

A STUDY ON COMPETENCY MAPPING

Dr. V. Lalitha*

ABSTRACT

Success of any organization depends largely on its competent employees and the extent to which the knowledge is shared in that organization. Competency Mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases as a part of an organization whereas Knowledge acquisition involves complex cognitive processes: perception, learning, communication, association and reasoning. Hence, competency mapping and management of knowledge and its resources play a significant role in growth and development of the organization. Knowledge Management ('KM') comprises a range of practices used by organizations to identify, create, represent, and distribute knowledge. It is divided into stages like acquiring knowledge, sharing, storing and leveraging the knowledge both at personal level as well as professional level. This study is an attempt to check the competency level and study the status of the Knowledge management in this organization. The report starts with Introduction of the Company, its achievements and then elaborates the concept of competency mapping and Knowledge Management; in HCL, and data analysis and interpretation on the basis of perception of employees.

Keywords: Competency Mapping, Knowledge Management, Data Analysis, Cognitive Process.

Introduction

“Competency Mapping” refers to a process through which the competencies of the necessary process are identified. It is done to determine the critical activities of the mandatory processes of the organization. If Competency Mapping is done, then the organization can identify its area of thrust and can take necessary actions for future implementation of the activities. In the Competency Mapping, the process is broken down into sub components named as activities and the competency of all these activities are identified. Organizations perform the task of Competency Mapping to determine the areas which are crucial for its proper working and success. The competencies which are included in the identification are Managerial, Behavioral, Technical, Skill based, Attitude based and Conceptual Knowledge based. All these aspects together lead to determine the actual status of the activity completion and process functioning which is important for the organization. Competency Mapping is made up of two terms – Competency + Mapping, Where, Competency refers to clarify any underlying characteristic that is required to perform the process or the activity and Mapping refers to the scheduling of the activities in a sequential order. Together, Competency Mapping refers to the proper scheduling of the activities which are required for the completion of the crucial processes.

Objective of the Study

- Creating a competency-based culture in the organization.
- To measure the work quality of the workers in the HCL Technologies
- To identify whether the employee achieve the competency mapping level
- To know whether the employee who work in HCL Technologies, have a good observation of work.
- To know whether the employee has such skill or knowledge to get in the higher-level position from their normal position

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- To suggest the suitable strategy to enhance the competency mapping level of the employee towards the organization
- To analyze the individual competency using various dimensions of competency such as intellectual, emotional, motivational and social.
- To map the distance between the expected level and present level of competency found among the employees.
- Identifying and building competencies of individuals as efficient and effective managers.

Need for the Study

The study is focused on analyzing the competency skills of employees at HCL Technologies. Through the competency mapping process. The level of competencies and skills of the employees is analyzed through the various dimensions of competency live Emotional, Intellectual, Motivational and social. The productivity of the company mainly depends on the employees. Competent employees will be more productivity. So the employee competency mapping should be the main concern for any HR department.

Under the above scenario there is a need to study the competency mapping of employees with regards to the above-mentioned factors.

Descriptive Research Design

A descriptive research design is one of that simply describes something such as demographic characteristics of certain people who use something.

Sources of Data

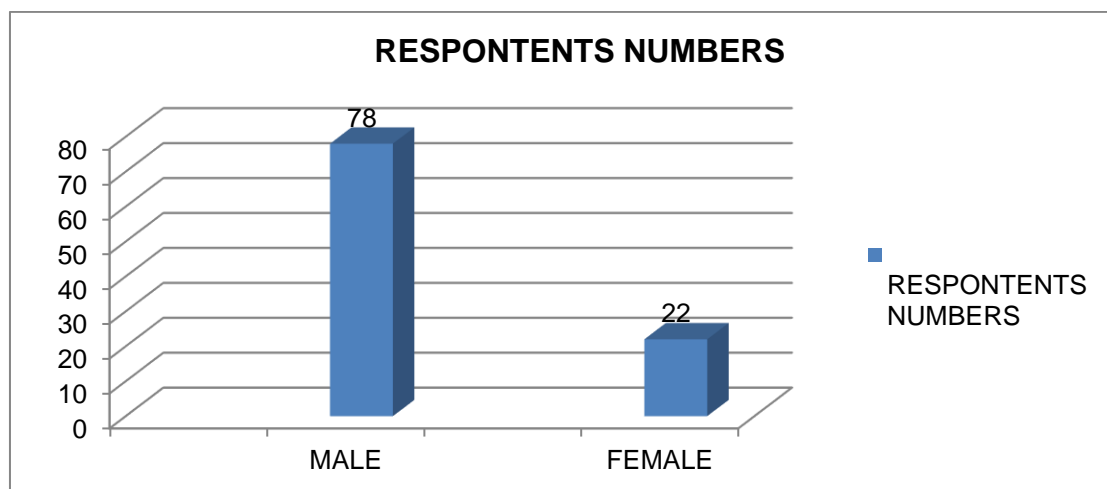
The data are collected from two major sources:

- **Primary Data:** Questionnaire method
- **Secondary Data:** This data are collected from profile, brochure, websites, manuals, and report & from information bulletin maintained by Human resource development Department.

Data Analysis & Interpretation

Table 1: Gender of the Respondents

Factors	Respondents	
	Numbers	Percentage
Male	78	78%
Female	22	22%
Total	100	100%



Interpretation

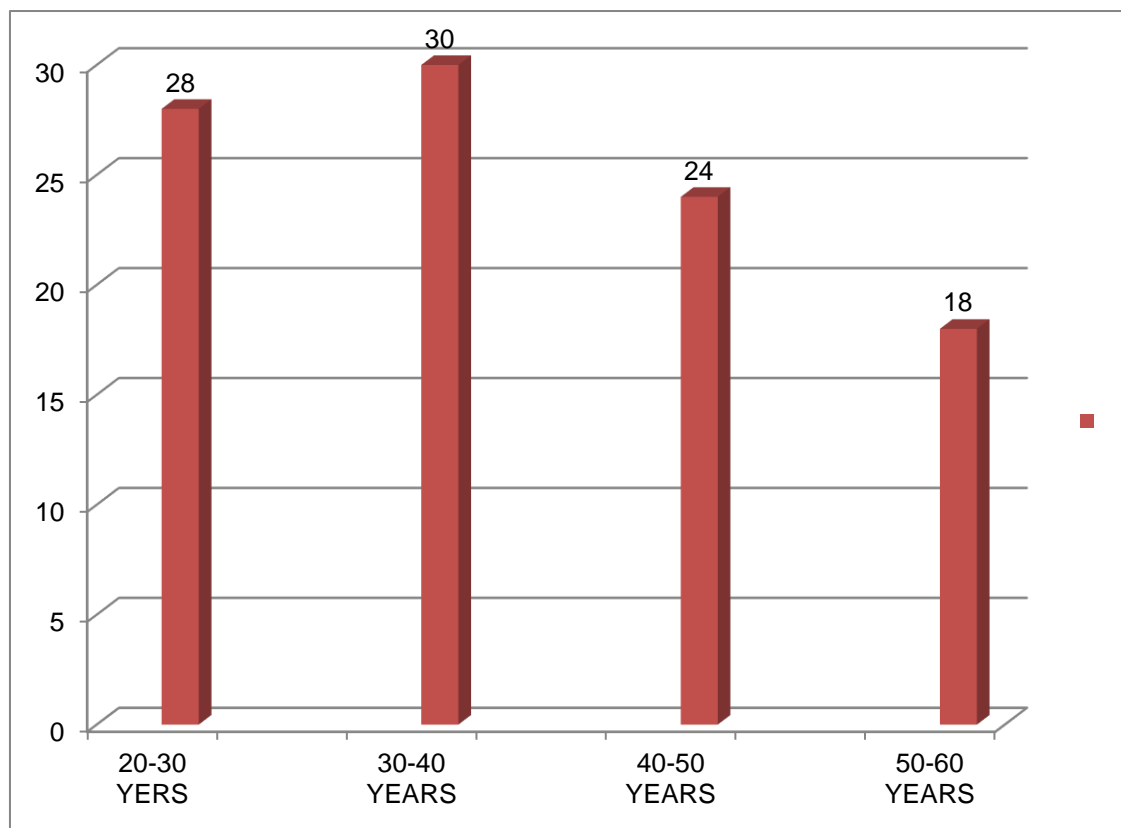
From the above the table 1 it is clearly inferred that's out of 100 respondents 78% of the employees are males and 22% of employee's females.

Gender of the Respondents

It shows the respondent's gender, gender state that both male and female. In this study the majority of the respondents come under the male category. Gender is used to know the number of respondents belongs to which category by getting opinion from respondents.

Table 2: Age Level of the Respondents

Factors	Respondents	
	Numbers	Percentage
20-30 Years	28	28%
30-40 Years	30	30%
40-50 Years	24	24%
50-60 Years	18	18%
Total	100	100%

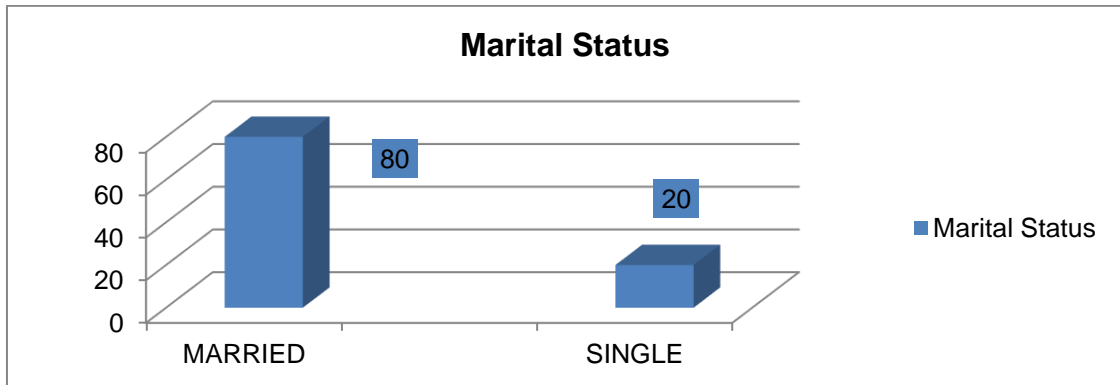


Interpretation

From the above statistical analysis it is being made clear that 30% of the respondents are in the age group of 30-40 years and 28% of the respondents are in the age group of 20-30 years and 24% of the respondents are in the age group of 40-50 years and 18% of the respondents are in the age group of 50-60 years in *HCL Technologies*.

Table 3: Marital Status of the Respondents in Rane

Factors	Respondents	
	Numbers	Percentage
Married	80	80%
Single	20	20%
Total	100	100%

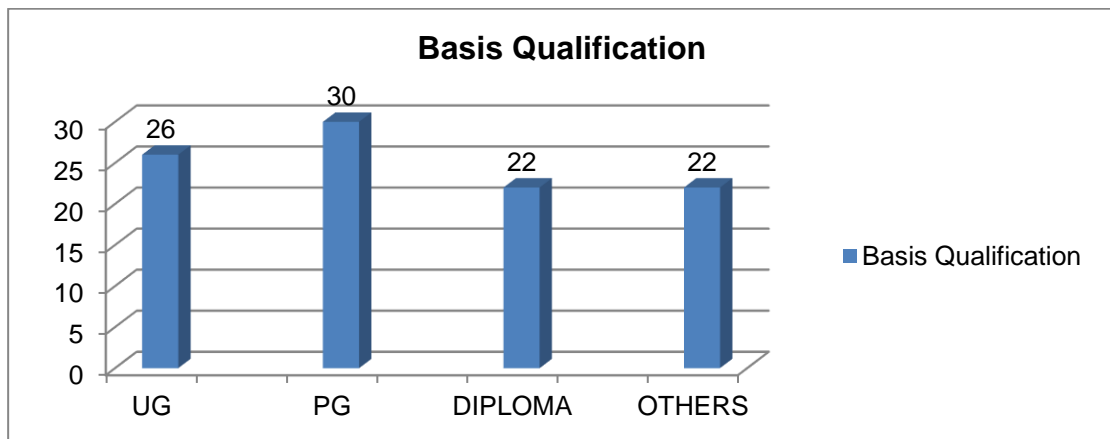


Interpretation

From the above table it is clearly stated that out of 100 respondents in 80% of the respondents are married and 20% of the respondents are single.

Table 4: This table shows educational qualification of the Respondents

Factors	Respondents	
	Numbers	Percentage
UG	26	26%
PG	30	30%
Diploma	22	22%
Others	22	22%
Total	100	100%

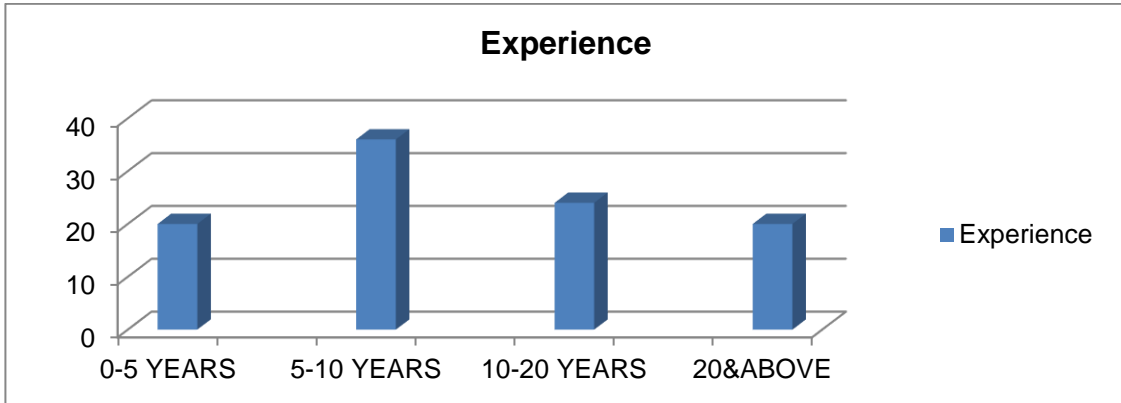


Interpretation

From the above table it is shows that 30% of the respondents are post graduates and 26% of the respondents are under graduation and 22% of the respondents are diploma and the excess 22% of the respondents are having an other qualifications in HCL TECHNOLOGIES

Table 5: This Table Shows Work Experience of the Respondents in HCL Technologies

Factors	Respondents	
	Numbers	Percentage
0-5 Years	20	20%
5-10 Years	36	36%
10-20 Years	24	24%
20 & Above	20	20%
Total	100	100%

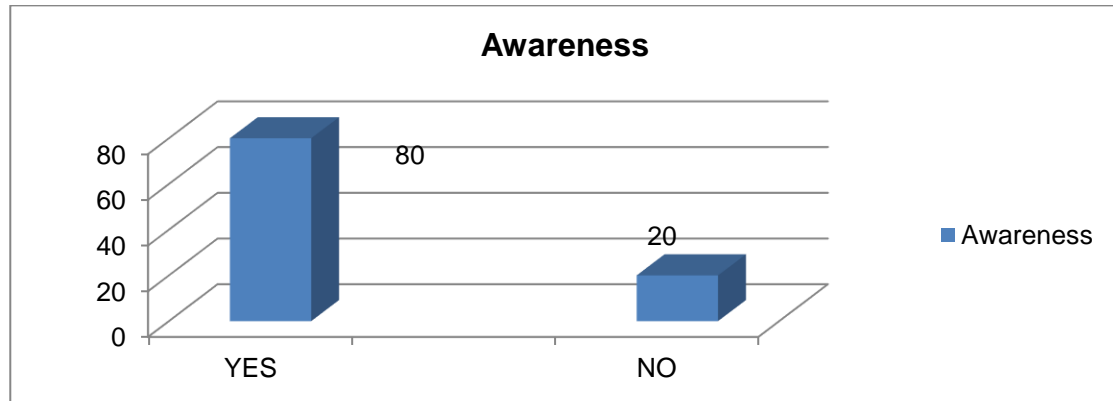


Interpretation

From the above table clearly inferred that the work experience of the respondents. Is that 36% of the employees having 5-10 years of work experience, 24% of the employees having 10-20 years of work experience and 20% of the employees having 20 & above years of working experience and 0-5 years working respondents also having the 20% of experience.

Table 6: Respondents Awareness about Competency Mapping

Opinion	Respondents	
	Numbers	Percentage
Yes	80	80%
No	20	20%
Total	100	100%

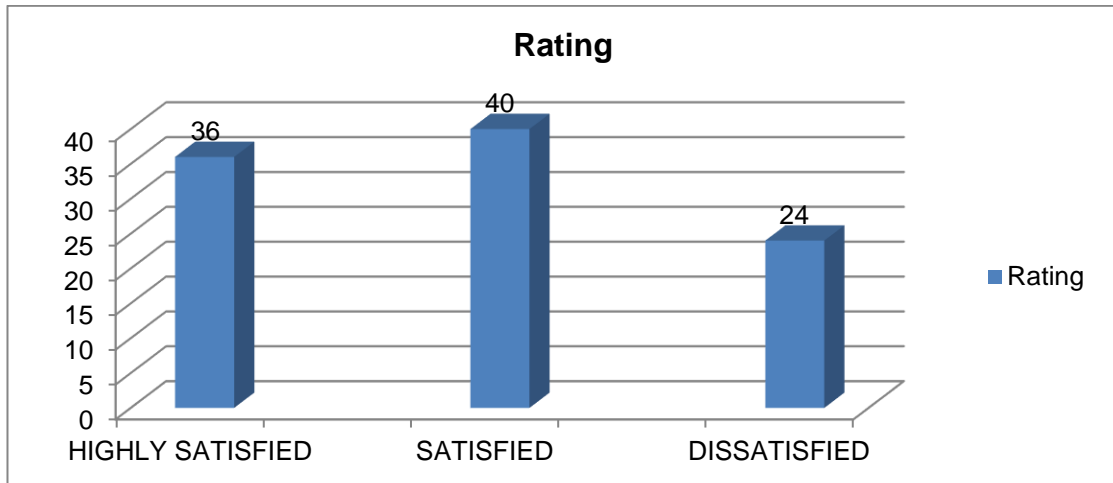


Interpretation

From the above it is clearly represent that out of 100 respondents 80% of the employees are having the awareness about the competency mapping and only 20% of the employees are weak in awareness.

Table 7: Analysing the Respondents Performance in HCL

Factors	Respondents	
	Numbers	Percentage
Highly Satisfied	36	36%
Satisfied	40	40%
Dissatisfied	24	24%
Total	100	100%

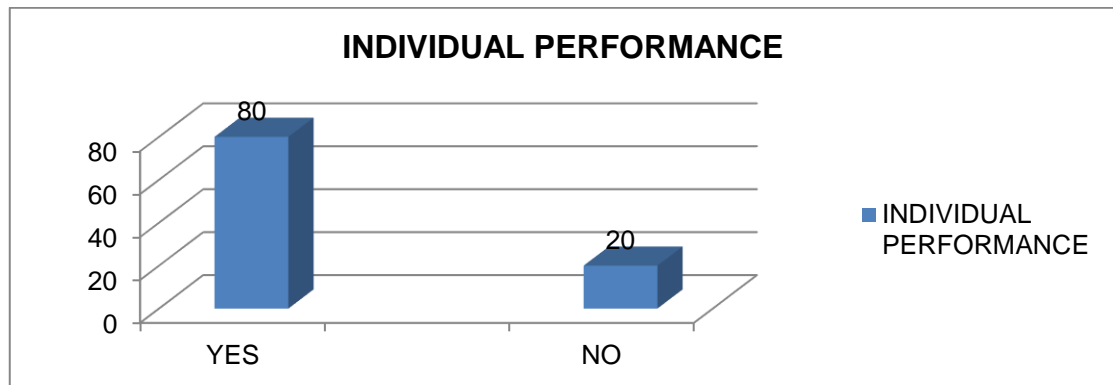


Interpretation

From the above table shows the satisfaction level of respondents. Nearly 40% of the respondents are satisfied with their performance, 36% of the respondents are highly satisfied with their performance only 24% of the employees are satisfied with their performance.

Table 8: Analysing the Level of Respondents Individual Performance

Factors	Respondents	
	Numbers	Percentage
Yes	80	80%
No	20	20%
Total	100	100%

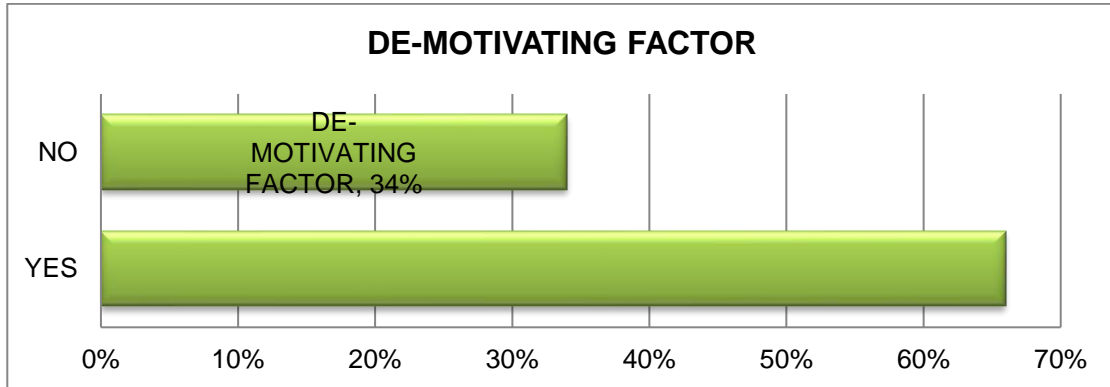


Interpretation

From the above table it is clearly inferred that out of 100 respondent 80% of the respondents are clearly understand about their level of performance, and 20% of the respondents are having insufficiency knowledge about their performance.

Table 9: The respondents think about the competency mapping it's a de-motivating factor or not

Factors	Respondents	
	Numbers	Percentage
Yes	66	66%
No	34	34%
Total	100	100%

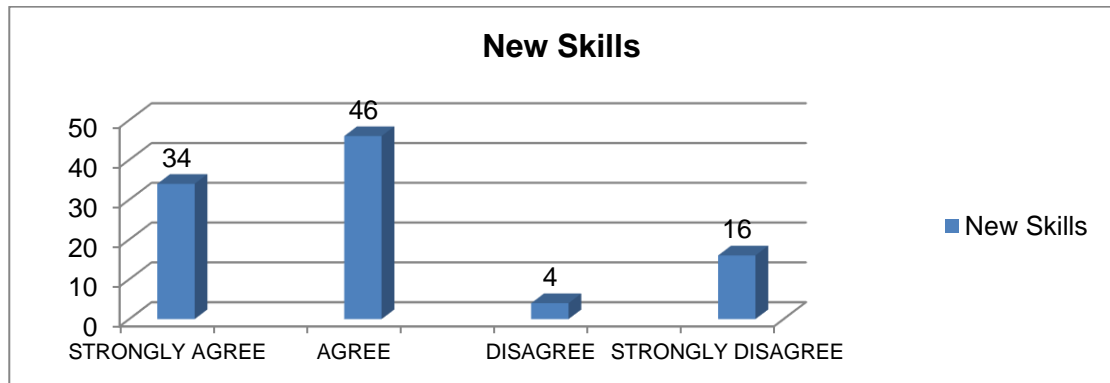


Inference

From the above table it is clearly represent that 66% of the respondents are said self-competency mapping is are de-motivating factor and 34% of the respondents are said it is not a de-motivating factor.

Table 10: Analysis of Respondents who Acquired any Skills, Knowledge and Abilities through the ED Program

Factors	Respondents	
	Numbers	Percentage
Strongly agree	34	34%
Agree	46	46%
Disagree	4	4%
Strongly disagree	16	16%
Total	100	100%



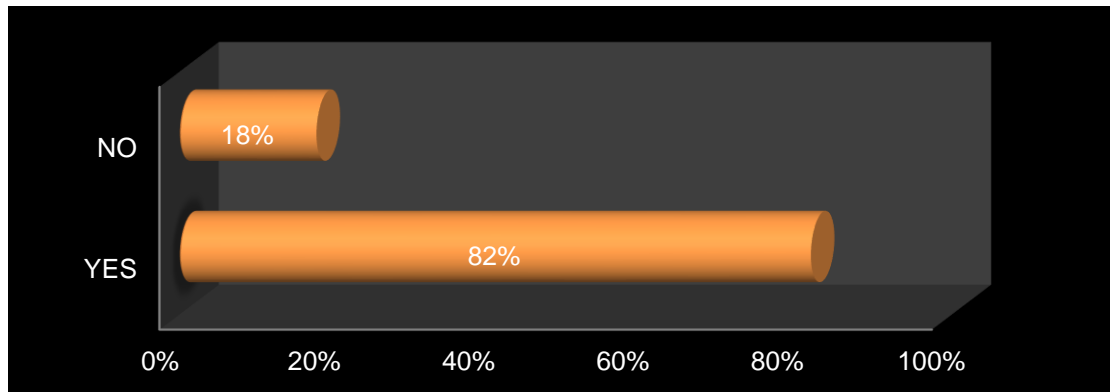
Inference

This table shows that 46% of the respondents are agree that they are acquiring knowledge with ED programs 34% of the respondents are acquiring knowledge with ED programs. 16% of the employees are strongly disagreeing that they are not acquiring knowledge with ED programs. 4% of the employees are disagreeing that they are not acquiring any new skills and knowledge through the ED programs.

Table 11: Analysis of the Respondents organisation given any Adequate Opportunities

Factors	Respondents	
	Numbers	Percentage
Yes	82	82%
No	18	18%
Total	100	100%

Organization Which Give Adequate Opportunities

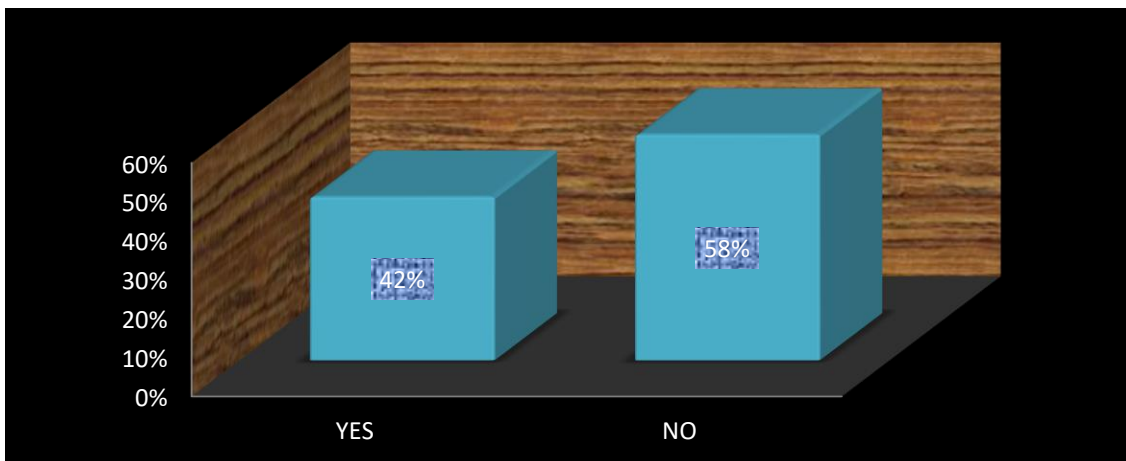


Interpretation

From the above table, it shows the opportunities given to the respondents 82% of the respondents said that organization is giving an adequate opportunity and 18% of respondents said that organization is not giving an adequate opportunity

Table 12: Analysis of Respondents about their Existing Competency Development Initiatives are Enough or Not

Factors	Respondents	
	Numbers	Percentage
Yes	42	42%
No	58	58%
Total	100	100%

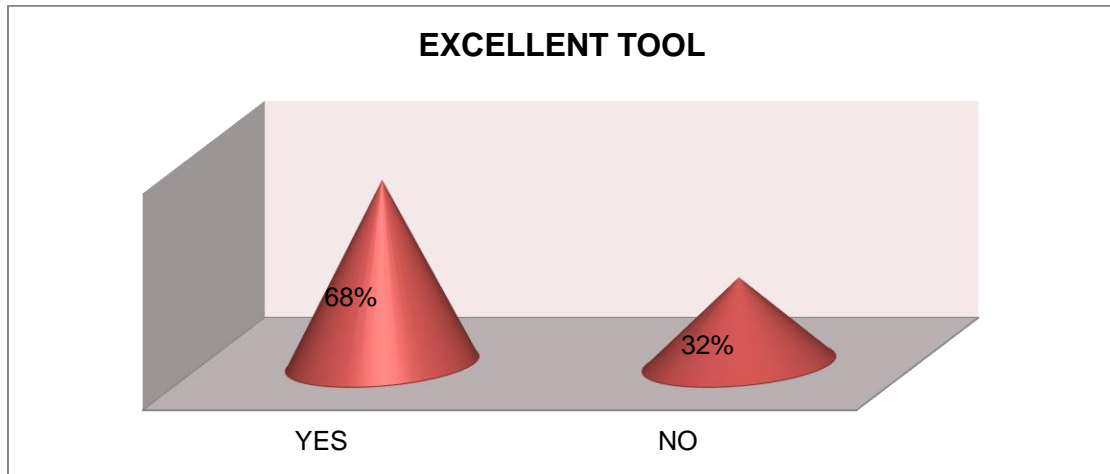


Interpretation

From above the table, it shows that 42% of the respondents are satisfied with the existing competency development and initiative schemes but 58% of the respondents are not satisfied with the existing competency development and initiatives schemes.

Table 13: Competency Mapping is a Excellent Tool for employees Development & Succession Planning

Factors	Respondents	
	Numbers	Percentage
Yes	68	68%
No	32	32%
Total	100	100%



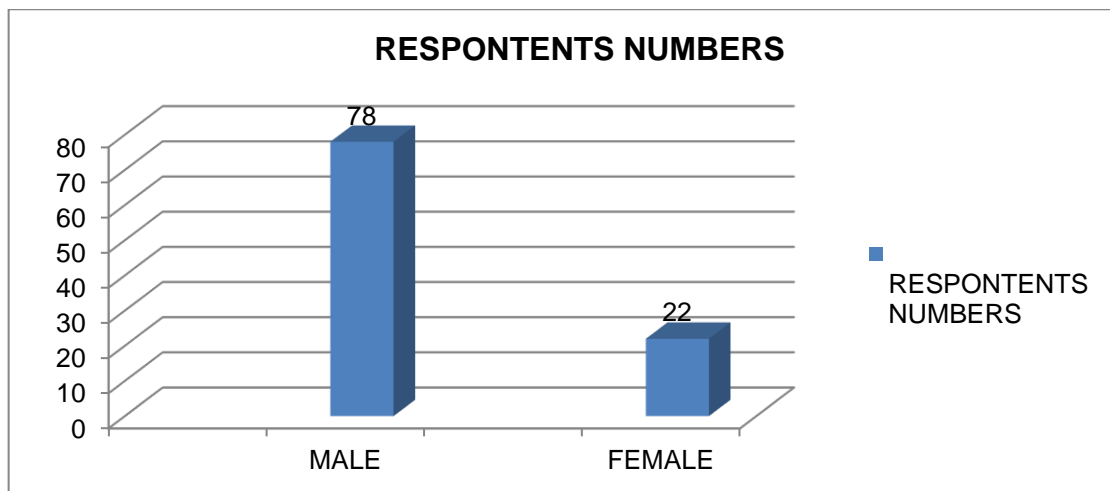
Interpretation

From above the table it is clearly inferred that out of 100 respondents 68% of the respondents are said that the competency mapping an excellent tool for succession planning and 32% of the respondents said it's not so.

Data Analysis & Interpretation

Table 14: Gender of the Respondents

Factors	Respondents	
	Numbers	Percentage
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Interpretation

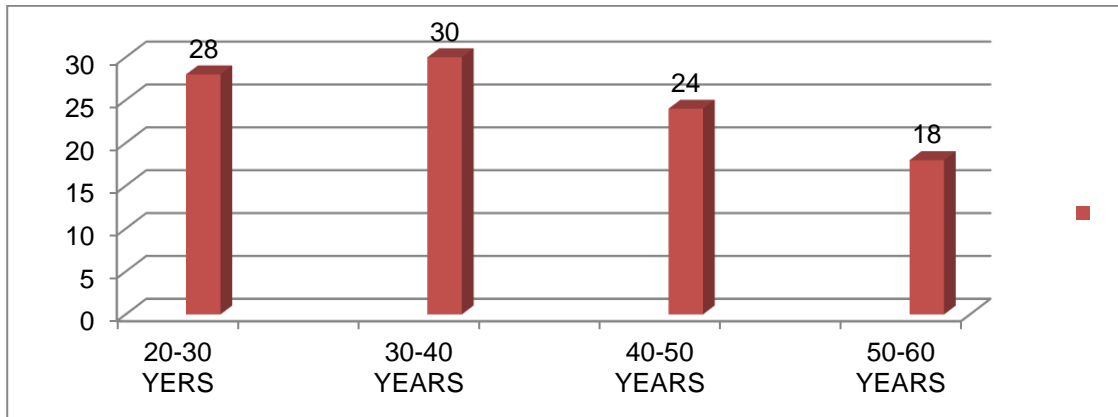
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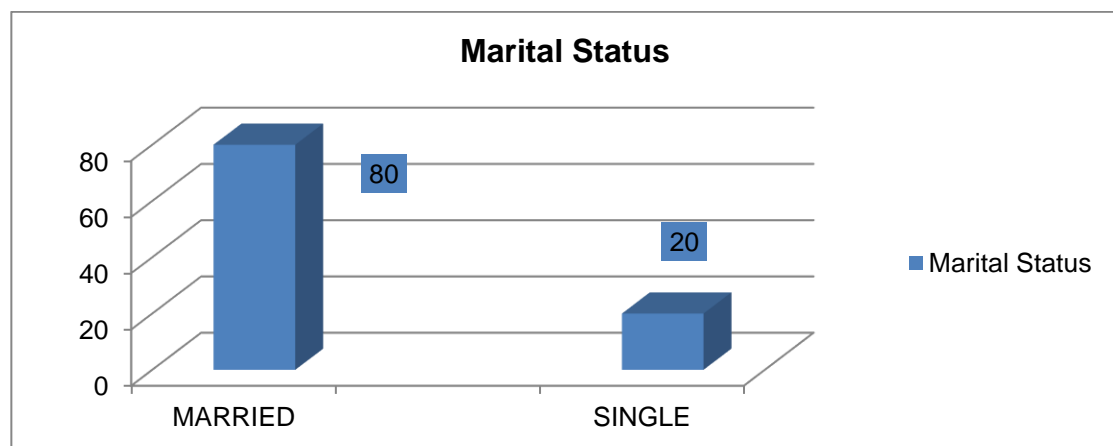


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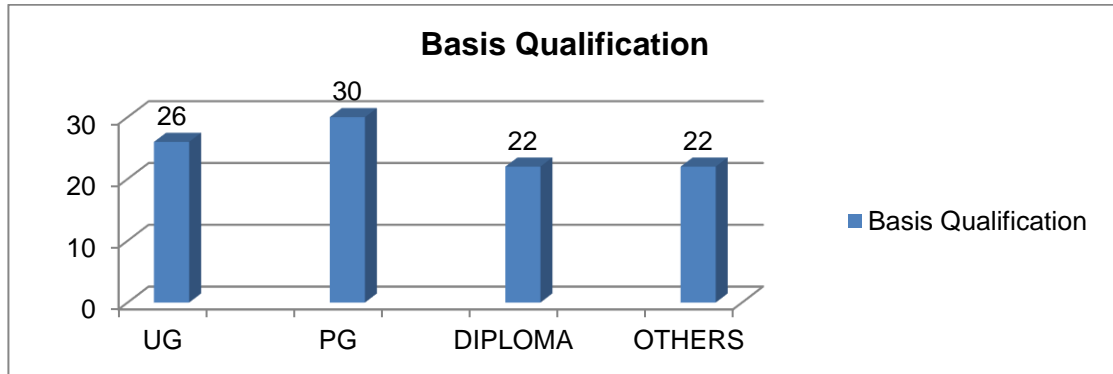


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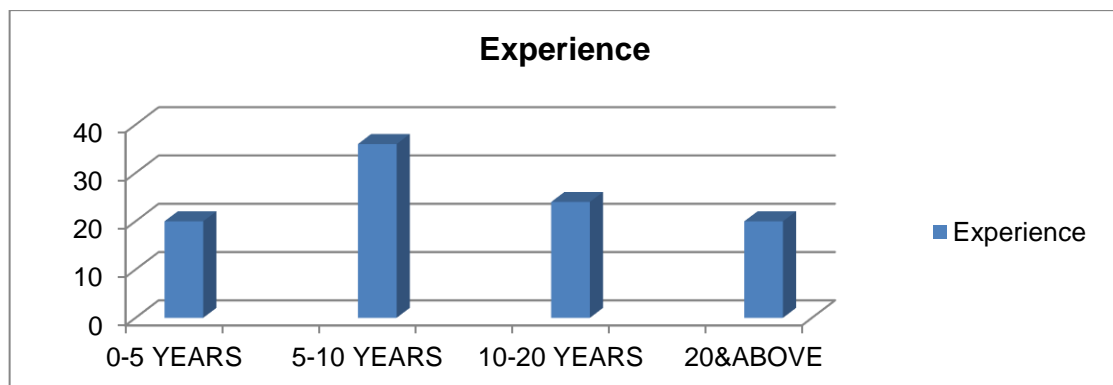
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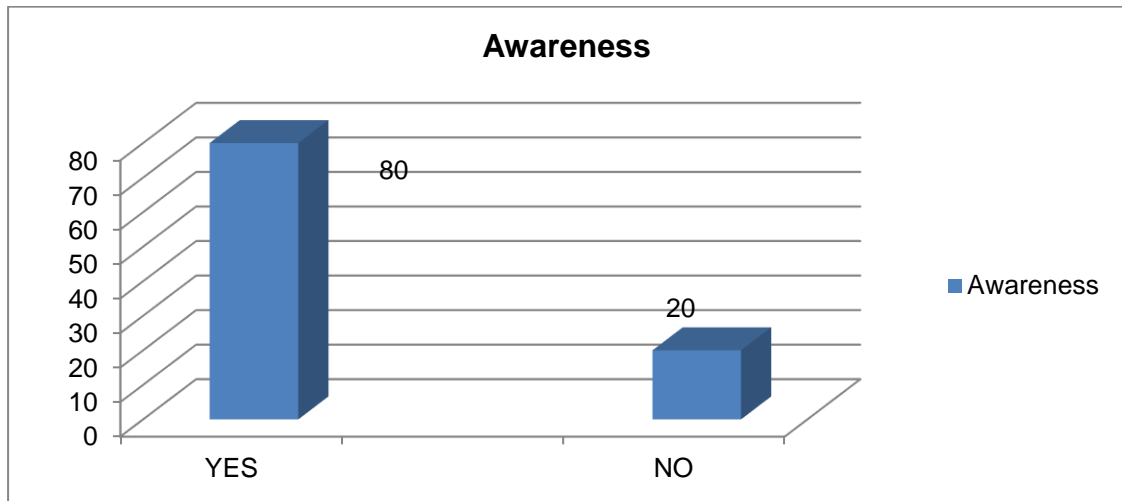
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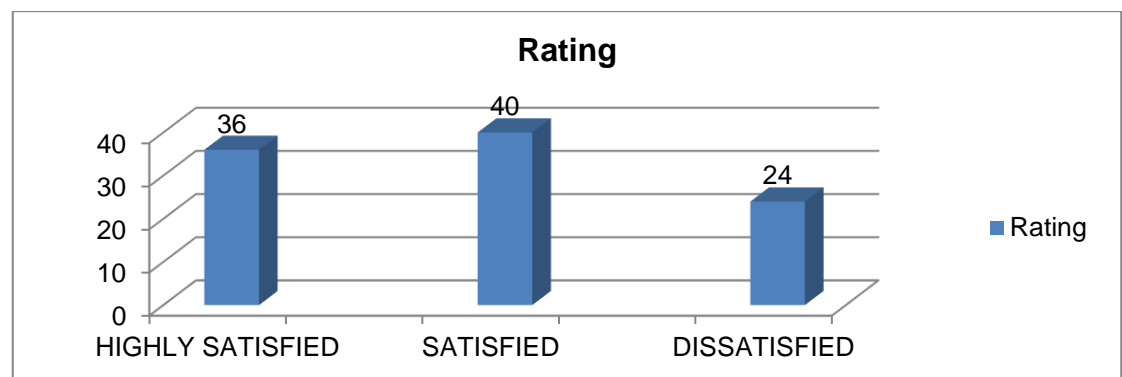


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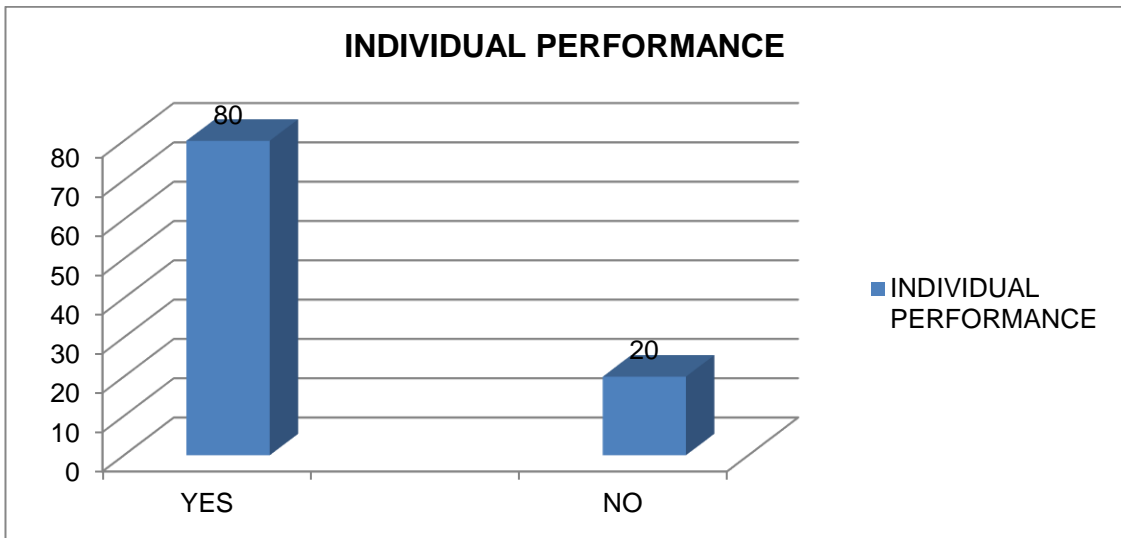


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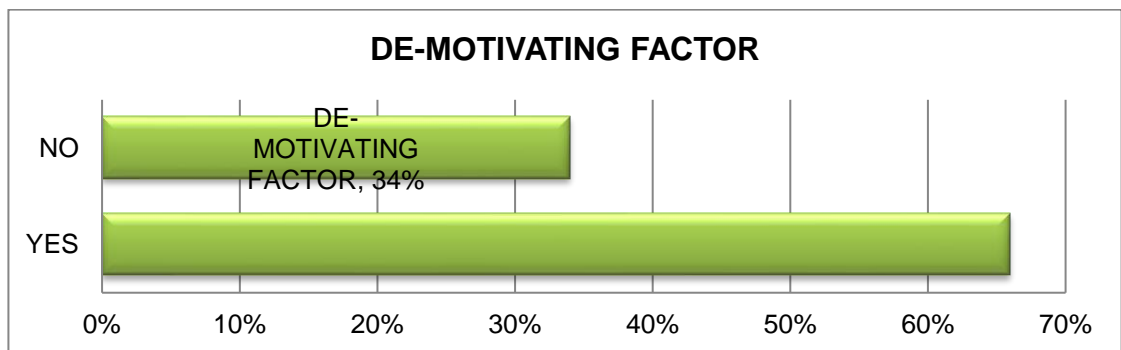


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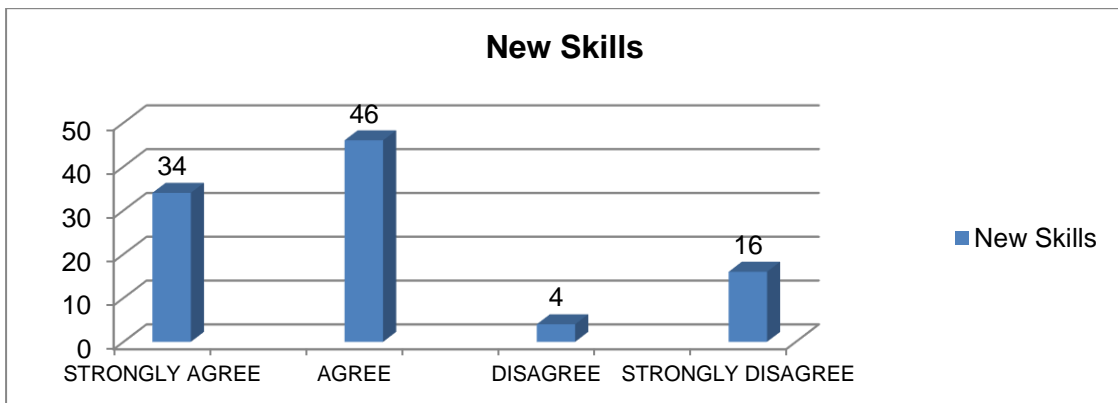


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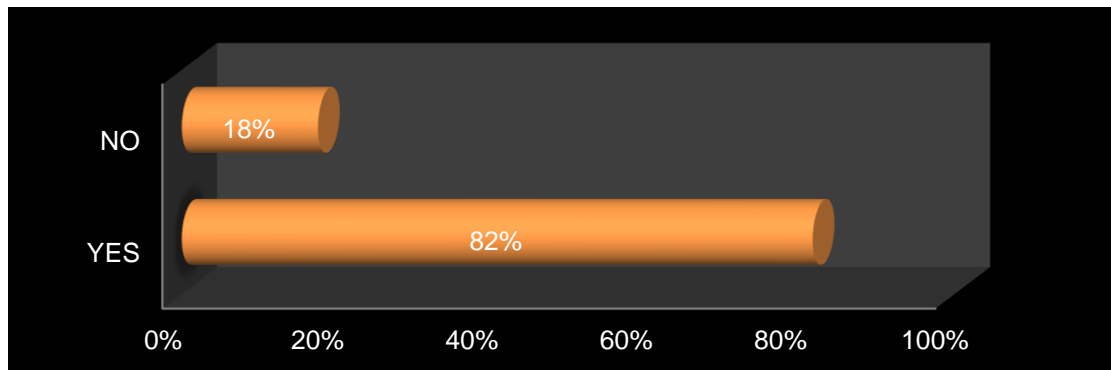
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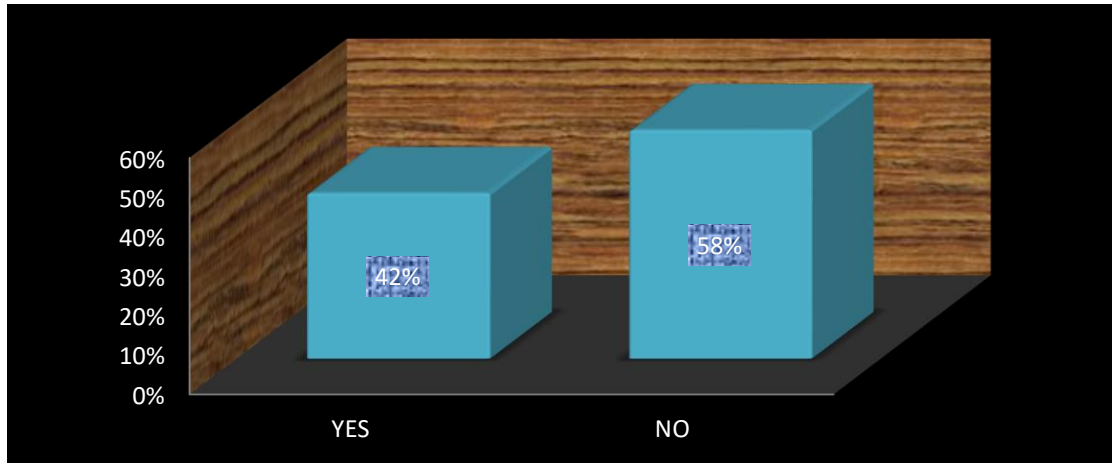


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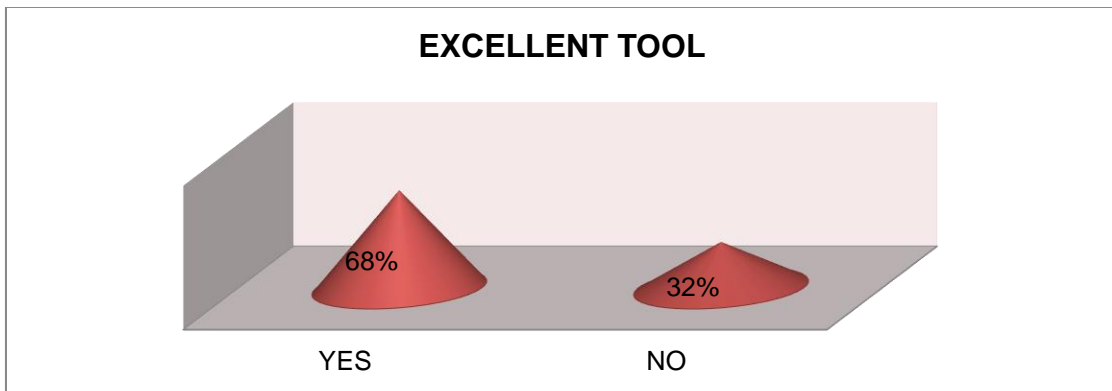


Interpretation

From above the table, it shows that 42% of the respondents are satisfied with the existing competency development and initiative schemes but 58% of the respondents are not satisfied with the existing competency development and initiatives schemes.

Table 26: Competency Mapping is a Excellent Tool for Employees Development and Succession Planning

Factors	Respondents	
	Numbers	Percentage
Yes	68	68%
No	32	32%
Total	100	100%



Interpretation

From above the table it is clearly inferred that out of 100 respondents 68% of the respondents are said that the competency mapping an excellent tool for succession planning and 38% of the respondents said it's not so

Findings

- Employee in HCL believe that they are doing the job according to their job profile. They finish every work assigned to them within the time limit, which shows that they are competent, though many of them need guidance from their superiors sometimes.
- Few believe that they need training to perform their job which is contradicting to their competency level, since the type of type of work they were performing at the time of their joining and today have changed. Many admitted that competency mapping helps them to do manpower planning.
- Many believe that competency mapping is carried out regularly in HCL and recruitment and selection process is carried out considering the competency of individuals but few disagreed to this statement.
- Almost all employees believe that competency mapping is helpful in individual's career development. Knowledge is critical for this organization
- Formal meetings are the major sources of knowledge in this organization informal meeting and chats are also alternative for knowledge sharing.
- An excellent IT infrastructure exists in this organization. E-mail and intranet is the major source of sharing knowledge in the company as far as IT is concerned. Electronic media plays a significant role in networking of knowledge in this organization.
- Knowledge is exploited to the adequate extent in this organization. Majority of employees frequently undertakes additional personal efforts to enhance their knowledge level as quest for knowledge is there in the employees.

Suggestions

- In this organization competency mapping must be regularly done in order to check the competency level of the employees.
- Since many of the employees are performing different jobs to what they were doing at the time of their joining they need training to perform the new work allotted them.
- There is an acute need of a structured knowledge management system in order to preserve and maintain the knowledge status in the company. In order to move in a unified path for leveraging the knowledge, it is important to link these nodes of knowledge in structured form of "Knowledge Management".
- Different sources of knowledge acquisition must be encouraged among the employees. Linkages of one's Key Result Area with Knowledge Management implementation should be done.
- There is need for the support from the top management since it is considered a major hurdle in effective knowledge management implementation and the employees must also be made aware of importance of knowledge management system.
- For sure and systematic implementation of KM, organization should explore possibility of implementation of KM through some certified (accrediting) agency.
- As there is an excellent IT network in this organization so it should be utilized efficiently for KM implementation through usage of some standard KM applications (soft wares).

Conclusion

- This thesis describes research that, although it did not achieve its initial goal of determining the conceptual and practical structure of introductory computer programming.
- Will teaching students how to test their code improve their programming skills, or is the ability to test a natural extension of their ability to program.
- The usefulness of competency mapping itself must be considered unproven, rather than disproven, owing to the inappropriate shape of the data that was available to test it.
- It would not be hard to develop assessment tasks that are more appropriate to the technique, and to do so would give the opportunity of settling the question.
- If competency mapping is to be further explored, many questions need to be answered:

- What is the effect of using different algorithms for multidimensional scaling and cluster analysis? As research progresses, more such questions will arise.
- Given the problems that were experienced with the input data, competency mapping looks like a promising way to analyse student marks data.
- It produces output that is easy to read, and its implementation is neither expensive nor difficult. In the final analysis, however, the acid test for competency mapping will not be its formal validity, nor its cost, but its usefulness to the university community.

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