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**INTRODUCTION**

**REVIEW OF LITERATURE**

**NEED/IMPORTANCE OF THE STUDY**

**STATEMENT OF THE PROBLEM**

**OBJECTIVES**

**HYPOTHESIS (ES)**

**RESEARCH METHODOLOGY**

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**LIMITATIONS**

**SCOPE FOR FURTHER RESEARCH**

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**APPENDIX/ANNEXURE**

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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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- 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.

**CONFERENCE PAPERS**

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–23

**UNPUBLISHED DISSERTATIONS**

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

**ONLINE RESOURCES**

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**WEBSITES**

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

# ENHANCEMENT OF EMPLOYEE PERFORMANCE THROUGH COMPETENCY MAPPING IN IT SECTOR – AN EMPIRICAL ANALYSIS

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## ABSTRACT

*In this current scenario of globalization, the workplace requires business practitioners to acquire a new set of knowledge, skills, and attitudes to face the diversity and complication of the new business environment successfully. Competency Mapping is a process to identify key competencies for an organization or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behavior (i.e. communication, leadership) rather than a skill or ability. IT Industry, being a knowledge-based industry needs a high level of intellectual capital which in turn will lead to the competitive advantage of a firm. With a global explosion in market-opportunities in the IT sector, the shortage of adequate manpower both in numbers and skills is considered to be a prime challenge. The related issues are varied indeed: recruitment of world-class workforce and their retention, compensation and career planning, technological obsolescence and employee turnover. Therefore, many IT Companies in India are interested in knowing the present skill level of their employees so that training can be given to improve their performance. This paper is an attempt to identify the significant role played by competency mapping for professionals in IT Industry which in turn will contribute to the purpose of enhancement of skills which in turn will led to organizational productivity. Rapid and unpredictable technological changes and the increased emphasis on quality of services are compelling IT businesses to recruit adaptable and competent employees. The research design adopted is descriptive. Around 110 employees were taken as sample from 3 reputed IT Organizations and Convenience sampling method is adopted. Primary data is collected using a structured questionnaire. Various Statistical techniques like weighted average method, Kolmogorov Smirov, Mann Whitney U test, One Way Anova, percentage analysis, interval estimation etc. are adopted.*

## KEYWORDS
IT sector, competencies, skills.

## INTRODUCTION

The Information technology industry in India has gained a brand identity as a knowledge economy due to its IT sector. As global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the Strategic use of human resources. The ability of companies to effectively carry out competency based human resources management. HRM is becoming more and more crucial for their survival which are important to address with the changing nature of organizations. The modern world which is highly complex is characterized by scarcity of resources and it has become the first and foremost objective of every business person to use the available resources efficiently and in best way. Among the various resources like land, labour and capital the resource which need to be given special concentration is the human resource because they contribute directly to the managerial productivity which is characterized by maximizing returns and minimizing wastages.

Man power, both technical and managerial, is the most important resource of organization. All the other factors cannot be utilized efficiently without manpower. But the critical aspect that is involved in the management of human resources is its difficulty to manage. The reason for this difficulty is that each person is characterized and endowed with different qualities, skills, attitudes, motives, knowledge etc. Besides this, these factors also have an imperative impact on their performance. Employee competency is an intangible resource and this is the only resource which can take a company forward and not its physical and financial assets. Global firms after the lapse of considerable time have realized that it is the employee competencies which can guarantee all turbulence, odds and vicissitudes in the business.

Competency mapping is a process of identification of competencies required to perform a given set of activity, role or a job at given point of time In other words it is comprehensive list of competencies which a star performer possesses, along with their level of possession. In short, competency mapping is the list of competencies required to be possessed to excel in a particular job. It also displays, whether a competency is critical or supporting competency for a person to do the job at particular post. Critical Competencies are the competencies that are very vital in a person. They are critically important, and in their absence, the person could not perform the job successfully. They play a complimentary role in the performer. Companies are vastly shifting their approach of having multi-skilled employees with knowledge of only one skill. The competence approach focuses on linking business strategies to individual performance efforts. The various competencies that are identified to be critical for employee performance are the technical, managerial and human competencies. It is in this scenario the study has been carried out to identify the significance of competency mapping towards the productivity of the organization and the overall employee growth thereby leading to the accomplishment of the objectives of both the employees and the organization.

## REVIEW OF LITERATURE

- **Manasi.D. Parikh (2014)** in his study emphasized on the fact that competency mapping helps in managing human capital in an efficient manner. The paper explains certain managerial, functional and behavioral competencies of sales managers in the retail industry. The paper supports relationship between the competency and the performance for sales professional in retail sector

- **Jaideep Kaur & Vikas Kumar (2013**) identified the extent to which competency mapping would help in analyzing the gap in required skill and could be worked upon improve the level of competency. The competencies of managers from three different levels of management were measured with the help of questionnaire and gap was analyzed. The study concluded with the fact that the mangers in higher levels lacked technical skills compared to middle level managers. Planning skills and leadership skill were found to be missing in middle and first level managers. The implementation of the study stressed the fact that competency mapping would focus on the gap that are essential for the required job and hence can be improved by training.

- **Vikram Singh Chouhan (2013)** in his study attempts to develop a competency mapping model for HR professionals in IT Industry for the purpose of Training Need Assessment. Rapid and unpredictable technological changes and the increased emphasis on quality of services are compelling IT businesses to recruit adaptable and competent employees. At the top of the competency model are five roles, or lenses, through which HR practitioners can view the model: Strategic partners, Administrative experts, Employee champions, Change agents and HR experts.

- **Vijaya Mani (2013)** in her research undertook the primary objective of creating an effective system for assessing the competencies of the employees. The system has also been used in the research to assess the competency levels of the executives in one of the renowned Auto Component Manufacturing Organization in Tamil Nadu India. Special emphasis is given on Technical and Behavioral competencies along with their desired levels. Based on this, With the desired and actual levels, a Gap Analysis was done to identify the gaps in competencies and training programs were suggested to bridge the gap

- **Dr.P. Suguna and T. Tamil Selvi (2013)** in their study narrated the aim of competency mapping of an organization and its influence on the performance of the organization. ANOVA test also confirmed that competency mapping had an influence on the performance of the organization. The study mainly focused on the benefits of competency mapping in the organization.

- **Dr. V. K. Jain (2013)** made a detailed study and made a gap analysis in the actual and desired skills and assess the training needs of the employees. This in turn will help to improve the performance of the employees in general and provide information to the company about the skills they possess which will ensure development of promotional strategies within the company. The parameters were derived from the Job roles, HR policies and Key Result Areas (KRAs).
- **R. Yuvaraj (2011**) in his study emphasized on the fact that competency mapping should not be seen as rewards. All the stakeholders must exercise an opportunity for long-term growth. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer.

## SIGNIFICANCE OF THE STUDY

The significance of the study lies on the fact that the employees will be able know their respective roles, key competencies and helps in bridging the gap between existing and desired competencies of the employees through necessary training. This is because 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. It provides a common understanding of the scope and requirements of a specific role. All these aspects will contribute to the accomplishment of the organizational goals and helps the organization to become more productive.

## OBJECTIVES OF THE STUDY

1.    To know the opinion of respondents towards the significance of competency mapping in enhancing individual and organizational performance.
2.    To study the various technical, managerial and human competencies required for the job.
3.    To analyse the influence of competency mapping on training and development of employees towards organizational performance
4.    To identify the methods that are effectively used to bridge the gap between existing and desired competencies

## HYPOTHESES

**H01:** There is no significant difference in the opinion of the employees towards possession of technical, managerial and behavioral competencies for effective job performance
**H02:** There is no significant difference between the attributes of human competencies towards effective job performance
**H03:** There is no significant difference between the contributing factors towards helping the organization in identifying the employee competencies.
**H04:** There is no significance difference in the methods towards bridging the gap between existing and desired competencies.

## RESEARCH METHODOLOGY

Research design is an arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.
**TYPE OF RESEARCH DESIGN:** The type of research design adopted in this study is **Descriptive Research.** Descriptive research includes surveys and fact finding enquiries of different kinds and it can report only what has happened. The purpose of the research is description of the state of affairs as it exists at present. Descriptive research, also known as statistical research, describes data and characteristics about the population or phenomenon being studied. Descriptive research answers the questions who, what, when, where and how.
**SAMPLING METHOD:** The sampling method used in this study is Convenience Sampling which is a non - probability Sampling method.
**SAMPLE SIZE:** Sample size determination is the act of choosing the number of observations or replicates to include in a statistical sample. The sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. The sample size for the study is 110 which is finalized through a pilot study.
 **DATA COLLECTION:** Data collection is a systematic approach to gathering information from a variety of sources to get a complete and accurate picture of an area of interest. In this study responses are collected through two different sources. The sources of data collection are Primary data collection and Secondary data collection. Primary data are collected through a structured questionnaire and schedules. Secondary data are collected through journals, magazines etc.

**TABLE 1.1: COMPETENCY MAPPING IS VITAL FOR ACCOMPLISHMENT OF INDIVIDUAL AND CORPORATE OBJECTIVES**

| S.NO | YES/NO | NO. OF RESPONDENTS | PERCENTAGE |
|------|--------|--------------------|------------|
| 1 | Yes | 100 | 90.9 |
| 2 | No | 10 | 9.1 |
| **Total** | | **110** | **100** |

From the above table it is found that 91% of respondents feel that competency mapping is vital for accomplishment of individual and corporate objectives and 9 % feel that competency mapping is not vital for accomplishment of individual and corporate objective. It can therefore be inferred that most of the respondents (i.e) 91% feel that competency mapping is vital for accomplishment of individual and corporate objectives
**CONFIDENCE INTERVAL**
**Given:**
Yes=100, No=10
p=100/110; **p=0.91**
q=1-p: q=**0.09**

Confidence Interval = $[P \pm z \frac{\alpha}{2} \sqrt{\frac{pq}{n}}]$

Where, p = No of Success = 0.91
q = No of Failure = 0.09
n = No of respondents = 110
$z_{\alpha/2}$= Confidence Level = 1.96
**Solution**

Standard error = $\sqrt{\frac{pq}{n}}$= **0.027**

**Estimation**

Confidence Interval= $[P \pm z \frac{\alpha}{2} \sqrt{\frac{pq}{n}}]$

= [0.91±1.96 * (0.027)]
= [0.91±0.053]
= **[0.857, 0.963]**.
**CONCLUSION**
It can therefore be concluded that the respondent's opinion towards competency mapping is vital for accomplishment for individual and corporate objectives lies in the rank of 0.857 and 0.963 in the sample statistics and it is found to be in the range of 85.7% and 9.63% in the population parameter respectively

IMPROVEMENT OF COMPETENCY LEVEL AFTER JOINING THE ORGANIZATION

**TABLE 1.2**

| S.NO | OPINION | NO.OF RESPONDENTS | PERCENTAGE |
|------|---------|-------------------|------------|
| 1 | Yes | 70 | 64 |
| 2 | No | 40 | 36 |
| **Total** | | **110** | **100** |

From the above table it is evident that 64% of respondents are of the opinion that their competency level is improved after joining the organization and 36% of respondents says that their competency level is not improved after joining the organization.

**CONFIDENCE INTERVAL**

p=70/110; **p=0.63**

q=1-p; q=**0.37**

Confidence Interval = $[P \pm z_{\frac{\alpha}{2}} \sqrt{\frac{pq}{n}}]$

Where, p = No of Success = 0.63

q = No of Failure = 0.37

n = No of respondents = 110

$z_{\alpha/2}$= Confidence Level = 1.96

**Solution**

Standard error = $\sqrt{\frac{pq}{n}}$ = **0.0460**

**Estimation**

Confidence Interval= $[P \pm z_{\frac{\alpha}{2}} \sqrt{\frac{pq}{n}}]$

= [0.63±1.96 * (0.0460)]

= [0.91±0.09016]

C.I = **[0.53, 0.72]**

It can therefore be concluded that the respondent's opinion towards improvement of competency level after joining the organization lies in the rank of 0.53 and 0.72 in the sample statistics and it is found to be in the range of 0.53 and 0.72 in the population parameter respectively

**INFLUENCE OF COMPETENCY MAPPING ON CAREER GROWTH AND DEVELOPMENT OF EMPLOYEES**

**TABLE 1.3**

| S.NO | OPINION | NO. OF RESPONDENTS | PERCENTAGE |
|------|---------|---------------------|------------|
| 1 | Strongly agree | 25 | 23 |
| 2 | Agree | 32 | 29 |
| 3 | Neutral | 28 | 25 |
| 4 | Disagree | 14 | 13 |
| 5 | Strongly disagree | 11 | 10 |
| **TOTAL** | | 110 | 100 |

From the above table, it is identified that 23% of respondents strongly agree with the fact that competency mapping contributes to the career growth and development of employees, 29% of the respondents agree in this regard, 25% of the respondents have a neutral opinion. 13% and 10% of the respondents have a negative opinion towards the fact that competency mapping contributes to the career growth and development of employees

**INTERPRETATION:** It is therefore inferred that majority of respondents (i.e) 52% have a positive opinion that competency mapping contributes to the career growth and development of employees.

$H_0$: Requirement of managerial, human and technical competencies for job performance does not follow normal distribution.

$H_1$: Requirement of managerial, human and technical competencies for job performance follow normal distribution.

**TABLE 2.1: REQUIREMENT OF MANAGERIAL, HUMAN AND TECHNICAL COMPETENCIES FOR JOB PERFORMANCE- KOLMOGOROV SMIROV TEST**

Expected frequency = 22

| Observed frequency | 45 | 32 | 25 | 5 | 3 |
|--------------------|----|----|----|----|----|
| Expected frequency | 22 | 22 | 22 | 22 | 22 |

| Observed Frequency | Cumulative Frequency | Relative Frequency(q) | Expected Frequency | Cumulative Frequency | Relative Frequency(p) | KS=\|p-q\| |
|--------------------|----------------------|-----------------------|--------------------|----------------------|-----------------------|------------|
| 45 | 45 | 0.40 | 22 | 22 | 0.2 | 0.2 |
| 32 | 77 | 0.7 | 22 | 44 | 0.4 | 0.3 |
| 25 | 102 | 0.92 | 22 | 66 | 0.6 | 0.32 |
| 5 | 107 | 0.97 | 22 | 88 | 0.8 | 0.17 |
| 3 | 110 | 1 | 22 | 110 | 1 | 0 |

**Level of significance:**

α=0.05

Test statistics: Dn = max $|F_e - F_0|$

Calculated value =0.32

Table value @ 0.05 = 0.510

Calculated value < Table value

0.32<0.510

Therefore, **$H_0$ is accepted.**

Hence it can be concluded that Requirement of managerial, human and technical competencies for job performance does not follow normal distribution.

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**TABLE 2.2: COMPETENCY THAT IS CONSIDERED TO BE VITAL FOR JOB ACCOMPLISHMENT**

| COMPETENCIES | NO. OF RESPONDENTS | PERCENTAGE |
|---|---|---|
| Technical competency | 25 | 23 |
| Managerial competency | 35 | 32 |
| Human competency | 20 | 18 |
| All the above | 30 | 27 |
| **TOTAL** | **110** | **100** |

From the table below it was found that 23% of respondents suggest technical competency are to be vital for job accomplishment, 32% of respondents are of the opinion that it is the managerial competency, 18% think that human competency is vital for effective performance and 27% of respondents suggest that all the three competencies are to be vital for job accomplishment in the organization. It can therefore be identified that managerial competencies are vital for job accomplishment in the organization (i.e) **32%.**

**TABLE 2.3: IMPORTANCE OF HUMAN COMPETENCIES VITAL FOR JOB PERFORMANCE**

| HUMAN COMPETENCIES | VERY HIGH | HIGH | MODERATE | LOW | VERY LOW | WEIGHTAGE | RANK |
|---|---|---|---|---|---|---|---|
| Assertiveness | 23 | 18 | 24 | 28 | 17 | 22.1 | 3 |
| Integrity | 12 | 16 | 26 | 35 | 21 | 19.5 | 5 |
| Self-reliance | 21 | 15 | 31 | 23 | 20 | 21.6 | 4 |
| Mental stability (A) | 29 | 30 | 31 | 6 | 14 | 25.6 | 1 |
| Interpersonal skills (B) | 21 | 35 | 8 | 34 | 12 | 23.2 | 2 |
| Total | 106 | 114 | 120 | 126 | 84 | | |

**MANN-WHITNEY U-TEST**

| Series | Responses | Rank |
|---|---|---|
| B | 8 | 1 |
| A | 6 | 2 |
| B | 12 | 3 |
| A | 14 | 4 |
| B | 21 | 5 |
| A | 29 | 6 |
| A | 30 | 7 |
| A | 31 | 8 |
| B | 34 | 9 |
| B | 35 | 10 |

$n_1 = 5$, $n2 = 5$

$R_1 = 2+4+6+7+8 = 27$

$R_2 = 1+3+5+9+10 = 28$

**Null Hypothesis:** $H_0: \mu_1 = \mu_2$

$H_0$: There is no significance difference between the attributes of human competencies towards effective job performance

$H_1$: There is a significance difference between the attributes of human competencies towards effective job performance

$Z = (11 - 12.5) / 4.78 = -0.313$

Calculated Value = $|Z| = 0.313$

Level of significance is 95% ; $\alpha = 0.05$

Table Value = 1.96

Calculated Value < Table Value

$0.313 < 1.96$

Accept H0. It can therefore be concluded that there is no significance difference between the attributes of human competencies in their contribution towards effective job performance.

**TABLE 2.4: MANAGERIAL COMPETENCY REQUIRED FOR EFFECTIVE PERFORMANCE**

| MANAGERIAL COMPETENCIES | R1 | R2 | R3 | R4 | R5 | R6 | R7 | WEIGHTAGE | RANK |
|---|---|---|---|---|---|---|---|---|---|
| **Holistic approach** | 40 | 27 | 12 | 8 | 10 | 7 | 6 | 20.85 | 2 |
| **Broader organization outlook** | 12 | 11 | 16 | 27 | 13 | 19 | 12 | 15.25 | 7 |
| **Presentation skills** | 18 | 24 | 12 | 24 | 13 | 9 | 10 | 17.6 | 4 |
| **Decision making skills** | 28 | 24 | 16 | 12 | 10 | 12 | 8 | 18.9 | 3 |
| **Negotiation skills** | 16 | 12 | 23 | 18 | 20 | 8 | 13 | 16.42 | 6 |
| **Listening skills** | 38 | 28 | 22 | 10 | 7 | 3 | 2 | 21.89 | 1 |
| **persuasiveness** | 24 | 18 | 10 | 16 | 12 | 13 | 17 | 16.75 | 5 |

It is therefore concluded that Listening skills are vital for enhancing managerial competency as it is ranked 1st by majority of respondents. Holistic approach is ranked 2nd followed by Decision making skills, Presentation skills, persuasiveness and Negotiation skills which are ranked 3,4,5,6 respectively. Broader organization outlook occupies the last position.

**TABLE 2.5: ROLE OF CONTRIBUTING FACTORS THAT HELP IN IDENTIFYING THE REQUIRED COMPETENCIES -ONE WAY ANNOVA**

| CONTRIBUTING FACTORS | HIGHLY EFFECTIVE | EFFECTIVE | NEUTRAL | INEFFECTIVE | HIGHLY INEFFECTIVE | TOTAL |
|---|---|---|---|---|---|---|
| Motivation | 44 | 20 | 13 | 17 | 16 | 110 |
| Leadership | 23 | 15 | 16 | 34 | 22 | 110 |
| Undertake challenging task | 58 | 10 | 14 | 12 | 16 | 110 |
| Positive outlook | 19 | 28 | 24 | 22 | 17 | 110 |
| communication | 30 | 27 | 28 | 13 | 12 | 110 |

$H_0$: There is no significant difference between the contributing factors towards helping the organization in identifying the employee competencies.

$H_1$: There is a significant difference between the contributing factors towards helping the organization in identifying the employee competencies.

| CONTRIBUTING FACTORS | HIGHLY EFFECTIVE | EFFECTIVE | NEUTRAL | INEFFECTIVE | HIGHLY INEFFECTIVE |
|---|---|---|---|---|---|
| Motivation | 44 | 20 | 13 | 17 | 16 |
| Leadership | 23 | 15 | 16 | 34 | 22 |
| Undertake challenging task | 58 | 10 | 14 | 12 | 16 |
| Positive outlook | 19 | 28 | 24 | 22 | 17 |
| Communication | 30 | 27 | 28 | 13 | 12 |
| Column total | 174 | 100 | 95 | 98 | 83 |
| ni | 5 | 5 | 5 | 5 | 5 |
| Ci^2 | 30276 | 10000 | 9025 | 9604 | 6889 |
| Ci^2/ni | 6055.2 | 2000 | 1805 | 1920.8 | 1377.8 |

∑ci=        550=G

∑i^2/ni=13158.8∑Ni=25=N

N=25 C=5 G=550

- C.F=G^2/N=12100
- ∑∑Xij^2=44^2+………+12^2=14980
- TSS=∑∑Xij^2-C.F=14980-12100=2880
- CSS=Ci^2/ni-C.F=13158.8-12100=1058

| Source Variation | Sum of squares | d.f | Mean of squares | Calculated F=Greater/Smaller |
|---|---|---|---|---|
| B/w Effectiveness of competency mapping | CSS=1058 | C-1=4 | M1=CSS/C-1=1058/4=264.5 | F=M1/E=264.5/91.1=2.903 CV |
| Factors | ESS=1822 | N-C=20 | E=ESS/N-C=1822/20=91.1 | |

ESS=TSS-CSS=2880-1058=1822

d.f= ($\gamma_1$, $\gamma_2$) = (Nrdf, Drdf) = (4, 20)

Table value at α (5%) =2.87 [From the 5% table]

C.V>T.V

2.903 > 2.87

**Reject $H_0$.** There is significant difference between the factors towards helping the organization in identifying the employee competencies.

**TYPE OF TRAINING PREFEREED IN IMPROVING COMPETENCIES**

TABLE 3.1

| S.NO | TRAINING | NO. OF RESPONDENTS | PERCENTAGE |
|---|---|---|---|
| 1 | On -the job  training | 65 | 59 |
| 2 | Off -the job training | 45 | 41 |
| Total | | 110 | 100 |

From the above table it is found that 65% of respondents feels competencies can be best improved through On -the job training and 45% feels competencies can be best improved through off- -the job training. It can therefore be concluded that majority of the respondents have a positive opinion that competencies can be enhanced effectively by On-the – Job training methods.

**TABLE 3.2: TRAINING PROGRAM THAT LEADS MORE TO COMPETENCY ENHANCEMENT**

| TRAINING PROGRAMS | R1 | R2 | R3 | R4 | R5 | TOTAL | RANK |
|---|---|---|---|---|---|---|---|
| **Leadership** | 24 | 16 | 26 | 32 | 12 | 22.5 | 3 |
| **Expediting (follow up)** | 19 | 25 | 32 | 18 | 16 | 22.86 | 2 |
| **Apprenticeship** | 16 | 8 | 42 | 15 | 29 | 19.8 | 5 |
| **Technical** | 28 | 31 | 15 | 12 | 24 | 23.8 | 1 |
| **Vestibule** | 22 | 19 | 10 | 39 | 20 | 20.93 | 4 |

It is evident through the above table that technical training is the highly preferred training program for improving competencies as it is ranked 1st by majority of the respondents which is followed by expediting training which is ranked 2nd. Leadership training and Vestibule training are ranked 3rd and 4th respectively and apprenticeship training occupies the last position since it is ranked 5th.

**IMPACT OF BRIDGING COMPETENCY GAP ON ORGANIZATIONAL PERFORMANCE**

TABLE 4.1

| S.NO | OPINION | NO. OF RESPONDENTS | PERCENTAGE |
|---|---|---|---|
| 1 | Yes | 75 | 68 |
| 2 | No | 35 | 32 |
| **Total** | | **110** | **100** |

The table above depicts that 68% of respondents feel that bridging the competency gap is essential for organizational performance and 32% feels that bridging the competency gap is not essential for organizational performance. It can therefore be inferred that bridging competency gap is vital for organizational performance.

**TABLE 4.2: METHODS ADOPTED IN BRIDGING THE GAP BETWEEN EXISTING AND DESIRED COMPETENCY ON THE BASIS OF EFFECTIVENESS CHI SQUARE TEST**

| METHODS | VERY HIGH | HIGH | MODERATE | LOW | VERY LOW | TOTAL |
|---|---|---|---|---|---|---|
| Appropriative delegation | 18 | 26 | 25 | 23 | 18 | 110 |
| Optimistic attitude | 28 | 26 | 12 | 18 | 26 | 110 |
| Give clear guidelines for success | 26 | 22 | 14 | 23 | 25 | 110 |

| S.No | Oi | Ei | (Oi-Ei) | (Oi-Ei)2 | (Oi-Ei)2 / Ei |
|---|---|---|---|---|---|
| 1 | 18 | 24 | -6 | 36 | 1.5 |
| 2 | 26 | 24.66 | 1.34 | 1.79 | 0.072 |
| 3 | 25 | 17 | 8 | 64 | 3.76 |
| 4 | 23 | 21.33 | 1.67 | 2.78 | 0.13 |
| 5 | 18 | 23 | -6 | 36 | 1.5 |
| 6 | 28 | 24 | 1.34 | 1.79 | 0.072 |
| 7 | 26 | 24.66 | 8 | 64 | 3.76 |
| 8 | 12 | 17 | 1.67 | 2.78 | 0.13 |
| 9 | 18 | 21.33 | -6 | 36 | 1.5 |
| 10 | 26 | 23 | 1.34 | 1.79 | 0.072 |
| 11 | 26 | 24 | 8 | 64 | 3.76 |
| 12 | 22 | 24.66 | 1.67 | 2.78 | 0.13 |
| 13 | 14 | 17 | -6 | 36 | 1.5 |
| 14 | 23 | 21.33 | 1.34 | 1.79 | 0.072 |
| 15 | 25 | 23 | 8 | 64 | 3.76 |
| ∑(Oij-Eij)^2/Eij= | | | | | 21.7212 |

H0: There is no significance difference in the methods towards bridging the gap between existing and desired competencies.
H1: There is significance difference in the methods towards bridging the gap between existing and desired competencies
∝ = 5%
Degree of freedom=(C-1)*(r-1) =8
Table Value=21.026
Calculated Value=21.7212
Calculate Value >Table Value
21.7212 > 21.02
**Reject $H_0$** It can therefore be concluded that there is a significance difference in the opinion towards the methods towards bridging the gap between existing and desired competencies.

**TABLE 4.3: FACTORS THAT CONSTITUTE TOWARDS BRIDGING COMPETENCY GAP**

| FACTORS | R1 | R2 | R3 | R4 | R5 | WEIGHTAGE | RANK |
|---|---|---|---|---|---|---|---|
| Motivation | 23 | 16 | 31 | 29 | 11 | 22.73 | 3 |
| Leadership styles | 32 | 26 | 21 | 17 | 14 | 25.00 | 1 |
| T&D Activities | 24 | 22 | 33 | 18 | 13 | 23.73 | 2 |
| Effective communication | 13 | 19 | 27 | 28 | 23 | 20.06 | 5 |
| Teamwork | 18 | 21 | 24 | 29 | 18 | 21.46 | 4 |

Therefore, it is concluded that leadership styles are considered to be the main factor that constitutes more towards bridging competency gap as it is ranked 1st by majority of respondents followed by training and development activities which is ranked 2nd. Motivation and Teamwork are ranked 3rd and 4th respectively. Effective communication occupies the least position.

## SUMMARY OF FINDINGS
The study revealed that 91% of the respondents are of the opinion that competency mapping is vital for accomplishment of individual and corporate objectives. The respondent's opinion towards competency mapping is vital for accomplishment for individual and corporate objectives lies in the rank of 0.857 and 0.963 in the sample statistics and it is found to be in the range of 85.7% and 9.63% in the population parameter respectively. Majority of the respondents are of the opinion that their competency level is improved after joining the organization. The respondent's opinion towards improvement of competency level after joining the organization lies in the rank of 0.53 and 0.72 in the sample statistics and it is found to be in the range of 0.53 and 0.72 in the population parameter respectively. Around 52% of the employees are of the opinion that competency mapping contributes to their career growth and development.
The study revealed that there is no significance difference between the attributes of human competencies in their contribution towards effective job performance. Listening skills are found to be vital in enhancing managerial competencies. There is significant difference between the factors towards helping the organization in identifying the employee competencies. As per the study On -the –Job training method is supposed to have wide acceptance. It is found that technical training is the highly preferred training program for improving competencies as it is ranked 1st by majority of the respondents. Nearly 68% of respondents feel that bridging the competency gap is essential for organizational performance. There is a significance difference in the opinion towards the methods towards bridging the gap between existing and desired competencies. Leadership style is found to be the most significant contributing factor in bridging the competency gap.

## CONCLUSION
In a complex scenario which is witnessed by rapidly changing skill sets of employees and job requirements, it has become an increasingly difficult to change skill sets in order to meet the job requirements. The major challenge for organizations is that it need to analyze employee competencies using various effective methods. Improving job performance, from an organization perspective competency mapping helps to reduce training costs as it is helpful in identifying only those employees who needs training. Thus the study has made an attempt to identify the opinion of the employees towards the significance of competency mapping, measures that are undertaken to bridge the competency gap, influence of technical, managerial and behavioral competencies towards employee performance in enhancing individual and organizational objectives.
Employees have a strong opinion that competency mapping is vital for enhancement of individual and organizational performance. Moreover, it is also found to have a strong impact on the career growth and development of employees. They also agree towards the fact that their competencies have greatly increased after joining the organization. Since all the attributes of human competencies are found to have a similar impact all the attributes of human competencies deserve special attention. Listening skills are found to have a predominant impact in enhancing managerial competencies and therefore special focus can be given in this regard. Appropriate and effective methods may be adopted to bridge existing and desired competencies. In short, competency mapping if done more effectively is sure to enhance the productivity of the organization quantitatively and qualitatively.

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