

# Competency Mapping Analysis: A Study Conducted in Specific Package Industry at Puducherry State of India

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## Abstract

In today's competitive world, it is becoming very important to build on the competitive activities of the business, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. It is a process of identification of competencies required to successfully perform a particular job or role or a set of tasks at a given point of time. The size of the sample 70 and statistical tools used in factor analysis, correspondence analysis, mean & standard deviation and Chi-square analysis. The first hand primary data were collected through questionnaires. In addition to it discussions were held with the immediate supervisors, the managers of each department. The secondary data was collected through the company profile, the company manuals, and previous year records. On through statistical analysis, it was found that the various suggestions are given with great extent.

**Keywords:** business, company, competencies, competitive.

## 1. INTRODUCTION

In today's competitive world, it is becoming very important to build on the competitive activities of the business, particularly regarding what competencies a business needs to have in order to compete in a specific environment. Top management is identifying corporate core competencies and working to establish them throughout the organization. Human Resource Development builds competency based models that drive business results

The process is completely customizable. The decisions of competency design are driven by number of organizational factors, including management philosophy, customer requirements, business needs and in-place processes. These factors vary from one organization to another, requiring a customized approach to competencies in the workplace. Customization is essential to the overall success of competency efforts, since every organization must integrate competency concepts into its own job design, recruitment, hiring orientation, development and succession processes.

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Competency mapping is important and is an important activity. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop.

The current globalization of the economy necessitates innovative approaches in managing the workforce. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and developing of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmers.

In general, it has everything related to human behavior regarding work, logic and emotions. Competency is "an underlying characteristic of a person in that it may be a motive, trait or skill aspect of one's self image or social role or body of knowledge." The study was taken at Sri Thirumalai Packaging Private Limited that used the techniques to evaluate the competencies of their workers and to map them with suitable jobs. How for mapping useful for both the workers and the organization has been analyzed in this research.

## 2. LITERATURE REVIEW

A Competency is the capability of applying or using knowledge, skills, abilities, behaviors, and personal characteristics to successfully perform critical work tasks, specific functions, or operate in a given role or position. Personal characteristics may be mental/intellectual/cognitive, social/emotional/attitudinal, and physical/psychomotor attributes necessary to perform the job (Dubois, 1993; and Lucia & Lepsinger, 1999).

Boyatzis (1982) described competencies as underlying characteristic of an individual, which are causally related to effective job performance. Boyatzis (2007) adopted the term competency an “underlying characteristic of an individual that is casually related to effective or superior performance in a job”. He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership, human resource management, directing subordinates and focus on others.

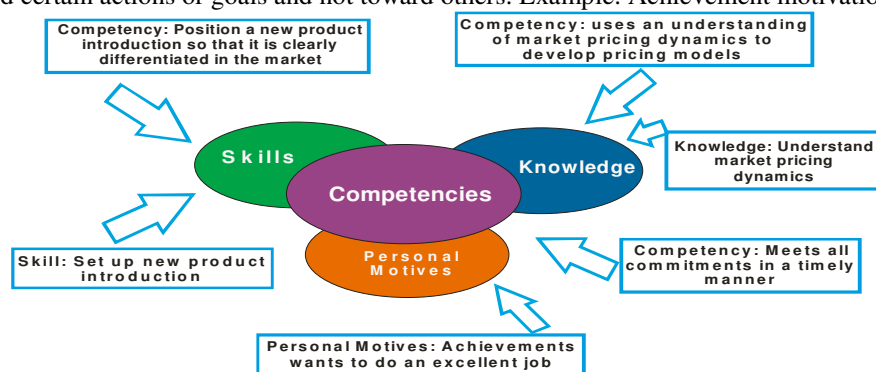
Human Resource Manager has to help all other functions to continuously upgrade their own systems, processes, practices, and skills by providing relevant internal and external training and expertise. He also explained that to keep upgrading the competencies of the human resources functionaries at all levels, in the formulation and implementation of human resources structures, systems, policies and practices dealing with individuals and collectives, as well as their dynamically updated knowledge of the business environment, others functions challenges and emerging human resources needs. Gaspar (2012) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organization. The performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives assist employees in decisions like promotions and transfers. Gilbert (1996) defines competence as the state of being competent refers to having the ability to consistently produce the results (the worthy outcomes of behavior) that are required for the most efficient and effective achievement of the larger organizational goals. McClelland (1973) presented data that traditional achievement and intelligence scores may not be able to predict job success and what is required is to profile the exact competencies required to perform a given job effectively and measure them using a variety of tests. He argued that traditional intelligence tests, as well as proxies such as scholastic grades, failed to predict job performance. Deb (2006)

Hogg B (1989) competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity of transfer skills and abilities from one area to another” Klemp (1980) an underlying characteristic of a person which results in effective and/or superior performance on the job. Woodall and Winstanley (1998) maintain competency as the skills, knowledge and understanding, qualities and attributes, sets of values, beliefs and attitudes which lead to effective managerial performance in a given context, situation or role.

The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Boyatzis (1982) competencies as underlying characteristic of an individual, which are caused (change in one variable cause change in another) related to effective job performance. Albanese (1989) Competencies are personal characteristic that contribute to effective managerial performance. Verma (2008), “competencies in education create an environment that fosters Empowerment, accountability.

### 3. COMPETENCY COMPONENTS

- Motives were consistent thoughts or desires that caused a particular action. They impelled behaviors toward certain actions or goals and not toward others. Example: Achievement motivation.



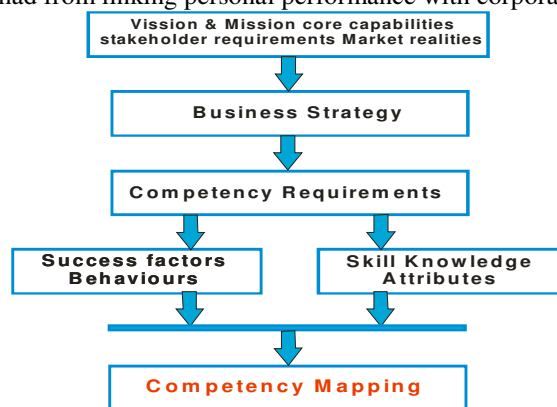
**Figure 3.1: Components of Competency**

- Knowledge referred to a body of information, usually of a factual or procedural nature needed to understand a certain subject. Example: “A surgeon’s knowledge of nerves and muscles in the human body”.
- Skills referred to the ability to accomplish a certain mental task, such as analytical thinking and conceptual thinking or a physical task such as “a dentist filling a tooth without damaging the nerve”.

### 4. COMPETENCY MODEL

A more complete way of approaching this is to link individual performance to the goals of the business. To do

this, many companies use 'competencies.' These are the integrated knowledge, skills, judgment, and attributes that people need to perform a job effectively. By having a defined set of competencies for each role in your business, it shows workers the kind of behaviors the organization values, and which it requires to help achieve its objectives. Not only can your team members work more effectively and achieve their potential, but there are many business benefits to be had from linking personal performance with corporate goals and values.



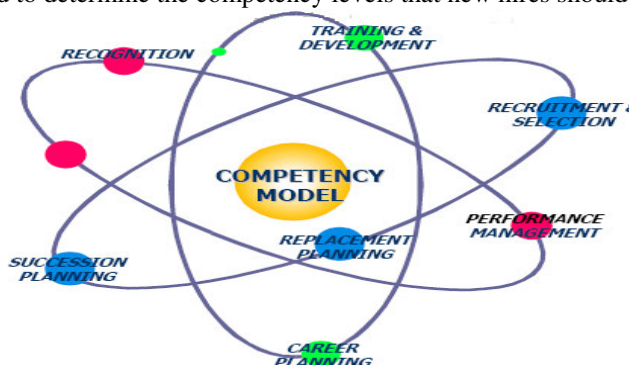
**Figure 4.1 Competency Model**

Ensure that the competencies include applied to all roles covered by the framework. If you include irrelevant competencies, people will probably have a hard time relating to the framework in general. For example, if you created a framework to cover the whole organization, then financial management would not be included unless every worker had to demonstrate that skill. However, a framework covering management roles would almost certainly involve the financial management competency.

## 5. AREAS OF IMPLEMENTATION

### 5.1 RECRUITMENT AND SELECTION

Choosing the right people to join and progress in an organization. Competencies can be used to construct a template for using in recruitment and selection. Information on the level of a competency required for effective performance would be used to determine the competency levels that new hires should possess.



### 5.2 TRAINING AND DEVELOPMENT

Identifying gaps and helping employees develop in the right direction. Knowing the competency profile for a position allows individuals to compare their own competencies to those required by the position or the career path. Training or development plans could focus on those competencies needing improvement.

### 5.3 CAREER AND SUCCESSION PLANNING

Assessing employees' readiness or potential to take on new challenges. Determining a person job fit can be based on matching the competency profile of an individual to the set of competencies required for excellence within a profession. Individuals would know the competencies required for a particular position and therefore would have an opportunity to decide if they have the potential to pursue that position.

### 5.4 REWARDS AND RECOGNITION

Competency based pay is compensation for individual characteristics for skills and competencies over and above the pay, a job or organizational role itself commands. Individual characteristics that merit higher pay may come in the form of competencies (experience, initiative, loyalty and memory portability). Rewarding employees for their ability to make the best use of their skills and competencies in accordance with the organization's needs

was the logic behind this once popular HR tool.

### **5.5 PERFORMANCE MANAGEMENT SYSTEM**

Competencies are critical behaviors demonstrated on the job and, as such, are often included as part of performance management. Performance management is about achieving results in a manner that is consistent with organizational expectations and desired behaviors. Competencies provide expectations for “how” the job is performed, not just “what” gets done. Assessing competencies as a part of performance management is an important means of assisting employees in understanding performance expectations and enhancing competencies on-the-job. Most departments have their own performance management systems. Competencies may play an important role in these systems.

### **6. STATEMENT OF THE PROBLEM**

The accurate competency mapping needs to be communicated to all the employed in the packaging industries. Competency mapping is a process which identifies an individual’s strength and weakness in order to help them to better recognize themselves. The competency categories included: knowledge, ability and attitude. Here, the competencies are mapped according to the individual’s skill, ability and talent in the working condition. It leads to increased capacity by achieving a more holistic view of the accumulated competence of the entire organization. The present study seeks to determine the competencies needed by the employees for their own development and consequently the growth of the organization.

### **7. OBJECTIVES OF THE STUDY**

1. To identify the competency level of individuals.
2. To analyze the competency attributes of the employees.
3. To map the competency of the individuals with the organization and develop it according to the need of the organization.

### **8. NEED FOR THE STUDY**

The problem undertaken for the study is to identify and analysis the competency level of the employees. There is a need to understand the competency level of the employees so as to understand their skills and abilities and assign them tasks according to their competency level. The title is to help to know about the employees’ competency and give them the right job in the organization.

### **9. RESEARCH METHODOLOGY**

Research is an art of scientific investigation. The research is a descriptive research, as it includes surveying and fact-finding. The sampling technique used in this study is simple random sampling method. The size of the sample 70 and statistical tools used in factor analysis, correspondence analysis, mean & standard deviation and Chi-square analysis. The first hand primary data were collected through questionnaires. In addition to it discussions were held with the immediate supervisors, the managers of each department. The secondary data was collected through the company profile, the company manuals, and previous year records. The analysis has been made by applying charts, tables, diagrams and statistical tools.

### **10. ANALYSIS & DISCUSSIONS**

Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual’s strength and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed.

### 10.1 ANALYSIS OF MEAN AND STANDARD DEVIATION

Particulars	Mean	Standard Deviation
Effectiveness under Stressful and Frustrating Situations	3.1429	0.85611
Ability to Work Independently and Maintain the Pace of Work	4.2	0.67244
Achieve and Outshine your Goals	3.6857	0.80834
Face-to-Face Situations	3.4571	1.09922
Motivate myself to Complete Unpleasant but necessary Tasks	2.7286	0.9619
Successful at dealing with the Unexpected and Seeing Quickly	3.5714	0.92582
Capacity to deal with Multiple Issues and Details	3.6714	0.95889
Think beyond the Obvious and Formulate Original Solutions	3.2571	0.62983
Analyze and Draw Conclusions from Members	3.9	1.2983
The ability to complete the task in the Time Allocated	3.1429	0.85611
Do you feel you are qualified for this position?	3.6143	0.57213
You have the ability to motivate others and Self-motivate	4.2	0.67244
You are expertise in the company's services, as well as other crucial aspect of the business	3.5857	0.71207
You possess basic computer knowledge for making the task to finish easier	3.4143	1.10981
You plan to keep up with developments in your field	2.5143	0.81192
You optimally use your knowledge in the Work Environment	3.5857	0.94013
Are you a self-knowledge person	3.7	0.96834
Do you know enough about this work area	3.3286	0.7167
You possess influencing skill to change someone's viewpoint significantly	2.4286	0.69306
You have the skills to manage your activities to minimize or avoid problems	3.5714	0.92582
You have the skills to update with latest technologies	2.4286	0.69306
Problem solving skills and make result oriented decision according to the situations	3.6857	0.80834
I am satisfied with the present performance appraisal policy of the company	3.1714	1.10298
I am happy with the recognition and rewards for my outstanding work and conditions	3.5857	0.71207

The table shows that the descriptive statistics has the highest mean value of 3.6857 and the lowest mean of 3.7. It is inferred that most of the employees achieve and outshine your goals and Most of the employee's self-knowledge person in the organization.

### 10.2 ANALYSIS OF FACTORS

The purpose of this investigation was to explore the factor structure underlying the employees' responses of competency mapping at Sri Thirumalai packaging Pvt. Ltd. A successful result is one in which a few factors can explain a large portion of the total variability and those factors can be given a meaningful name using the assortment of items that correlate the highest with it. Bartlett's test of sphericity indicates whether the correlation matrix is an identity matrix, which would indicate that the variables are unrelated. The significance level gives the result of the test. Very small values (less than .05) indicate that there are probably significant relationships among the variables. A value higher than about .10 or so may indicate that this data are not suitable for factor analysis. Hence, the researcher concludes the data is suitable for factor analysis.

**Total Variance Explained**

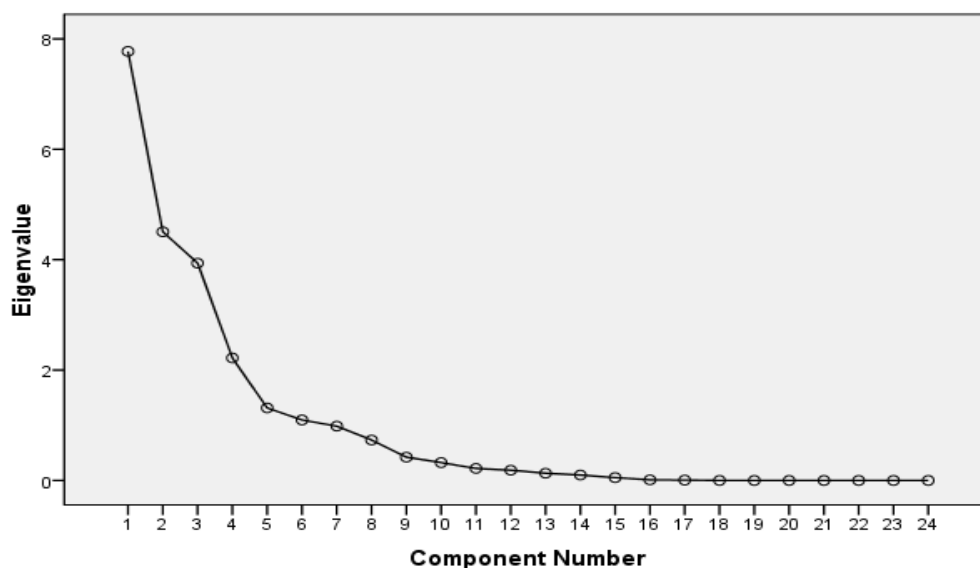
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.774	32.390	32.390	7.774	32.390	32.390	4.870	20.290	20.290
2	4.505	18.770	51.160	4.505	18.770	51.160	4.742	19.757	40.047
3	3.937	16.403	67.563	3.937	16.403	67.563	4.253	17.722	57.769
4	2.218	9.242	76.805	2.218	9.242	76.805	2.987	12.447	70.216
5	1.314	5.475	82.280	1.314	5.475	82.280	2.622	10.925	81.141
6	1.096	4.565	86.845	1.096	4.565	86.845	1.369	5.705	86.845
7	.983	4.096	90.941						
8	.733	3.053	93.994						
9	.421	1.756	95.750						
10	.323	1.347	97.097						
11	.217	.904	98.001						
12	.185	.771	98.772						
13	.130	.540	99.313						
14	.098	.406	99.719						
15	.051	.212	99.931						
16	.010	.043	99.974						
17	.006	.026	100.000						

**Extraction Method: Principal Component Analysis.**

The above table gives values, the variance explained, and cumulative variance explained for the factor solution. The first panel gives values based on initial values. For the initial solution, there are as many factors as there are variables. The "Total" column gives the amount of variance in the observed variables accounted for by each factor. The "% of Variance" column gives the percent of variance accounted for by each specific factor, relative to the total variance in all the variables. The "Cumulative %" column gives the percent of variance accounted for by all factors up to and including the current one. For instance the Cumulative % for the second factor is the sum of the % of Variance for the first and second factors. In the above table, there are a few factors that explain a lot of the variance which is a sign of good factor analysis and the rest of the factors explain relatively small amounts of variance. The Extraction Sums of Squared Loadings group give information regarding the extracted factors or components. For Maximum Likelihood extraction method, these values will generally be smaller than the initial values, due to errors in measurements.

In the "Rotation Sums of Squared Loadings" group, the variance accounted for by rotating factors or components may be different from those reported for the extraction, but the Cumulative % of the set of factors or components will always be the same. Together they are capable of explaining roughly 86.845% of all the variable variances. A plot values are provided below. A review of the initial factor loadings suggests that the proper solution was attainable through maximum employees. The computer printout does not warn that the results are non positive definite, so one important condition for proceeding with the interpretation has been met.

**Scree Plot**



Another portion of the results to inspect before proceeding with an interpretation is the table of communalities. Communalities indicate the degree to which the factors explain the variance of the variables.

Component Matrix						
Particulars	Component					
	1	2	3	4	5	6
Effectiveness under stressful and frustrating situations			- 0.574			
Ability to work independently and maintain the pace of work				0.657		
Achieve and outshine your goals	0.637					
Face-to-face situations	- 0.761					
Motivate myself to complete unpleasant but necessary tasks	0.594					
Successful at dealing with the unexpected and seeing quickly	0.646					
Capacity to deal with multiple issues and details	0.559		0.638			
Think beyond the obvious and formulate original solutions		0.652				
Analyze and draw conclusions from members					- 0.504	0.501
The ability to complete the task in the time allocated			- 0.574			
Do you feel you are qualified for this position?						
You have the ability to motivate others and self-motivate				0.657		
You are expert in company's services, as well as other crucial aspect of the business	0.659					
You possess basic computer knowledge for making the task to finish easier	- 0.704					
You plan to keep up with developments in your field	0.565					
You optimally use your knowledge in work environment	0.645					
Are you a self-knowledge person	0.571		0.635			
Do you know enough about this work area		0.588				0.593
You possess influencing skill to change someone's viewpoint significantly	0.599	0.588				
You have skills to manage your activities to minimize or avoid problems	0.646					
You have the skills to update with latest technologies	0.599	0.588				
Problem solving skills and make result oriented decision according to the situations	0.637					
I am satisfied with the present performance appraisal policy of the company		- 0.681				
I am happy with the recognition and rewards for my outstanding work and conditions	0.659					

**Rotated Component Matrix**

	Component					
	1	2	3	4	5	6
effectiveness under stressful and frustrating situations	.167	-.024	.707	.008	.623	-.137
ability to work independently and maintain the pace of work	.221	.045	.004	.914	.080	-.110
achieve and outshine your goals	.040	.941	.159	-.012	.074	.114
face-to-face situations	-.213	-.209	-.320	-.115	-.862	-.068
motivate myself to complete unpleasant but necessary tasks	.308	-.036	.531	.529	.178	.409
successful at dealing with the unexpected and seeing quickly	-.079	.263	.916	.000	.179	.028
capacity to deal with multiple issues and details	.549	.534	.041	-.539	.085	.051
think beyond the obvious and formulate original solutions	.875	-.051	-.040	.057	.176	-.176
analyze and draw conclusions from members	-.005	-.067	.024	.338	.047	-.654
the ability to complete the task in the time allocated	.167	-.024	.707	.008	.623	-.137
Do you feel you are qualified for this position?	.222	-.377	.380	.389	-.247	.027
You have the ability to motivate others and self-motivate	.221	.045	.004	.914	.080	-.110
You are expertise in company's services, as well as other crucial aspect of the business	.067	.956	.172	.028	.084	-.020
You possess basic computer knowledge for making the task to finish easier	-.205	-.164	-.270	-.058	-.876	-.047
you plan to keep up with developments in your field	.737	.222	.047	.166	-.006	.260
You optimally use your knowledge in work environment	-.060	.269	.921	.013	.142	.004
Are you a self-knowledge person	.578	.549	.076	-.508	.018	.003
Do you know enough about this work area	.890	.017	.028	.028	.067	-.275
you possess influencing skill to change someone's viewpoint significantly	.731	.173	-.032	.266	.152	.495
You have skills to manage your activities to minimize or avoid problems	-.079	.263	.916	.000	.179	.028
You have the skills to update with latest technologies	.731	.173	-.032	.266	.152	.495
problem solving skills and make result oriented decision according to the situations	.040	.941	.159	-.012	.074	.114
I am satisfied with the present performance appraisal policy of the company	-.806	.111	-.026	-.169	-.172	-.095
I am happy with the recognition and rewards for my outstanding work and conditions	.067	.956	.172	.028	.084	-.020



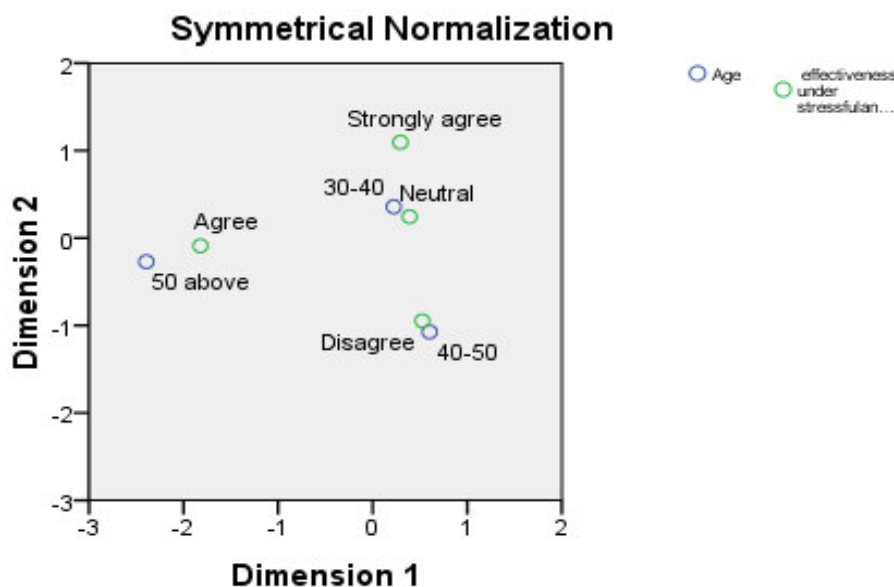
**ROTATED COMPONENT MATRIX**

Component	1	2	3	4	5	6
1	.513	.524	.515	.119	.413	.112
2	.692	-.471	-.321	.437	-.007	.079
3	.326	.543	-.588	-.391	-.285	.138
4	-.278	.434	-.133	.796	-.283	.051
5	.053	-.138	.393	-.083	-.552	.716
6	.270	.030	.337	-.037	-.603	-.669

Seventeen questions relating to competency mapping were factor analyzed using principal component analysis with Varimax with Kaiser Normalization rotation. These six factors in combination account for 86.845% of the total variance. We can also priorities the factors based on the percentage of variance of each factor. The first factor was motivate myself to complete unpleasant but necessary tasks, Successful at dealing with the unexpected and seeing quickly, capacity to deal with multiple issues and details. The first factor is which accounts for 32.390% of the common variance. There are three items loading on this factor. The Second factor derived was think beyond the obvious and formulate original solutions for 51.160% for the common variance. On this factor one of the items is loaded that growth potential and job security of my job. The third factor was the ability to complete the task in the time allocated for 67.563% of the common variance. On this factor only one item were loaded that satisfaction with current responsibilities. Here the employees are taking to response the level of current responsibilities satisfaction. The fourth factor which accounts for 76.805% of the ability to work independently and maintain the pace of work. The fifth factor which accounts for 82.280% of the analyze and draw conclusions from members. The sixth factor which accounts for 86.845% of the Do you know enough about this work area.

**CORRESPONDENCE ANALYSIS**

**Row and Column Points**



The most of the respondents of 50 above age group prefer to agree with handling stressful situations and respondents of 30-40 age groups prefer to strongly agree with Handling stressful situation and respondents of 40-50 age groups prefer to take disagree to handling stressful situations. By this it can be inferred that handling stressful situations varies by age group. This also indicates that young people take high risk and aged people prefer not to take much risk.

## CHI SQUARE

AGE	HANDLING STRESSFULL SITUATION				TOTAL
	Disagree	Neutral	Agree	Strongly agree	
20-30YRS	10	4	30	6	50
30-40YRS	0	3	4	10	17
50 ABOVE	0	3	0	0	3
TOTAL	10	10	34	16	70

### Null Hypothesis

Age and handling stressful situations are independent.

### Alternative Hypothesis

Age and handling stressful situations are dependent.

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.604	6	.101

### Inference

The obtain chi square value is 0.101 which is greater than 0.05, hence there is an association between age and handling stressful situation. Therefore, the alternative hypothesis are selected.

## SUGGESTIONS & RECOMMENDATIONS

The company has to develop the competency model for the existing employees. Because, only nearly 25% of the employees are having the expected competency level. Approximately 27% of the employees are not having the expected level of competency. The company has to concentrate more on developing the competency model. The experienced person should be promoted to the next top designation. Because, from the study it shows the experienced person possess the competency at a greater extent. Some of the employees think they are overqualified for their job profile and they won't show much involvement towards their work. It shows that rather than developing a competency model to develop their competencies, they should be placed in the right place.

## CONCLUSION

Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization .Competency mapping should not be seen as rewards. All the stakeholders must see in the 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. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

## LIMITATION OF THE STUDY

The time period of the research is short, so detailed study was not made, the data were collected from the plant through questionnaires. The respondents were not able to spend the desired time with the researcher. Some false information might be given by the employees to hide their weakness.

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