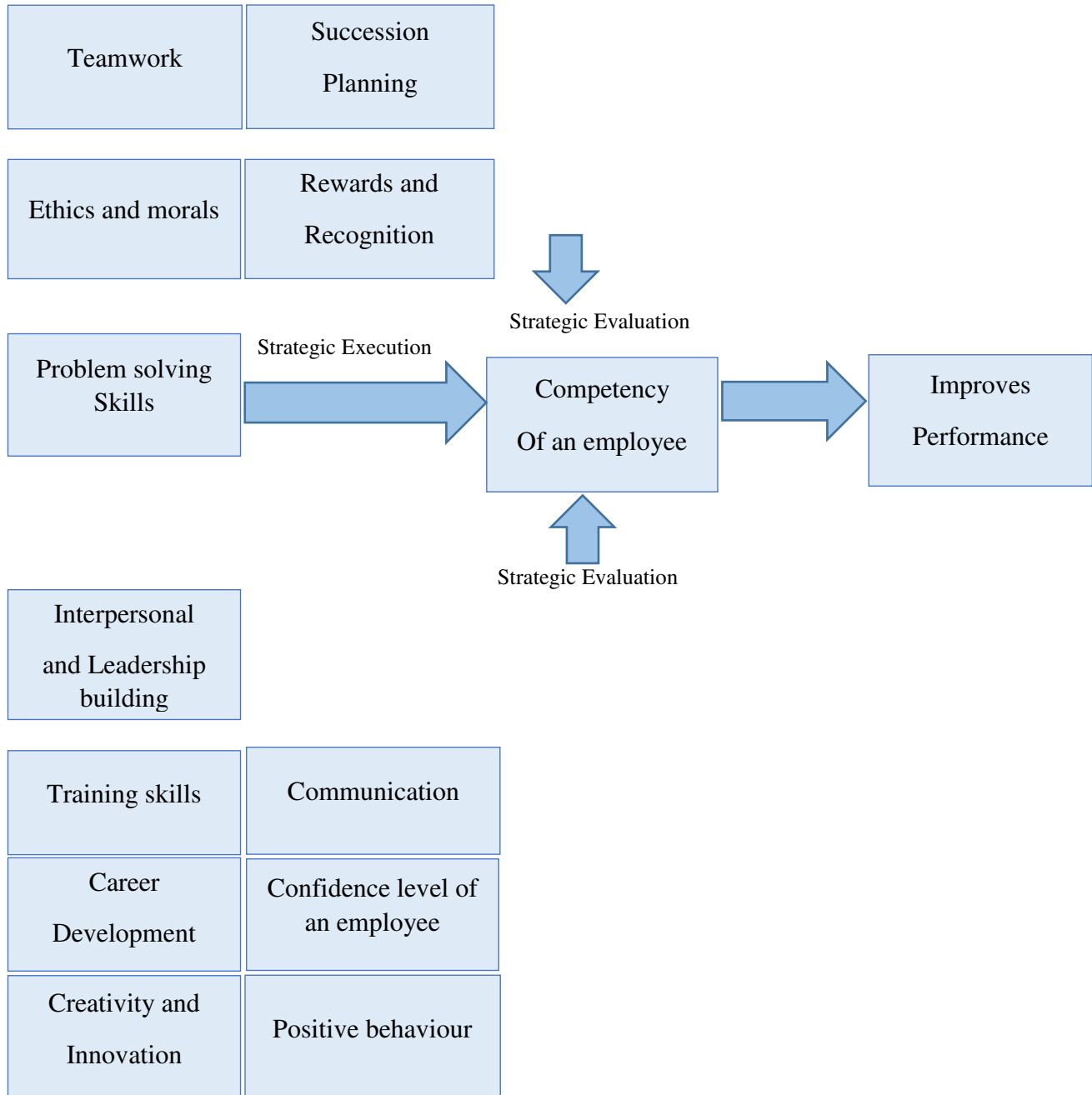
IV. DATA ANALYSIS AND INTERPRETATION

Table showing awareness of competency mapping system in the organization.

SI. No	Parameters	Frequency	Percentage (%)
1	Yes	2	4
2	No	48	98
	Total	50	100

Graph 4.1

Analysis: The above table 4.1 signifies that 4% of respondents are aware about Competency mapping and 98% of respondents are not aware.

Table considering competency mapping is a dynamic tool for selection process.

SI No	Options	Frequency	Percentage (%)
1	Strongly agree	3	6
2	Agree	35	70
3	Neutral	10	20
4	Disagree	2	4
5	Strongly disagree	0	0
	Total	50	100

Graph 4.2

Analysis: The above table 4.2 indicates Competency mapping as a productive device for selection process, in this survey 6% of employees are strongly agreed, 70% of employees are agreed, 20% of employees are neutral in their statement, and 4% of employees are disagreed and strongly disagree is nil.

Table represents company increases Technical skills to promote Core competencies.

SI No	Criteria	Frequency	Percentage (%)
1	Strongly agree	3	6
2	Agree	40	80
3	Neutral	5	10
4	Disagree	2	4
5	Strongly Disagree	0	0
	Total	50	100

Graph 4.3
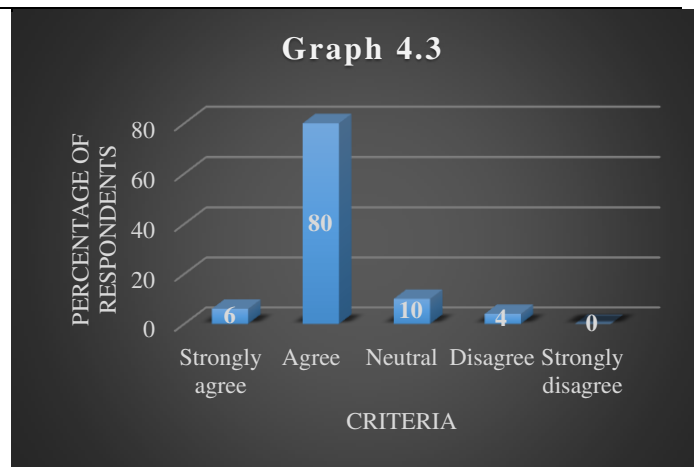
Analysis: The above table 4.3 acknowledges that the samples undertaken for the survey as technical skills will reinforce the company to improve its core competencies, 6% respondents have strongly agreed, 80% respondents have agreed, 10% respondents have chosen neutral, 4% respondents have disagreed and strongly disagree have 0% respectively.

An analysis considers Strategic Orientation is required for a competency skill.

SI No	Options	Frequency	Percentage (%)
1	Very important	1	2
2	To some extent important	41	82
3	Neutral	5	10
4	Not very important	2	4
5	Not at all important	1	2
	Total	50	100
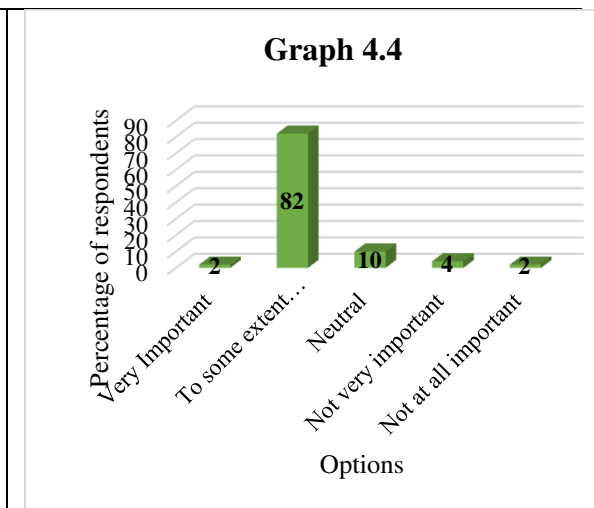
Graph 4.4

Analysis: The above table 4.4 and graph 4.4 states that for a competency skill strategic orientation is required, Very important is 2% of employees, to some extent important is 82% of employees, 10% of employees are neutral in their statement, not very important is 10% of employees, and not at all important is 4% of employees.

Factors considering commitment is an important element in terms of competency skill.
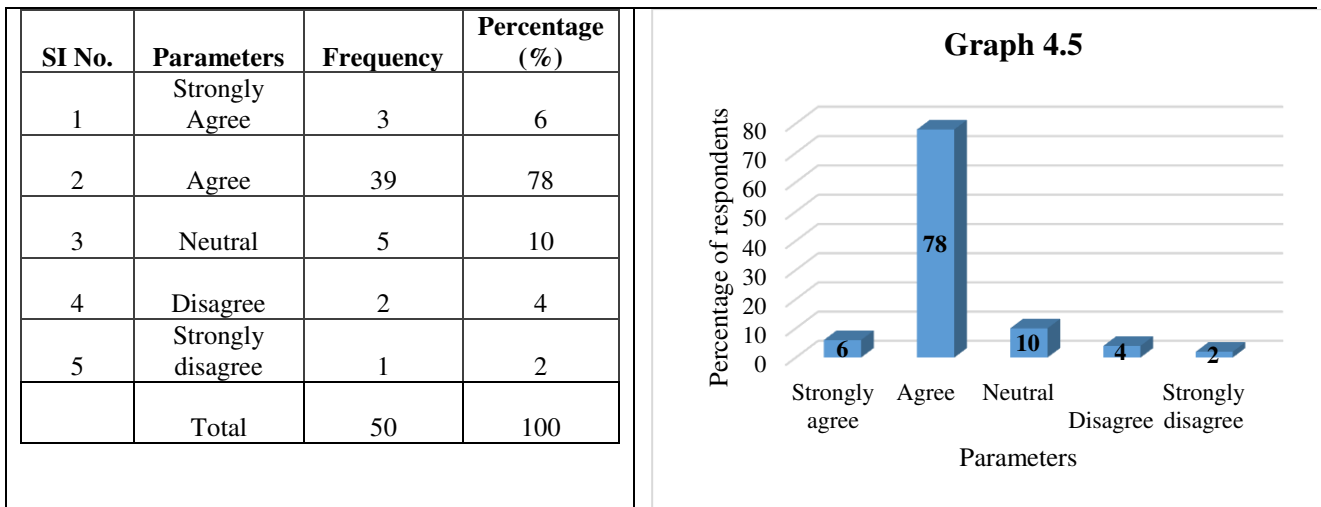
SI No.	Parameters	Frequency	Percentage (%)
1	Strongly Agree	3	6
2	Agree	39	78
3	Neutral	5	10
4	Disagree	2	4
5	Strongly disagree	1	2
	Total	50	100

Graph 4.5

Table 4.26

Correlations

		Employee Commitment	Job knowledge to perform various roles
Employee Commitment	Pearson Correlation	1	.379**
	Sig. (2-tailed)		.007
	N	50	50
Job knowledge to perform various roles.	Pearson Correlation	.379**	1
	Sig. (2-tailed)	.007	
	N	50	50

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

Interpretation: From the table 4.26 it is observed that significance value (P) is less than 0.01 at 1% significance level. Therefore there is a relationship betweenEmployee commitment and Job Knowledge to perform various roles. But since the Pearson correlation value is 0.379, there is a weak relationship between the variables. Hence **accept alternate hypothesis** and reject null hypothesis.

V. CONCLUSION

Competency Mapping is a set of qualities both in terms of functional and behavioural based competencies which is posed by a potential candidate. Competency mapping as a practice helps to retain prospective employees for the purpose of development of the organization. Since the organizations are competing globally to create an advantage of competitive edge upon others. Organization has to develop and implement an appropriate competency framework for each job roles which may help the company to face a competitive advantage wherein its effectiveness can be put in a right place. The study states that by adopting competency mapping system following parameters may improve namely training and development, performance appraisal, team work, problem solving, commitment, leadership skills, interpersonal skills in order to motivate employees to have an increased productivity and efficiency. Thus Competency mapping can eventually assist the individuals who agrees to seek employment, as it helps to learn new things, to think out of box and to be more mentally challenged.

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