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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

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10.   **FIGURES &TABLES**: These should be simple, crystal clear, centered, separately numbered & self explained, and **titles must be above the table/figure**. **Sources of data should be mentioned below the table/figure**. It should be ensured that the tables/figures are referred to from the main text.

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITES

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

A STUDY ON COMPETENCY MAPPING OF THE EXECUTIVES AND ITS IMPLICATION ON THEIR PERFORMANCE WITH SPECIAL REFERENCE TO MNC, CHENNAI, INDIA

DR. VIMALA VENUGOPAL
ASSOCIATE PROFESSOR
BUSINESS ADMINISTRATION DEPARTMENT
SCHOOL OF BUSINESS
KING FAISAL UNIVERSITY
AL HASA

RIZALDY RAPSING
LECTURER
INFORMATION SYSTEMS DEPARTMENT
COLLEGE OF COMPUTER SCIENCES AND INFORMATION TECHNOLOGY
KING FAISAL UNIVERSITY
AL-AHSA

ABSTRACT

Competency mapping is the process of identification of the competencies required to perform successfully a given job or role or a set of tasks, at a given point of time. Basic competencies required to do the job, which do not differentiate between high and low performers. Performance competencies are those that differentiate between high and low performers. The professional competencies are equal to the occupational competencies described below. They are usually the competencies you have to show in an interview for a job. The research studies focus on competencies which help organization to increase the effectiveness of executives. This study helps in increasing HR activity. Even performance appraisal can also be increased. Also executives can identify themselves where they stand in level of competencies. It also emphasis on providing with more training program. This study is conducted at MNC's in Chennai, India to map various levels of competencies which is required for the executives. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmes. Also competency mapping is a strategic HR frame work for monitoring the performance.

KEYWORDS

Competency mapping. Competence, Occupational competencies, Professional competencies.

INTRODUCTION

The competency mapping identifies the distinction between knowledge and skill competencies and behavioral competencies. As this process is only used with executives and high potential professionals, it uses a unique process where the focus is on clearly defining the individual competencies. The competencies are structured around a 4-level approach to understanding the current level of expertise that exists within each of the areas and determine which areas are targeted for developmental growth. Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. Competencies are critical behaviors demonstrated on the job and are often part of performance management. They provide expectations for "how" the job is performed, not just what gets done. Competencies are one way of conveying organizational expectations of behaviors to be effective, rewards and recognition need to be consistent with organizational expectations and linked to organizational goals. Competency is a capacity of an individual that leads to the behavior, which meets the job demands within the parameters of the organizational environment and in turn brings about desired results. The competency mix comprises of Knowledge, Skills and Attitude. Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations. Regardless of whatever happens to the future of manufacturing in India, the people who are outstanding in their performance will continue to be in demand and will keep rising and for this the human resource of each organization should develop the competencies which they have in order to compete with the highly competitive market. In this paper the researcher has collected data from 100 MNC employees

Human Resources Management adds value when it helps individuals and organizations do better than their present level of performance. Both functional and behavioral Competencies have acquired major signifance in achieving exemplary job performance within an individual's roles, responsibilities and relationship in an organization and its internal and external environment. Competency Model is one around which the process of selection, placement, redeployment, development and separation can be knit.

REASON FOR COMPETENCY MODEL

In the modern competitive world, business managers require to improve the efficiency and effectiveness of operations. Manpower is the most important resource for any organization and also most difficult to manage as the level of competence in all employees vary according to the background, experience and intellect of the person. Every person has different qualities, attitudes, motives, personality traits, skill, knowledge etc. which affects their performance at work. Organizations, in order to facilitate excellence in the performance of the people are required to identify the right person for every job and improve the performance of their people. It needs a clear and cohesive performance management framework that is understood by all across the organization. For effective implementation of strategy, competencies constitute a crucial link as they bind business objectives with that of the people capabilities. Dhananjay Ghokale (2000) in his article states that a number of organizations try to define and document project manager competencies. Many factors like understanding of competencies, competency grades, Interviewing and other skills play very important role in such an exercise. The exercise must aim at bringing the best out of a project manager with honest effort to help him to achieve success. The key beyond is to be more processes and create a mapping exercise based on action oriented competency statements. John Flanagan (1954) grounded Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies. The idea of testing the competencies, required for efficient performance at a position, was proposed by David McClelland in the early 1970's. The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Some of the definitions are given below. Boyatzis (1982) described competencies as underlying characteristic of an individual, which are causally (change in one variable cause change in another) related to effective job performance.

The processes in Multinational companies involve a lot of technicalities and a majority of its workforce is engaged in technical and non technical jobs. The companies have been taking up lots of new projects to increase their productivity and improve their position in the competitive market and achieve their objective of growth and globalization. To fulfill the vision and achieve the goals, there is a need to have an efficient workforce. While it is important to evaluate

the results attained by an employee, it is also essential for the organization to emphasize on the means adopted to achieve those results. When we are able to assess and help develop the competencies of employees, the capability of the entire organization gets enhanced and this is how the losses are minimized and the entire process of production becomes cost effective. The initiative of technical Competency Mapping of the employees encompasses a large number of employees for assessment and improvement. Organizations believe in development of their employees in the best way possible so that a competitive edge can be achieved over other organizations.

OBJECTIVES
1.   To analyze the knowledge of executives towards the organization policies and practices and their ability to plan and organize their work
2.   To determine the personal competencies such as problem solving, communication, leadership qualities, empathy and job related competencies of executives
3.   To identify the knowledge level towards Management principles, Organization vision and purpose
4.   To analyze the capability of executives to develop the people, value and ethics of executives

HYPOTHESIS
Ho = There is no significant relationship between the executives stress level & the Knowledge about the organizational policies and practices
Ho = There is no significant relationship between the perception of executives about promotional activities and industry
Ho = There is no significant difference between aligning with company values and assigning responsibilities
The researchers have taken up the project of Competency Mapping for its executives mainly to assess the knowledge and skills present in the employees and their required level. The exercise would enable cost reduction for the companies. The motive is to understand the gap that exists between the required and the present level and then train the employees to bring them to a desired level of proficiency required for their job. Also the exercise would help the company identify the number of employees who might be over skilled for a particular position and hence promoting them to a higher level and not training them unnecessarily.
The entire exercise of Competency Mapping of the employees would require in-depth generic knowledge about the work such as:
a)   Operational knowledge: know each and every detail of production process
b)   Knowledge on production concepts, standards and specifications
c)   Job related skills and competencies
d)   Technical expertise: technology used
e)   Detailed knowledge of tools and equipments used
f)   Awareness about effort requirement
g)   Awareness of the process
h)   Awareness of manpower requirement of the processes
i)   Awareness of safety measures
j)   Awareness of factors affecting quality and productivity
These are the kind of knowledge and skills that the employees would be tested and trained for. More or less, these are the parameters on which each employee will be checked unless his/her work purview does not include any of the factors. So, the task is to bring the employee to the level from where he would have his fundamental concepts clear and would know its applicability in the right manner in different work situations. He would know why a particular job is being done. Basically he/she would be aware of the how's and why's of his/her work. He would be trained in a manner that he would be competent enough to perform well and the entire workforce of the organization would be technically sound to make the company achieve its objectives effectively. A system for assessment of employees has to be developed which can be uniformly followed throughout the organization. The procedures and steps have to be made in establishment of such a system. It would include all the steps that would be followed for assessment of positions and assessment of individuals in order to determine the talent pool to which the employees belong.
Broadly the objectives can be stated as follows:
a) To maintain database of skill inventories so as to best utilize the skills and knowledge of employees when and where needed.
b) Develop a method where the management can differentiate between superior and average employees.
c) Talent segmentation through talent matrix in order to best use their talent in future to fulfill the organizations needs and promote the deserving employee to fill the vacant positions within the organization.
EMOTIONAL COMPETENCIES MAKES THE STAR OUT OF THE ORDINARY METEOR
It is the emotional competencies like adaptability, optimism, assertiveness, persuasiveness, ability to influence others, customer orientation etc. that make stars, more so in an environment where effective team behavior is important.
GENERAL COMPETENCE
In a specific organization or community you need to have the professional competence of the profession or industry. The professional competencies are equal to the occupational competencies described below. They are usually the competencies you have to show in an interview for a job. But today there are a set of General competencies which is required if you want to keep the job or get a promotion.

REVIEW OF LITERATURE
Calhoun JG, Rowney R, Eng E, Hoffman Y (2001) in his article mentions that competency based education and assessment initiatives have been completed in a number of health care and health management professions during the past decade. In addition several competency specification endeavors have been similarly undertaken in relation to the field of public health, including the development of the Council of Linkages between Academia and Public Health Practice competency model and the initial competency modeling Delphi survey completed by the Association of Schools of Public Health. All of these organizations have subsequently addressed the many challenges and barriers to the dissemination and integration of their models into specific educational and professional development practices.
As previously addressed by many researches in the field of competency modeling and deployment, understanding and acceptance of competency-based systems are formidable goals, often rife with controversy. This article describes the processes undertaken by The University of Michigan Center for Public Health Preparedness to integrate competency based learning and assessment in educational and training initiatives with its many community partners. Rao T.V, Juneja Mohit observed that both assessment centers and 360-degree feedback have become popular new era HR tools. With human resources gaining strategic importance combined with raising costs of talented managers and their scarce availability, organizations are left with no alternatives than identifying and grooming talent from within. This has led to the increased use of assessment centers and 360-degree tools for developing leadership competencies.

RESEARCH METHODOLOGY
In this study, applied research is used. The first step is, the researcher interviewed the representative number of executives working in Multi national company, Chennai, to get an assessment of competency mapping. Next, the findings are shared with them and management and jointly evaluated. Out of such meetings, proposals for future actions are taken. Relational Hypothesis is used by the researcher where in the relationship between two variables are stated. The independent variable and dependent variable are considered. The hypothesis in this research is generally expressed in the form of Null Hypothesis. Exploratory research analyzes the data, and explores the relationship of variables in the study. The researcher explores the possibility of using the findings in future. The

researcher used two types of exploratory research. Population is drawn from the list of Executives in Multinational companies. The sampling unit is the basic unit containing the elements of the population. It is the executives; it was drawn from the frame. **Sampling method:** Non-probability method is used. In this research, **purposive sampling** is used. It is otherwise called judgment sample. This term indicate selection by design by choice, not by chance. This sampling is often used in exploratory investigations. **Sample size:** The sample size is 100 executives of MNC, Chennai in India. The researcher considered Interview Schedule while collecting primary data. In this, field study was done, which aims at discovering the relations and interactions among variables. Secondary data are the published data from Books, Online journals, Publications, magazines, websites, etc. The researcher used interview method. Standardized, structured, formal interview was conducted among 100 executives. Statistical techniques used are Chi-square, ANOVA

ANALYSIS AND INTERPRETATION
CHISQUARE

TABLE 1

Stress level Knowledge about policies and practices	Always	Sometimes	Rarely	Never	Total
Doesn't have	8	0	0	0	8
Need to develop	0	12	0	0	12
Has competence	0	2	32	5	39
Has adequate competence	0	0	0	41	41
Total	8	14	32	46	100

$X^2 = \dfrac{(Oij - Eij)2}{Eij}$

O = Observed frequency

E = Expected frequency

Ho = There is no significant relationship between the executives stress level & the knowledge about the organizational policies and practices

Ha = There is a significant relationship between the executives stress level & the knowledge about the organizational policies and practices

TABLE 2

Oij	Eij	Oij-Eij	(oij-Eij)^2	(Oij-Eij)$^{2)}$/Eij
8	0.64	7.36	54.16	84.64
12	1.68	10.32	106.50	63.39
2	5.46	-3.46	11.97	2.192
32	1248	19.52	381.03	30.531
5	17.94	-12.94	167.44	9.33
41	18.86	22.14	490.17	25.99

E (Oij – Eij)2 / Eij = 216.08

Degree of freedom V = n – 1

= 6 - 1

= 5

Table value at 5% level of significant = 11.071

Calculated value = 216.08

216.08 > 11.071

INTERPRETATION

Since the calculated value is greater than the table value null hypothesis is rejected and alternative hypothesis is accepted. There is significant relationship between the executive's stress level & the knowledge about the organizational policies and practices

ANOVA TWO WAY CLASSIFICATION

Table Showing executives opinion about the relationship between training people and motivating others

H_o = There is no significance between training people and motivating others

H_a = There is significance between training people and motivating others

TABLE 3

Empower & train people Inspire motivate others	OP	VGP	QAP	NGAP	FMAP	Total
OP	34	6	0	0	0	40
VGP	0	25	0	0	0	25
QAP	0	1	20	0	0	21
NQAP	0	0	2	10	0	12
FMAP	0	0	0	1	1	2
Total	34	32	22	11	1	100

Correction Factor: T^2/n

=440

Sum of square between empower and train people (SSC) =157.2

Degree of freedom=(c-1)=(5-1)=4

Sum of square between inspire and motivate others (SSR) =162.8

Degree of freedom=(r-1)=(5-1)=4

Total sum of square (SST)=1924

Sum of square error=(SSE)=1604

Degree of freedom=(r-1)(c-1)=16

TABLE 4

Source of Variation	Sum of square	Degree of freedom	Mean square	F ratio	5% f limit
Between training people	157.2	4	39.3	0.392	F(4,16)=3.01
Between Motivating others	162.8	4	40.7	0.405	F(4,16)=3.01
Residual error	1604	16	100.25		
Total	1924	24			

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DISCUSSION

From the analysis we infer that 39 percentages of executives have knowledge about organizational policies and they need to develop and improve more about policies. Only 16 % of executives have adequate leadership competence. The Leadership Competency Assessment can be used to identify your strengths and weakness as a leader. Education scholars Joe F. Donaldson

and Paul Jay Edelson have noted that "trait theory was developed in the first part of the twentieth century and took a psychological approach to specifying the personality traits of effective leaders. Although research has shown no relationship between individual traits and effectiveness, this approach still finds modern expression. We should be very circumspect of our ability to identify an adequate, much less complete, list of competencies applicable to a rapidly changing operational environment. As the competencies are mapped to skills, then to behaviors, and to intermediate, enabling, and terminal learning objectives in the training and education base, they could drive us to a place we do not want to be. The paradox is that more is actually less. The more we try to describe and prescribe a list of defined, specific competencies, the more we lead away from the agile, adaptive, self-aware leader we want. The danger of prescriptive lists is that they create the impression that success can be assured by mastering specific competencies. Even the progenitor of the skills-based approach, noted social psychologist Robert L. Katz, limited the list to three personal skills: technical, human, and conceptual. A military study in the early 1990s developed a model of leadership comprising five components: competencies, individual attributes, leadership outcomes, career experiences, and environmental influences. Northouse notes that problem-solving, social judgment and knowledge are at the heart of the skills model of leadership. Such broad and ill-defined categories are not satisfying to bureaucracies seeking to eliminate ambiguity and achieve compliance via standardization and routinization. Yet, high-performing professions thrive within this kind of ambiguity because it allows for creativity and adaptation.

HYPOTHESIS 1

Ho = There is no significant difference between training people and motivating others.

Ha = There is a significant difference between training people and motivating others

Between column the calculated value of F is 0.392 which is less than table value of

3.01 at 5% significant level with degree of freedom V1= 4 and V2 = 16. So, Ho is

Accepted.

Thus, it can be referred that there is **no significant difference** between training people and motivating others. Between row the calculated value of F is 0.405 which is less than table value of 3.01 at 5% significant level with degree of freedom V1 = 4 and V2 = 16. So Ho is **accepted**. Thus, it can be referred that there is **no significant difference** between training people

and motivating others.

HYPOTHESIS 2

Ho = There is no significant difference between aligning with company values and assigning responsibilities.

Ha = There is a significant difference between aligning with company values and assigning responsibilities.

Between column the calculated value of F is 0.565 which is less than table value of 3.01 at 5% significant level with degree of freedom V1= 4 and V2 = 16. So, Ho is **accepted**. Thus, it can be referred that there is **no significant difference** between aligning with company values and assigning responsibilities. Between row the calculated value of F is 2.167 which is less than table value of 3.01 at 5% significant level with degree of freedom V1 = 4 and V2 = 16. So Ho is **accepted**. Thus, it can be referred that there is **no significant difference** between aligning with company values and assigning responsibilities.

CONCLUSION

As noted above, with certain exceptions considered, competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers. Furthermore, for career exploration and development purposes and during times of job change, whether by choice or due to market changes, competency models are an assistive device for individuals to focus on their current competencies and refocus or enhance their competencies as necessary. With the knowledge and use of the information contained within a competency model and awareness of their individual competency strengths and weaknesses, individuals may manage their future job or career success, navigate their current chosen career pathway, or apply the information to examine new career opportunities, considering the utilization of transferable competencies

The research study helps the organization to
- Establishes expectations for performance excellence
- Improved job satisfaction and better employee retention
- Increase in the effectiveness of training and professional development programs because of their link to success criteria.
- Provides a common understanding of scope and requirements of a specific role
- Provides a common, organization wide standard for career levels that enable employees to move across business boundaries.
- Help companies "raise the bar" of performance expectations
- Help teams and individuals align their behaviors with key organizational strategies

It helps the executives to
- Identify performance criteria to improve the accuracy and ease of the selection process
- Easier communication of performance expectations
- Provide a clear foundation for dialogue to occur between the managers and employees and performance, development and career-oriented issues

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