



A STUDY ON COMPETENCY MAPPING AND ITS IMPACT ON DELIVERABLES WITH RESPECT TO THE REALITY SECTOR

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ABSTRACT

Competencies can serve as the foundation of an integrated human resources system that includes applications related to staffing, training and development, performance management, and compensation. An integrated approach to human resources that connects these focus areas can enable an organisation to make the best use of competencies while achieving competitive advantage. The organisation and individuals can reap a lot of benefits when competencies are mapped. Brockbank, Ulrich, and James (1997) identified five major competencies expected of HR professionals - Strategic contribution, Personal credibility, HR delivery, Business knowledge, and HR technology. However Becker et al., (2001) suggested adding strategic HR performance management as a sixth competency. The general Objective of this study is to know the role of competency mapping and its impact on HR Deliverables. The other specific objectives are to ascertain & understand the contribution of Competency Mapping in the Performance Appraisal process, know the role of competencies in the selection and the hiring process, harness the significance of anticipating and managing the competencies required for the future. The study shows that competency based HR practices are gaining momentum in the field and the profession. The contradictions in certain areas depict the dynamics of the evolving models of competency mapping. For example, the acceptance of the competency based appraisal is very low, but the overall contribution is the highest in the performance appraisal. Like that in selection process the acceptance of the competency is based on selection process.

Key words: HR Competencies, competency mapping, selection, training, appraisal, deliverables.

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1. INTRODUCTION

At the heart of the every successful activity lies a competence or a skill. There has been much thinking about business strategy over the last three decades, particularly regarding what competencies a business needs to have in order to compete in a specific environment working to establish them throughout the organisation. It is known fact that Human Resource Development could be used to builds competency-based models that drive business results.

All organisations are talking competencies. Some have truly worked the concept into several of their processes. A few have a fully implemented competency modeling. Competencies can serve as the foundation of an integrated human resources system that includes applications related to staffing, training and development, performance management, and compensation. An integrated approach to human resources that connects these focus areas can enable an organisation to make the best use of competencies while achieving competitive advantage.

Competencies are not personality traits, nor are they skills in the traditional sense. Instead, they represent a set of behaviors that encompass skills, knowledge and personal attributes. Furthermore, these factors are definable, observable and measurable. Competency based HR systems for staffing applications include competencies used to hire, place and promote people with the right capabilities to help the organisation gain competitive advantage. In case of training and development it helps to identify gaps in each participating employee's capabilities so these gaps can be remedied. Likewise in case of performance management, competencies and results could be assessed and with respect to compensation, it refers to competencies and results which impact base pay decisions to reward performance and competency development.

1.1. Why should employees map their competencies

The following are the list of compelling reasons as to why employees should map their competencies.

- Helps to gain a clearer sense of true marketability in today's job market; once the individual knows how his competencies to those that are asked by the market in the key positions of interest.
- Aids as a cutting edge and well prepared candidate, who has taken the time to learn about competencies, investigate those in demand, and map their own competencies prior to interviewing.
- Helps in demonstrating self-confidence that comes from knowing one's competitive advantages more convincingly, and from being to articulate those advantages in specific language.
- Aid in securing essential input to resume development – a set important terms to use in describing expertise derived from prior career experience.
- Gains advanced preparation for interviews, many of which may be delivered using a competency-based approach called 'structured behavioral interviewing' or 'behavioral event interviewing'.
- Helps in developing the capability to compare one's actual competencies to an organization or position's required/preferred competencies, in order to create, an Individual Development Plan.

- Aids in sustaining the transformation of the HR function, HR professionals must develop and demonstrate a new set of competencies to fulfill their changing roles and responsibilities (Yeung, Woolcock, & Sullivan, 1996).

2. REVIEW OF LITERATURE

The widely cited and used “Michigan’s HR Competency Research,” Brockbank, Ulrich, and James (1997) has identified five major competencies expected of HR professionals - Strategic contribution, Personal credibility, HR delivery, Business knowledge, and HR technology. Becker et al., (2001) suggested adding strategic HR performance management as a sixth competency.

According to Becker et al., (2001) the strategic performance management strategies support the notion that HR managers must think differently about HR. The core dimensions of this competency are critical causal thinking, understanding principles of good measurement, estimating causal relationships, and communicating HR strategic performance results to senior line managers. It is argued that with a stronger competency in strategic performance management, an HR professional would be better able to show correlation and causal relationships between HR systems and financial outcomes, customer value proposition, and even competitive advantages.

The Society for Human Resource Management (SHRM), the University of Michigan Business School, and the Global Consulting Alliance have developed the HR Competency Toolkit which helps HR professionals assess and improve their HR skills (Brockbank & Ulrich, 2004). This toolkit is now used by many HR professionals across the world. According to SHRM, competencies have emerged from being a specialized and narrow application to being a leading method for diagnosing, framing, and improving most aspects of HR.

Furthermore, the research by Brockbank et al. (1999) showed that HR activities positively impact business performance by approximately 10% (defined as the financial performance of the business over the last three years compared to major competitors). Strategic contribution accounts for 43 percent of HR's total impact on business performance which is almost twice the impact of any other domain. These are all reasons why competencies are being discussed by academicians and practitioners as ways of creating sustainable competitive advantages. “Today, after being hidden for a long time, the concept of competence has appeared prominently on the educational stage again” (Klink & Boon, 2002).

3. STATEMENT OF THE PROBLEM

Management scholars as well as practitioners, for long, have argued that effective management is only possible with a thorough understanding of employees' personalities and behavioral styles, as well as their working situation. Therefore, it is not surprising that organizations are spending considerable time as well as expertise to arrive at Competency Models -clusters of knowledge, skills, attitudes, motives, and values- required to turn out superior performance. This competency model then becomes the basis for decision about hiring, training, appraisal, promotion and other human resources issues. And in the past decade, thousands of organizations throughout the world have joined the quest for competencies.

4. OBJECTIVES OF THE STUDY

4.1 General Objective

- To know the role of competency mapping and its impact on HR Deliverables with respect to the realty sector

4.2. Specific Objectives

- To ascertain & understand the contribution of Competency Mapping in the Performance Appraisal process respect to the realty sector
- To know the role of competencies in the selection and the hiring process respect to the realty sector
- To harness the significance of anticipating and managing the competencies required for the future respect to the realty sector

5. METHODOLOGY

The research design is descriptive in nature. The sector in which this study has been conducted is the realty sector. The respondents chosen for the study include HR professionals employed with the various realty firms in Chennai. The sampling techniques has been convenience sampling and the tool used for conducting this study is a well-structured questionnaire. The questionnaire consisted of 25 questions and was divided into four parts to fulfill the objectives of the research which were as follows :

- Personal profile.
- Competency Mapping and its role in Performance Appraisal
- Competency Mapping's role in Selection and Hiring process
- Significance of anticipating future competencies

6. ANALYSIS AND INTERPRETATION

Table 1 Overall contribution of Competency Mapping to the Performance Appraisal

Level of Contribution	Number of Respondents	Percentage
Low	7	11
High	53	89
Total	60	100

The table illustrates the role played by competency mapping in overall success of performance appraisal. Almost all the respondents (88%) agree that competency mapping plays a significant role in performance appraisal. But one tenth of the respondents (11%) also say that it has very less or nil role to play in the performance appraisal process. Thus we can infer that almost all the respondents (88%) feel that competency mapping has an high impact on performance appraisal.

Table 2 Designation vs. Competency Mapping’s contribution to Performance Appraisal

Designation	Contribution to Performance Appraisal		Total	Chi Square Value
	High	Low		
Executives	39 (89)	5 (11)	44 (100)	0.15
Managers	14 (87)	2 (13)	16 (100)	
Total	53 (88)	7 (12)	60 (100)	

In both the executives and managers level, most of them (89% and 87%) have responded that competency mapping has very high impact on the Performance Appraisal. On an average in both the levels, one tenth of the respondents (11%, 13%) indicated that it has less impact on PMS process. Thus we can infer that almost all the respondents feel that it has high impact on performance appraisal.

Since the calculated value (0.15) is less than the tabulated value (3.841), there is no statistical significance between designation and performance appraisal.

Table 3 Education vs. Competency Mapping’s contribution to Performance Appraisal

Education	Contribution to Performance Appraisal		Total	Chi Square Value
	High	Low		
MSW	31 (89)	4 (11)	35 (100)	0.125
MBA	22 (88)	3 (12)	25 (100)	
Total	53 (88)	7 (12)	60 (100)	

In the MSW category almost all the respondents (89%) have accepted that competency mapping plays an important role in Performance Appraisal. Similar response is also from MBAs and PG Diplomas for accepting competency mapping. Thus we can understand that irrespective of the qualification the HR professionals, they accept the high impact on performance appraisal.

Since the calculated value (0.125) is less than the tabulated value (3.841), there is no statistical significance between education and performance appraisal.

Table 4 Age vs. Competency Mapping’s contribution to Performance Appraisal

Age	Contribution to Performance Appraisal		Total	Chi Square Value
	High	Low		
Below 30	38 (95)	2 (5)	40 (100)	4.73
Above 30	15 (75)	5 (25)	25 (100)	
Total	53 (88)	7 (12)	60 (100)	

In the ‘below 30 years’ group almost all the respondents (95%) have agreed that competency mapping contributes significantly to Performance Appraisal. In the ‘above 30 years’ group only three fourth (75%) of the respondents have put a positive note on competency mapping. There is a notable difference (20%) in both the categories, though they

have agreed on competency mapping. In below 30 years group 5% of the respondents says it has less impact on competency mapping. The other group, one fourth of the respondents (25%) feel that it has less impact on the Performance Appraisal. Thus we can conclude that professionals under the age 30 strongly agree on the competency mapping to the performance appraisal.

Since the calculated value (4.73) is less than the tabulated value (3.841), there is statistical significance between age and performance appraisal.

Table 5 Experience vs. Competency Mapping’s contribution to Performance Appraisal

Experience	Contribution to Performance Appraisal		Total	Chi Square Value
	High	Low		
Below 5 years	33 (92)	3 (8)	36 (100)	0.970
Above 5 years	20 (83)	4 (17)	24 (100)	
Total	53 (88)	7 (12)	60 (100)	

In the 5 years and above group more than three fourths of the respondents (83%) have agreed on the impact and the remaining (17%) hasn’t agreed on it. Nearly less than one tenth of the respondents (8%) in the below 5 years group have said that it has less impact on Performance Appraisal. Almost all the respondents (92%) in this age group have agreed on the impact on it. Thus we can conclude that HR professionals under 5 years of experience are expressing that competency mapping has high impact on performance appraisal.

Since the calculated value (0.33) is less than the tabulated value (3.841), there is no statistical significance between experience and performance appraisal.

Table 6 Factors of Competency Mapping & level of influence on Performance Appraisal

Factors	Strongly agree	Agree	Disagree	Strongly disagree	Total
Employee Acceptance	5 (8)	37 (62)	18 (30)	-	60 (100)
Fair & Transparent Assessment	10 (17)	41 (68)	8 (13)	1 (2)	60 (100)
Specific Feedback	5 (8)	52 (87)	2 (3)	1 (2)	60 (100)
Reward management	4 (7)	47 (79)	7 (12)	1 (2)	60 (100)
Future Roles	8 (13)	49 (82)	3 (5)	-	60 (100)
Behavioral Interviewing	2 (3)	57 (95)	1 (2)	-	60 (100)
Customized training needs	5 (8)	50 (84)	5 (8)	-	60 (100)

Employee Acceptance

The table elucidates the entire competency mapping factors, which are creating impact in the performance appraisal. Almost all the respondents have responded that it is the fair and transparent way of performance appraisal. Vast majority (70%) of the respondents have said that competency based performance appraisal among employees is possible. Little less than one third (30%) of the respondents have stated that it is not accepted amidst employees.

Fair and Transparent Assessment

Most of the respondents (85%) have expressed that competency mapping in the appraisal process ensures fairness and transparency. In that nearly one fifth of the respondents (17%) have strongly agreed to that. More than one tenth (15%) of the respondents have stated that it is does not constitute to any fairness in the process.

Specific feedback and Better reward Management

Almost all the respondents (95%) feel that competencies in the appraisal process will ensure on specific feedback on performance expectations and on competency building and development. Most of the respondents (86%) feel that it will facilitate better reward management through appraisal process. More than one fifth (14%) of the respondents are not agreeing that competencies will facilitate in the reward management.

Identifying future roles

Almost all of them (95%) have accepted that competencies in the appraisal process will definitely pave the way for identifying the competencies required for the future roles. In that less than one tenth (8%) of them have strongly agreed to that. And leery less than one tenth of them (5%) are not for it.

Behavioral interviewing and Ascertaining customized training needs

Almost all of respondents (98%) felt that behavioral interviewing is an important link between competency mapping and performance appraisal. Almost all the (98%) respondents expressed that customized training needs can be ascertained. In that little less than one tenth (8%) of them, strongly agreed to it. And remaining (8%) says that it is not possible to ascertain the customized training needs through competency-based appraisal.

Thus we can infer that almost all the respondents feel that competency mapping contributes on deriving specific performance expectations from the employees. Respondents also feel that competencies for future roles can be ascertained from the competencies in the performance appraisal.

Table 7 Factors of Competency Mapping which influence Selection and Hiring process

Factors	Strongly agree	Agree	Disagree	Total
Effective than traditional method	18 (30)	42 (70)	-	60 (100)
Defines organizations' expectations	15 (25)	37 (62)	8 (13)	60 (100)
Determination of role and job fit	8 (13)	43 (72)	9 (15)	60 (100)
Paying capacity & competencies	1 (2)	46 (76)	13 (22)	60 (100)
Competency and recruitment cost	1 (2)	48 (80)	11 (18)	60 (100)
Reduction in recruitment cost	4 (7)	55 (91)	1 (2)	60 (100)
Competency Benchmarking	3 (5)	57 (95)	-	60 (100)

Effective than the traditional method of selection & defining expectations

All the respondents (100%) feel that competency based selection is better than the traditional method of selection and there is no opposite view on this. Most of them (87%) feel that competency in the selection process defines the expectations of the organizations clearly. Remaining (13%) of the respondents feel that it does not define any expectation of the organization.

Determination of role and job fit

More than one tenth (13%) of the respondents feel that determination of role and job fit is not possible through competency-based selection.

Balancing organizations paying capacity, recruitment cost and competencies

More than three fourth (78%) of them feel that there should be a balance between the paying capacity and the competencies expected. Less than one fifth (22%) of the respondents feel that there need not be a balance between the recruitment cost and the expected competencies.

Reduction in training cost

Almost all of them (98%) feel that will be reduction in training cost through competency-based selection.

Table 8 Opinion of HR professionals on anticipating & managing Future Competencies

Factors	Strongly agree	Agree	Disagree	Total
Importance of anticipating competencies	15 (25)	36 (60)	9 (15)	60 (100)
Managing the speed of changing competencies	2 (3)	51 (85)	7 (12)	60 (100)
Succession Planning	1 (2)	56 (93)	3 (5)	60 (100)
Investing time for forecasting competencies	2 (3)	54 (90)	4 (7)	60 (100)
Contingency plan for mishap in forecasting competencies	-	55 (92)	5 (8)	60 (100)

Importance of Anticipating Competencies

Most of the respondents (85%) state that it is important to anticipate to future competencies. In that 5% of them strongly agree that anticipating competencies for the future is important. Only less than one fifth (15%) of the respondents say it is not important to work on future competencies.

Managing the speed of changing competencies

Similarly most of the respondents (88%) were there for managing the speed and preparing the contingency plan for mishap in forecasting the competencies. More than one tenth (12%) of the respondents disagree to the fact that organizations can't manage the speed of changing competencies.

Succession planning and investing adequate time for forecasting competencies

All the respondents (95%) felt that anticipating the future competencies will ensure succession-planning process. Again almost all the respondents (93%) feel that adequate time has to be invested for forecasting the future competencies. Less than one tenth (7%) of the respondents feel that it is not vital to invest time in forecasting the competencies.

Handling mishaps in forecasting competencies

Almost all the respondents (92%) feel that the organization should be prepared with the contingency plan for handling the mishap in forecasting competencies.

Table 9 Overall impact of competency mapping on the HR Deliverables

Deliverables	Level of Contribution		Total	Chi Square Value
	High	Low		
Performance Appraisal	53 (88)	7 (12)	60 (100)	0.15
Selection	41 (68)	19 (32)	60 (100)	
Future Business Needs	47 (78)	13 (22)	60 (100)	

The table consolidates the overall impact competency mapping on the HR Deliverables. It states the level of contribution or the role it plays in the deliverable. According to the respondents, almost all of them (88%) express that competency mapping contributes more to the performance appraisal process. More than two thirds (68%) of the respondents feel that it contributes to the selection process. Remaining (32%) respondents feel that competencies contribute less to the selection and hiring process. More than three fourth (78%) of the respondents say that it is important to work on future competencies and be prepared to manage them. Thus we can infer that competency mapping has high impact on the HR deliverables i.e. Performance Appraisal and Selection. We can also understand that anticipating and managing future competencies is very significant.

7. FINDINGS OF THE STUDY

7.1. Competency Mapping and Performance Appraisal

- Almost all the respondents have expressed their opinion that competency mapping has high impact on the performance appraisal process. There were very few respondents who felt that it has low impact on performance appraisal process.
- The personal profile of the respondents shows that executives feel that competencies have high impact on the appraisal process. It also denotes that irrespective of the qualification, respondents felt that competency mapping has high impact on appraisal process. As aforesaid, in the age category respondents below 30 years feel that competency mapping has a high impact on the appraisal process. There is a large difference between the acceptances of the high level impact between the age categories.
- Most of the respondents feel that competency mapping in performance appraisal will ensure specific feedback on performance expectations. Similar response was for competency’s contribution to mapping competencies for future roles. These two factors contribute greatly to the performance appraisal.
- The majority of the respondents felt competency mapping has low impact because of the employees’ acceptance for competency based performance appraisal process and for the

appraisee's response about the fairness and transparency in competency based performance appraisal.

7.2. Competency Mapping and Selection

- Majority of the respondents opine that competency mapping plays a significant role in the selection and hiring process and has high impact on the deliverable.
- In the designation category, managers express that competency mapping has high level of impact on the selection and hiring process. Both the postgraduates in the Social Work and Business Administration agree that competency based selection and hiring has high impact. In the age category respondents below 30 years say that competency has high impact on the selection and hiring process. Less experienced professionals feel that competency mapping has high impact on the appraisal.
- The two factors, which contribute most to the selection process, are, reduction in training cost and competency mappings' role in defining the organisations performance expectations.
- Determination of role and job fit and balance of the competency and recruitment cost are the two factors, which contributes less to the competency based selection and hiring process.

7.3. Future Competencies

- Most of the respondents feel that anticipating and managing competencies is vital for organisations.
- At the same time, it is interesting to note that managers feel that it is more important to anticipate and manage competencies in the future. Masters in Social Work (MSW) feel that more importance should be given to future competencies. There is a considerable level of difference in the age category for importance for the future competencies. Respondents below the age group of 30 feel that it is very important to anticipate, manage and invest time for future competencies. In experience category, less experienced professionals are showing more importance to future competencies compared to the more experienced. Therefore in the personal profile it denotes that young professionals show more importance in anticipating and managing future competencies.
- The two most important opinion factors, which gave significance on future competencies, are, one, future competencies will ensure in better succession planning process and investing adequate time in forecasting competencies. These two factors gave high importance to future competencies.
- Importance of future competencies was low because of the factor that organisations cannot change according to the speed of the changing competencies. Few respondents also felt that organisations need not give much importance for forecasting competencies.
- As an overall comparison of the three variables – Performance Appraisal, Selection and Hiring process and Future Competencies, Competency.
- Mapping contributes to all the three variables. In particular, competency mapping contributes significantly to performance appraisal. To the contrary, the level of employee acceptance level was low for competency based performance appraisal. The opinion on future competencies depicts that respondents are for anticipating and managing competencies are important for organisations. However, there is a very low response on the importance for anticipating competencies. The competency based selection and hiring process comparatively gains less significance. There was unanimous response that Competency based selection and hiring is effective than the traditional method of selection.

8. SUGGESTIONS

The following ideas can be applied in order to increase the contribution of Competency Mapping in the HR deliverables.

- HR should create different ways to increase the level of acceptance for competency based performance appraisal.
- HR should show the fairness and transparency in the competency based performance appraisal.
- The organizations should define their organizations' expectations clearly through the deployment of competencies in the selection process.
- HR should determine the role and the job fit using the competencies.
- HR should create the awareness and importance of anticipating the competencies required for the future.
- HR should convey the importance of investing time in forecasting the future competencies to the senior management.

9. CONCLUSIONS

The study shows that competency based HR practices are gaining momentum in the field and the profession. The contradictions in certain areas depict the dynamics of the evolving models of competency mapping. For example, the acceptance of the competency based appraisal is very low, but the overall contribution is the highest in the performance appraisal. Like that in selection process the acceptance of the competency is based on selection process.

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