

# A CORRELATION STUDY IN MAPPING COMPETENCIES AND EMPLOYEE PERFORMANCE IN INFORMATION TECHNOLOGY SECTOR

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## ABSTRACT

This study highlights the role of competencies possessed by every employee which brings out the exemplary performance at work place with a special reference to information technology industry. This empirical study deals with the competencies such as accountability, adaptability, customer focus, inter personal skill, team work and stress tolerance and its role in bringing out the successful performance in information technology related work performance. It was found that there exists a strong relationship among the competency variables and employee performance. This study may throw light in identifying the required competencies for a job position and hence helps in training the employees to achieve the required performance which in turn increases the organizational performance.

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

## 1. Introduction

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge-based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper human resource management initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. Competency required for a particular job depends on many factors. The factors include social culture, nature of the business, business environment, organizational culture, work environment, organizational structure, duties and responsibilities, nature of processes and assigned activities, attitude and motive of colleagues, superior and subordinates. Some of these factors may change with time and thus changing competency requirements for the same job position in the organization. The competency mapping is required to reinforce corporate strategy, culture, and vision. Competency Mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention. It increases the effectiveness of training and professional development programs by linking them to the success criteria (i.e., behavioural standards of excellence). It provides a common framework and

language for discussing how to implement and communicate key strategies. It provides a common understanding of the scope and requirements of a specific role. It provides common, organization-wide standards for career levels that enable employees to move across business boundaries.

Competency mapping identifies performance criteria to improve the accuracy and ease of the hiring and selection process. It provides a clear foundation for dialogue to occur between the manager and employee about performance, development, and career-related issues. A competency mapping model is an organizing framework that lists the competencies required for effective performance in a specific job, job family (Eg. group of related jobs), organization, function, or process. Individual competencies are organized into competency models to enable people in an organization or profession to understand, discuss, and apply the competencies to workforce performance.

Role of competency in IT Industry Software developers are important keys to success of the software industry. Turley and Bieman (1995) stated that much effort has been placed in the development of engineering approaches to software development such as software tools, coding practices, and test technology. But the overwhelming determiner of software productivity and quality is still personnel and team capability. They also argued that software developers possess unique skills or competencies to solve problems related to software engineering. A study conducted by Booneka and Kiattikomol (2008) formulated a model of competencies for software developers specifically for the unique cultural, social and economic context of Thailand. The model identifies 12 competencies as follows: Expertise; Teamwork; Relationship and Communication; Service mind; Achievement; Flexibility; Leadership and influence; Emotion and ethic; Logical thinking; System thinking; Future thinking and Creative thinking. Jeff Relkin (2006) presented the 10 essential competencies for IT professional stated that a successful career as an IT professional has always presented a challenge, in that you're expected to be a jack of all trades, master of none, or maybe that's a master of all trades, jack of none. In any case, and however you approach it, you need a bewildering and ever-expanding array of cross-functional competencies to get and stay on top of your game. One thing in particular should strike you about the following list: Most of the competencies lie beyond the traditional IT skill set and could be equally well applied to other functional disciplines. There's less difference between us and "them" than is usually thought.

Competency mapping is one such process that helps in identifying and mapping competencies required for successful performance in a particular role. Competency mapping and assessment has gained paramount importance in organizations, for keeping people development strategies and process in sync with organizational growth and objectives and utilization of human potential.

## 2. Review of Literature

The paper emphasizes the students and their leadership development purely driven by the commitment of the educational institution. Also experiential learning of the students community would play a vital role (Seemiller, 2016). The various model used to bring out the holistic development of the learners and career oriented skills obtained in curricular and co-curricular activities. The skills are mostly demanded by job providers are pursued in programs related to leadership development (Peck, 2018). The paper brings out the need and relevance of talented, competent leaders in the top executive position. Also the challenges faced to retain experienced leaders. Paper throws light on the methods to follow and imbibe strategies to retain effective leaders (Al Hammadi, 2020). The focus in this paper is to identify various techniques to enhance the leadership techniques thereby to improve the performance. This review provides scope for identifying and mapping techniques of leadership development with their capacities for development domain in the typology (Turner, 2018). The paper finds the positive correlation between competency and performance which is driven by other mediating variables like complexity and industry type. Leadership profile differs with different industries like information technology, consultancy and construction. It is also observed that performance of leadership gets influenced by three attributes of order of importance Intellectual Quotient, Mental Quotient and Emotional Quotient. The study also extends the prevailing body of knowledge project leadership and leadership profile understanding and its efficacy within different project-based institutions in Indonesia – a developing country (Hartono, 2019). The study provides generic competencies model to encourage Infrastructure managers (IMs) in India. Data accumulated from managers working in infrastructure firms in India for Exploratory factor analysis and confirmatory factor analysis to identify dimensionality of the competence for IMs in India. The result of which six generic competencies have been well established in the field of strategic, personal, managerial, analytical and professional dimensions impacting competent performance (Shah, 2018). The paper signifies the importance of skilled, competent human workforce with a right motivation can bring out best in an individual. The researchers trying to identify competency factor affecting stress between managers and administrative staff. It is also found and suggested that institution plays a vital role in improving the quality of the employees by equipping them with necessary skills (Revathi, 2021). The paper explains Sustainability Competency Mapping for Business Administration and Management program at the university level. The paper also focuses on competency elaboration of the map stated in Conference of Rectors of Spanish Universities (CRUE) which is supported by Sustainable Development Goals (SDG) of United Nations. The qualitative research shows proposed Supply Chain Management is highly appreciated and valued among interviewed practitioners. The research also expressed concerns over implementation of Supply Chain Management by interviewees in appropriate places including classroom, thereby adopt to guide student to reach goals of SDG of United Nations (Gil-Doménech, 2021). The paper emphasis on global leadership effectiveness which includes highlights on antecedents, conditions and dimensions. It concluded with forward mapping of dimensions and dynamics of global leadership effectiveness (Reiche, 2022). In this paper presents the significant impact competencies have on performance, construction companies are interested in learning

how to properly identify and manage competencies. As a result, companies must investigate new methods for analyzing and improving their capabilities in order to improve their performance (Tiruneh, 2021). This paper gives the analysis of creating strategies for identifying and building a competence that aid in project and organizational performance measurement. Construction companies are, in practice, project-based businesses with intricate connections between competences influencing performance at various levels (Rehman, 2021). This paper aims to see if the work environment and employee competence had an impact on employee performance directly or indirectly, using organizational commitment as an intervening variable for team members. Through the intervening variable of organizational commitment, the employee competence variable has an indirect effect on member performance (Rakhmawati, 2022). The purpose of this study is to examine the relationship between reference ability and individual performance in the context of bachelor's degree students. Competencies are the ability to perform tasks efficiently and effectively. The results show that knowledge, skills and abilities have a positive impact on an individual's performance (Rosman, 2022). The purpose of this study was to investigate and analyze the impact of competency on the aspects of employee performance in organizational involvement through mediation. The analysis reveals that aspects of employee competence and organizational involvement are very positive impact on employee performance (Martini, 2018). The purpose of this survey is to examine the relationship between employee competence and company performance. In a study, employees' skills, attitudes, and behaviors in performing individual tasks help companies achieve high performance potential by taking advantage of opportunities to improve ongoing learning within their organization (Osei, 2015). This study examines the impact of labor competence on worker dedication and performance, the impact of a piece dedication on worker performance, and the position of labor dedication in mediating the connection of competence with worker performance. The consequences observed talents which include knowledge, skills, and attitudes confirmed a big wonderful impact on worker dedication and performance; paintings dedication additionally had a big wonderful impact on performance. Work commitments additionally act as mediators of the connection of competence with worker performance (Martini I. A., 2020). The purpose of this paper is to explain the connection among the capabilities of competency and their overall performance in a single specific organization. The consequences of the studies endorse that after the competency price of 1 worker is a unit better than the competency price of every other worker it could be assumed that his overall performance price is 7 to 12.5% better. Recommendations for enhancing of the assessment machine of the organization, which may be utilized in any employer wherein employees overall performance and capabilities are evaluated, are formulated with inside the discussion. This observe contributes to the control literature with the aid of using enriched reasserts of statistics approximately the connection among worker's competency and worker's overall performance. From the sensible factor of view, the end result helps making an investment of money and time in body of workers development, geared toward improving their capabilities with a view to obtain better overall performance of individuals, for this reason the complete employer (Kolibáčová, 2014). The paper

describes the on line educational technology is redesigned into competency depended learning approach. his procedure implied the know-how of paradigm change, the mixing of cognitive principle foundations, the choice of a mastering taxonomy, the utility of overall performance and true evaluation concepts in addition to the layout of overall performance rubrics. As a result, a competency-primarily based totally overall performance evaluation version and a scholar overall performance file emerge (Rodriguez, 2017). The focus of this research is to examine at how competency and motivation affect performance, with citizenship behavior as a moderator factor. The result of this study gives that competency and motivation positively significantly influence performance. The influence of competency and motivation on performance is strengthened by organisational citizenship behaviour (Priyono, 2016).

### **2.1 IT Industry Competency Model**

A successful organization is one in which a high performing workforce demonstrates a sound IT firm model which is always necessary to drive business success and meet the organizational goals. Due to various challenges faced by HR professionals in IT Industry in India, it appears necessary to investigate if a difference exists in job competency expectations held for their employees between the required competency levels to the existing level of working. In order to ascertain accurate and current job competency expectations, (i.e) the required competency to work in IT industry, professionals, supervisors and production heads should be asked to rate the importance of the specific job competencies of the HR. The managers are asked to list the required competency to perform diverse HR roles and they are asked to fix the required level of competencies in the specific competency domain. Thus Competency models are developed with the outcome of training need identification. IT

Competency model needs to feature a unique combination of technical skills and behavioural based competencies. This innovative concept helps operational effectiveness in IT Infrastructure while fostering client focus service principles and enterprise alignment. IT competency consists of three components, namely IT knowledge, operation and objects; and provides an operable measure for this construct. IT based information system managers should not focus on the bottom line, but should instead be more concerned with increased capabilities and efficiencies associated with the IT enhanced processes and structures (e.g., learning processes), since this is where the real benefits can be found. IT competency model might appear complicated, but it empowers to make effective. IT Competency model helps to match the Current workforce profile of IT with the organizational performance requirements. Further IT will help to recruit the Skills and Proficiency levels needed for IT professionals for now and the future is the basis, identifying and retaining Critical skills are the foundation for growing intellectual capital. For every process and machine there is a human being and it is the excellence of the man behind the machine or the process which determines the performance of the organization. The major objective of each organization is to improve its performance every year and set new standards and norms. The organization's performance depends not on the human assets but the asset of human that are having right match of competencies and their levels for



performance requirements in a given job role or task. If there is right combination of competencies available with the employees then there is motivation, good work environment and incentives which help them to give their best performance. Organization can use performance appraisal, goal settings, incentives, career planning and succession planning as ways to improve the performance of employees. To select the right employees for the right job, organization recruit people based on qualifications and conduct interview for final selection. The relationship of this technique to select people for the finest performance from them is not even 10%. This is why, in order to improve performance, the organization must put their confidence on more reliable techniques and identify the right competencies and their levels. Organizations are using competency mapping very well for selecting and developing their human asset. To understand that how organizational resources translate into value propose visually mapping the causal relationships into a strategy map. Based on the viewpoints of the balanced scorecard a strategy map contains outcome measures and performance drivers, connected together in a cause-and-effect illustration. The proof exist for the causal relationships between non-financial assets and performance. There are also some serious voices claiming that the relationships in the balanced scorecard are rational rather than causal. The disagreement of simply mapping performance drivers and outcomes also seems to break down when it takes into account in some of the theories that put forward by the resource-based view of the firm (Wernerfelt, 1984, Rumelt, 1984, Barney, 1991). Penrose (1959), says that resources or assets of an organization exist as a bundle (Dierickx and Cool, 1989; Lippman and Rumelt, 1982) Others state that these resource bundles effect performance with causal indistinctness and that it is hard to identify how individual resources contribute to success without taking into account the interdependencies with other assets in an organization.

## 2.2 Why Competency Mapping?

Competencies are the skills, behaviors and performance standards that turn the “what” of an expectation into the “how.” Business owners can use core organizational competencies to define the business culture, support strategic goals and make hiring decisions. All these uses ensure the business and its employees meet their goals.

The objectives of competency mapping are to help a business become more efficient, effective and competitive. It starts with a set of high-level core competency standards such as innovation, creativity, technical expertise, quality and a customer-oriented focus, all of which reflect strategic business goals. Through the process of competency mapping these goals become employee performance benchmarks. Managers use these benchmarks to identify training needs that ultimately increase the productivity and performance of employees and the efficiency, effectiveness and competitive nature of the business as a whole. Training not only provides ways for employees to expand their current skills, but it also provides a well-defined path for learning new skills through cross-training and for moving up in the organization.

Mapping core competencies to the skills potential employees already possess is another way that competency mapping can help a business. Including core and job-specific competencies in job opportunity announcements provides an objective basis for evaluating applications and weeding out unqualified candidates. Competency mapping can also shorten how long it takes to hire and reduce training requirements by allowing hiring personnel to bring in only those candidates who already possess or are well on their way to possessing core competency requirements.

After identifying core competencies, management often includes individual employees or employee focus groups in the creation of new, competency based job descriptions. The use of interviews, questionnaires, existing job descriptions and performance appraisal forms are commonly used as work groups identify the skillset, knowledge level and attitude necessary to meet core competencies within each role. Once complete, mapping involves a thorough analysis during which a manager and employee work together to identify weaknesses and strengths and chart a course for further action. Competency mapping establishes a level of objectivity that encourages open communication between management and employees. Managers are able to more objectively appraise performance and be more specific in communicating to employees what is necessary for success. Employees gain a clearer understanding of the expectations of their role.

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### **3. Statement of the Problem**

The changing business scenario which is characterized by scarcity of resources poses a major challenge namely placing the right person in right job across the world. Competency mapping is the process of identifying key competencies for a particular position in an organization. The identification and fixing of competencies required for executing job roles in IT sector are even more complicated for HR.

Organizations around the globe equally experience the problem of attrition. Therefore,

the present study aims to identify the influence of competency mapping on employees in IT industry for better performance. Therefore, an attempt is made to study the competencies required for various role and its impact on employee performance.

#### 4. Objectives of the Study

1. To understand the mapping of employee competencies in IT sector
2. To understand the gap in existing competencies and the required set standards with respect to information technology companies
3. To understand the various measures to overcome the competency gap with respect to employee performance through training and development.

#### 4. The Conceptual Model of the Study

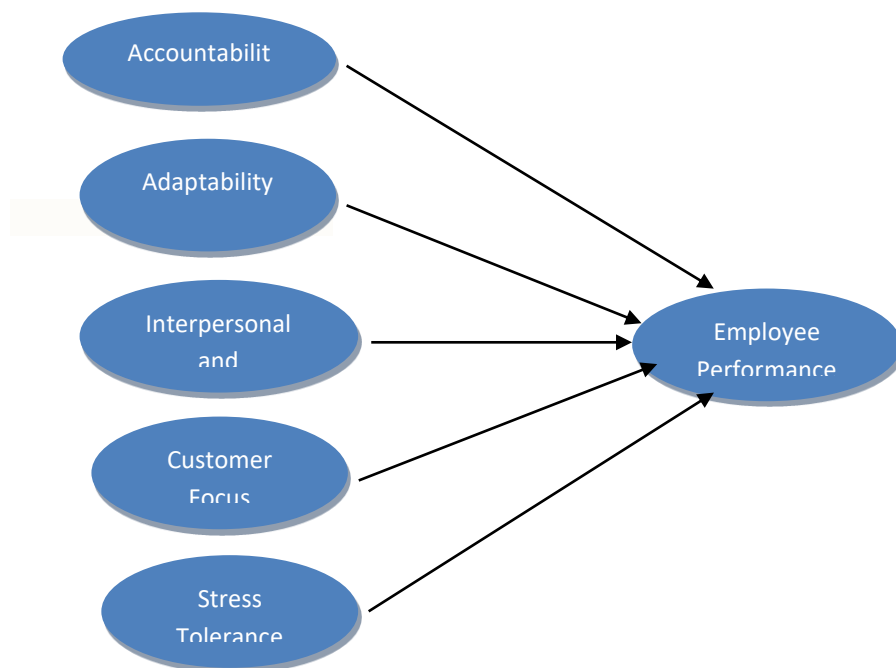


Fig no: 4.1 The Conceptual Model

Competency is your ability to do something successfully or efficiently. Therefore, competency mapping is simply a process of matching your competence with the job role and/or organization.

Furthermore, it is also about matching people to the job role and hence used even in selection. Competency mapping is the process of identifying the specific skills, knowledge, abilities, and behaviors required to operate effectively in a specific job or organization. Competency maps are often also referred to as competency profiles or skills profiles.



## **5. Definitions**

### **5.1 Accountability**

Accepts responsibility for own actions and decisions and demonstrates commitment to accomplish goals in an ethical, efficient and cost-effective manner.

### **5.2 Adaptability**

Adjusting and plans work by gathering relevant information and applying critical thinking to address multiple demands and competing priorities in a changing environment.

### **5.3 Customer/quality focus**

Anticipate monitors and meets the needs of customers and responds to them in an appropriate manner. Demonstrates a personal commitment to identify customers' apparent and underlying needs and continually seeks to provide the highest quality service and product to all customers.

### **5.4 Team Focus**

The competence to work cooperatively and effectively with others to achieve common goals in tandem with participates in building a group identity characterized by pride, trust and commitment.

### **5.5 Stress Tolerance**

Effectively handle highly stressful or adverse situations and capable of making good decisions, working calmly and accurately, and helping to calm others. Maintaining stable performance under pressure and also handling opposition stress in a manner that is acceptable to others and to the organization.

## **6. Research Methodology**

The competency mapping questionnaire was invented by the Statistical Society of London in 1838. All the employees working in IT sector in Kerala is the population under study. The study collected 250 data set from IT employees. Sampling technique used for this study is convenience sampling.

### **6.1 Scope of the Study**

The study is mainly conducted to know about the competency mapping for the employees in an organization and also about how the organization will get benefit out of this competency.

## **7. Data Analysis**

## 7.1 Analysis of 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%

## 7.2 Reliability Analysis

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

Cronbach's Alpha	Number of Items
.893	6

The standard value of Cronbach's Alpha should be greater than 0.7 for the data to be reliable. From the above table it was found that the data used for the analysis of competency mapping measures to 0.893 which makes this data highly reliable for further analysis.

## 7.3 Correlation Analysis

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

<sup>\*\*</sup>. Correlation is significant at the 0.01 level (2-tailed).

### Correlation Analysis among variables of competencies and Employee performance

#### Interpretation and Discussion

The data shows the correlation between two factors customer focus and employee performance. The Pearson Correlation between the variables customer focus and employee performance is 0.420, which indicates that there is a low Positive Correlation between the variables. This means that changes in one variable are not correlated with changes in second variable. Therefore, it can be inferred that the changes in the customer focus can have low impact on employee performance.

The data shows the correlation between two factors interpersonal skill and team work and employee performance. The Pearson Correlation between the variables, interpersonal skill and team work and employee performance is 0.523 which is less than 0.7, which indicates that there is a moderate Positive Correlation between the variables. This means that changes in one variable are moderately correlated with changes in second variable. Therefore, it can be inferred that the change in interpersonal skill and team work will have a moderate impact on Employee performance.

The data above shows the correlation between two factors, i.e., stress tolerance and employee performance. The Pearson Correlation between the variables, stress tolerance and

employee performance is 0.523 which is less than 0.7, which indicates that there is a moderate Positive Correlation between the variables. This means that changes in one variable are moderately correlated with changes in second variable. Therefore, it can be inferred that the change in stress tolerance will have a moderate impact on Employee performance.

The data above shows the correlation between two factors, i.e., accountability and employee performance. The Pearson Correlation between the variables, accountability and employee performance is 0.503 which is less than 0.7, which indicates that there is a moderate Positive Correlation between the variables. This means that changes in one variable are moderately correlated with changes in second variable. Therefore, it can be estimated that the change in accountability will have a moderate impact on Employee performance.

The data shows the correlation between two factors, i.e., adaptability and employee performance. The Pearson Correlation between the variables, adaptability and employee performance is 0.398, which indicates that there is a low Positive Correlation between the variables.

This means that changes in one variable are not correlated with changes in second variable. Therefore, it can be inferred that the changes in the adaptability can have low impact on employee performance.

## **8. Conclusion**

The benefit of competency mapping is that it creates standards for employee training.

And development specifically tailored to your organizational needs. It is a quick and efficient method that focused and analyses how employees work and usually takes 1 or 2 days time period. Creating a competency map helps to drills down to the skills, knowledge, abilities, and behaviors required for each unit of work. This approach makes the competency map a very useful and practical tool for organizations.

Another benefit is that it creates a comprehensive list of specific skills required to be performed on a job. This forms the basis of a competency assessment that focuses on how an employee performs at work in relation to the specified performance standards. In fact, a competency mapping also provides ongoing employee performance coaching in lieu with the assessed employee's acceptance. This not only benchmarks employee performance but also helps organizations target performance deficits and highlights skills that require additional trainings or specialized courses. Furthermore, it avoids the pitfalls of cumbersome documentation and complicated methods that often result in generic competency statements.

A competency model can be used for selection, placement, redeployment, performance management and evaluation, planning training & development, career role mapping and separation. Competency models are also useful as they not only communicate what is important to an organization but also provide a stable foundation for developing integrated human resource systems such as staffing, promotion, succession planning and performance management. Benefits of having competency mapping in organizations in short are increase employee's self-awareness and aid in career management, identify new leaders and support organizations in succession planning, helps in making promotion and internal mobility

decisions more accurate, helps in performance management of employees, individual departments and overall organization, provides scope for designing goal-directed training interventions, assist in job evaluation, develop a competent workforce by making recruitment and selection structured and objective and provide gap analysis reports which helps in all the above listed human resource processes.

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