

Exploring to Map Competencies with Specific Application of 7S Model

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Abstract

Each firm has a list of competencies required and well-defined roles to perform each task efficiently. Each employee needs different competencies for different roles. If the process of mapping the competencies is not done, organisations will end up in creating human liabilities than the assets which will be catastrophically dysfunctional. The present study helps to analyse effectiveness of competency mapping in Karnataka Agencies, Mangaluru, by identifying the key competencies required for different positions in them. 7S model is applied to explore competency mapping practices of Karnataka Agencies. The competencies that are used to perform a task or job such as technical knowledge, functional information, analytical skills, communication skills, planning and organising skills, interpersonal skills, leadership skills, team building skills, problem solving skills, decision making skills, time management skills. The study revealed that creativity and negotiation skills are the most important key competencies used in Karnataka Agencies.

Keyword: Technical Knowledge, Functional Information, Analytical Skills, Communication Skills, Negotiation Skills

Introduction

Competency mapping is a crucial and significant exercise for the betterment and development of any organisation. Each firm has a list of competencies required and well-defined roles to perform each task efficiently. Each employee requires different competencies for different roles. Competencies are required by each employee of a firm or organisation, but for each role the required competencies will be of different levels.

While performing or carrying out any work or task in the organisation, it is very essential that the required job skills should be articulated first so that each individual in the organisation will know the matching skills for performing the work or task. If the process of mapping the competencies is not done, organisations will end up in creating human liabilities than the assets which will be catastrophically dysfunctional. The present study helps to analyse effectiveness of competency mapping in Karnataka Agencies, Mangaluru, a sales and service dealers of Mahindra and mahindra by identifying the key competencies required for different positions in them. 7S model is applied to explore competency mapping practices of Karnataka Agencies.

Literature Review

Competitive advantage depends largely on the ability to activate and use organisational resources effectively. As a result, the focus in the strategic management in general and human resource management in particular the literatures have been focusing on the internal capabilities of organisations including a particular focus on employees' competencies. In this respect the survey of related literature becomes imperative to understand the previous research work carried out by various researchers in the field of competency mapping and their findings mainly from the point of view of establishing the research gap in order to continue further research in the field.

The competencies include sets of skills, knowledge, attitudes, and behaviour that a manager or an employee needs in order to be effective in a wide range of managerial jobs and various organisational settings. Many leading companies are looking at ways to link competencies to strategic objectives as well as to compliance with industry

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regulations. Competencies are related to performance by ensuring situation specific behaviours. In organisations, these behaviours lead to continuous improvement in quality, productivity, sales, and other economic results and to innovation in the development of new products and services. Competency mapping can help to identify individuals who are eligible for promotion or who are potential replacements for an unexpected vacancy (Seema, 2004). Competencies enable the manpower to identify strengths and weaknesses on the job and assess trends and developments in competency levels over time (Dubois, 1993). Munro and Andrews (1994) have examined the role that competencies have played in recent years. Authors have stated that competencies have helped integrate human resource activity, which enabled in building capability of competencies to help organisations deliver business success. Specifically, the competency movement has failed to make the linkages between the requirements of different business strategies and associated management challenges and demands (Whiddett & Hollyforde, 2008). A competency is a basic characteristic of an individual which allows him to convey superior performance in performing particular job, role or a situation. This characteristic can be called as attribute bundle which includes knowledge, social role, skills, self-image and traits, and also motive. Competency causes or predicts the behaviour of an individual and also the performance of an individual. Competency may also predict which individual does something well and who does poorly and this can be measured on a specific criteria or standard (Shermon, 2004). Competencies normally include a purpose or intent which is the trait or the motive that can be the reason which causes the action in the direction of an outcome (Spencer & Spencer, 2010). The competencies include sets of skills, knowledge, attitudes and behaviour that a manager or an employee needs in order to be effective in a wide range of managerial jobs and various organisational settings.

The use of competencies in human resource management is not something new, although the approach is still characterised by a certain confusion related to what competencies are and how they should be measured (Shippmann, Ash, Battista, Carr, Eyde, Hesketh, Kehoe, Pearlman, Prien, & Sanchez, 2000). The competencies defined most often end up as being backward-looking rather than future-oriented with respect to strategy and organisational change (Torrington, Hall, & Taylor, 2002).

Competency models tend to focus on what managers currently do rather than what is needed to perform effectively in the future (Antonacopoulou & Fitzgerald, 1996), something that jeopardises the potential of competencies to act as levers for implementing change (Martone, 2003). Difficulties with the operation and implementation of competency management systems are mostly related to the complex and lengthy process required for identifying the appropriate competencies for an organisation and for building the appropriate competency model (Athey & Orth, 1999).

According to Tompkins (1995), the critical nature of diffusion in understanding the link between individual competency and collective competency is often under conceptualised. The author has identified three types of individual and collective competencies, ranging on a continuum from explicit-and-quickly-diffused to tacit-and-slowly-diffused. It was understood that the patterns of diffusion could occur in stages, viz., in critical mass, in cycles, or in a synthesis of styles. A model illustrating these dynamics was presented for evaluating successful collective learning which formed an important part of competency mapping.

Draganidis, Chamopoulou, and Mentzas (2004) presented a prototype ontology-based application that has been developed for competency management and learning paths. Authors provided an overview of competency management and related work in this area, a description of the competency ontology, and a functional and architectural analysis. The research provided information on work related to ontology-based competency management systems, indicating an enhanced approach with a detailed analysis of system architecture and functional analysis. Application was developed for competency management and learning paths. An explanation on an overview of competency management and related work, a description of the competency ontology, and a functional and architectural analysis was given for the understanding of the readers. Ley, Ulbrich, Scheir, Lindstaedt, Kump, and Albert (2008) identified specific competencies by applying the competence performance approach, a formal framework developed in cognitive psychology. From the formal framework, a methodology was then derived of how to model competence and performance in the workplace. Sharma and Bhatnagar (2009) delivered lessons on how building a talent management strategy based on competency profiling becomes a critical impact

area within the field of strategic HRM. Authors discussed an Indian pharmaceutical organisation, the environment, and the issues arising in context to talent management. The talent mindset has helped the organisation in recruiting the best talent from the best pharmaceutical organisations. Some of the key positions have been filled through succession planning and also by competency mapping. This shows that competency mapping is also used in integration with the talent management and succession planning and other HR functions such as training and development, career planning and development, job rotations, promotions and transfers. The concept of competency lies at the heart of human resource management, providing a basis for integrating key HR activities such as selection and assessment, performance management, training, development and reward management by developing a coherent approach to the management of people in organisations (Lucia & Lepsinger, 1999). The competency approach to human resource management is based on identifying, defining and measuring individual differences in terms of specific work-related constructs, especially the abilities that are critical to successful job performance. There is a need for a forward-looking and proactive approach to competency modelling, in order to identify and describe job competencies in descriptive form for a specialised group of jobs (Rothwell & Lindholm, 1999). In this context, competencies can be used for translating strategy into job-related and individual skills and behaviours that people can understand and therefore implement in support for change. In this context not only the organisational core competencies required for a business to compete successfully needed to be defined, but also the right mix of skills and behaviours that the individuals would need to possess in order to produce and support those core competencies has to be defined. One of the most difficult managerial and leadership issues remains the translation of business strategy into the individual competencies needed for implementing and supporting that strategy at the operational level in organisations (Kaplan & Norton, 2005). The most familiar approach to competency modelling involves images of what job holders do based on static job descriptions and identification of behaviours that distinguish outstanding from adequate performers (Cockerill, Hunt, & Schroder, 1995). Then, the attributes, e.g. high performance competencies, which distinguish outstanding from average job performance, are identified and measured. This approach to competency

management, which is analogous to job analysis, focuses on competencies of successful individuals rather than on competencies that are needed to support an organisation to meet its short- or long-term objectives (Ledford, 1995).

Importance of Competency Mapping

Competency an ability of each individual leading to the actions to meet the job demands. This in turn helps the organisation to earn the desired results. Sahu (2009) stated that the word competency included not only skills but also the knowledge and attitude. Basically competencies demonstrate the skills and abilities. So, it must be executed and observed carefully. The competencies should always lead to effectual performance of an individual. Srividya and Basu (2015) drew attention on the main objective of competency mapping. According to them, the main objective of competency mapping meant conducting a complete analysis of job role and integrating those competencies throughout various processes of the organisation. Competencies could be defined as the intellectual, affective, behavioural and also motivational factors or characteristics of a person which can help him or her perform better in a particular task or job. Once the desired competencies are linked with specific job roles or position, then it can be used in training programme which the employees receive. Competencies include the skills, abilities, knowledge and also the behaviours which play a very important role in success of an individual. According to Davis, Naughton, and Rothwell (2004), competencies which act as a foundation are actually linked to the success of an individual. Kansal, Jain, Satyawali, and Ganju (2012) explained that competency mapping is needed to strengthen vision, mission and the roadmap of an organisation. Author stated that mapping competencies may create expectations which help in performance superiority and this in turn results in professional development, better job satisfaction and improved employee retention. The competency mapping may also help in increasing the efficiency and effectiveness of training and development programmes.

Yuvaraj (2011) explains the role and the need of competency mapping for the company. He says that mapping the competencies will help an individual to find out his or her weaknesses and also the strengths so that he/ she can better understand himself/ herself and can find out where career improvement efforts need to be taken.

Competencies comes from specific jobs within the firm and those competencies are grouped into categories like strategy, relations, innovation, risk taking, leadership, decision-making, emotional intelligence, etc. mapping competencies is very essential for the company in order to attain the business objectives, strategy, vision, mission and it is also important for the culture followed in the organisation. Author stated that competency mapping is used in setting up performance appraisal for career growth of the employees which may help in increasing job satisfaction and also helps in retaining the employees. Mustafa & Surbhi (2014) explained about the competency models that are measured as best fit for human resources. Models of competency play a very important role in competency based HR applications. They stated that competency model is an essential tool which is used to prepare the present and future workforce and also to retain the talented and skilled employees in order to meet the job requirements and needs of the employers. HR jobs have various tasks and roles to play and all these roles need different behaviours and dimensions. Hence, competency models are feasible tools which can be used to prepare the present and future employees to meet the job requirements of employers. A competency based HRM system can capture the differing value of an individual, facilitates multiple career ways and permits flexibility in reward-related selections. The sector of competency development is getting popular with administrative management in businesses and agencies all around the world. One essential reason to gather data and build competency models is that they are very powerful decision-making tools (Nair, 2012). The competency development process normally is used in industries. There are three stages involved in the process which explain about data gathering, data analysis, and validation. The first stage explains about identifying skills required and also about the probable competencies required. The second stage includes reviewing list of competencies required and constructing competency definitions and assigning it to the levels of the organisation. This is followed by the validation of the content and the skills and knowledge gained, while the competency mapping process was in progress, and finally refining competency definitions if it is necessary (Shermon, 2004). Global business competition is creating a shift from effectiveness to innovation and from expansion of scale to creation of value. Anisha (2012) says that the companies need to have strategic human resources and the efficiency and flexibility of firms to perform competency-based practices in the organisation.

Competency-based HRM system can help in capturing the differing value of an individual and also it permits flexibility in reward-related selections. Hsieh, Lin, and Lee (2012) stated that the beginning of competency should be considered as a base for human resource management. The author says that organisational vision and strategies, core competencies act as a foundation for organisational dealings, as only competent employees are able to attain the results which are connected to the organisational goals. This is the reason for companies to shift towards performance-based pay system. Many researchers have highlighted the importance and effectiveness of soft skills as the important competency for a transforming business worldwide.

Critical Requirements of Competency Mapping

Kaur and kumar (2012) stated that competency needed for a specific job depended on many other factors like business environment, social culture, organisational culture, structure of the organisation, nature of business and processes and also the activities, attitudes and motives of subordinates, duties, roles, and responsibilities. As per the authors, some of these factors might change with time and changing competency needed the similar job position in the organisation. Some people may be semi-skilled. It means that they can improve further if proper training and guidance is provided to them. The employees who are underskilled need training. Few individuals who are skilled and who have the knowledge to complete their task and duties also can do better if they are provided with advance training. As mapping competencies are important and essential for all the firms from the angle of employee development, it is very important for the firm to have the competency mapping approach to gain the competitive advantage (Gupta & Narolia, 2015). One of the core problems firms face these days is the increased manpower cost, including the pressure to downsize and manage with fewer individuals, so as to increase efficiency and productivity of workers. Firms are also are realising the necessity for guaranteeing that competent individuals are out there for performing various important roles. There is a focus on performing roles, time management, nurturing ability, enlarged stress on performance management systems and recognition of the strategic advantage given by employee competencies in building the core competencies of the organisation. All these factors are pushing up the worth of competence

mapping in enterprises (Sanghi, 2007). One can develop competencies through study, training, and experience. By doing so, one can prepare oneself for a variety of jobs in various industries and countries (Hellriegel, Jackson, & Slocum, 2007). By going through the literature it was found that very few studies have been conducted in the area of competency mapping in automobile dealership and service centres and this was a motivation to take up the present study in Karnataka Agencies.

Statement of the Problem

Competency mapping is an essential and important exercise for the betterment and development of any organisation. Each organisation should have a list of competencies required and well-defined roles to be performed by the employees. Such list should be used for placements, recruitment, performance management, training needs identification, and promotions. It is not only important that one implements the competency mapping process, equally important to measure and see whether the implemented process is fulfilling the purpose for which it was initiated. Hence, an effort to understand effectiveness of competency mapping in Karnataka Agencies the study has been taken up with following objectives.

Objectives

Following objectives were set taking into consideration the need of the study:

1. To find out the application of 7S model with reference to competency mapping practices of Karnataka Agencies.
2. To identify the key competencies required in Karnataka Agencies.
3. To explore the influence of experience of the employees in giving their opinion on the practices of competency mapping in Karnataka Agencies.
4. To identify the association between designation and their opinion regarding satisfaction on the competency mapping.
5. To recognise the influence of gender in giving the opinion on the effectiveness of competency mapping in Karnataka Agencies.
6. To recognise the relationship between age of the employees and the income level in Karnataka Agencies.

Research Methodology and Sampling

This study is related to competency mapping practices adopted in Karnataka Agencies. The study will help to know the impact of competency techniques on the employee performance level. The study will help to know the improvements that can be brought about in the organisation. The descriptive research design is used as it explains the point of view as it exists at present. It is also a fact-finding investigation that helps to collect accurate and adequate data to describe phenomenon under study. Around 150 people work in Karnataka agencies comprising of top, middle and operating level employees. The stratified sampling technique was used for the study with a sample of 138 (113+19+6) making 81.9 percent from the operating level, 13.8 percent from the middle level and 4.3 percent from the top level respondents. The respondents consisted of 116 (84.1%) male and 22 (15.9%) females. Respondents consisted of 63, who were graduate and above. 49.3 percent of respondents are having experience less than 5 years, 41.3 percent of the respondents are having between 5-10 years of experience and only 9.4 percent of respondents are having more than 10 years of experience. The information is collected with the help of questionnaire and SPSS 20 version was used to analyse data to apply correlation, regression, Chi square, ANOVA, and independent sample t- tests.

Findings

Application of 7S Model in Karnataka Agencies

- a) **Structure:** Structure is the hierarchy of responsibilities and accountability within the organisation. It shows how the business is organised functionally and geographically in the market. Structure allows the responsibilities for different functions and processes to be clearly allocated to different departments and employees. It was found that out of 138 respondents, 12.3 percent of the respondents strongly agreed and 85.5 percent of the respondents agreed that there was a collaborative organisation structure in Karnataka Agencies. So, it is clear that the responsibilities for different functions and processes are clearly allocated to different departments and employees in the company.
- b) **Skills:** The study revealed that 13 percent of the respondents strongly agreed and 84.1 percent of the

respondents agreed to the fact that the skills of the employees are monitored and assessed by the superiors efficiently and effectively. Only 1.4 percent of the respondents have disagreed the fact. But the majority of the respondents are happy with the efficient monitoring and assessment by the superiors. This shows that there is there is an efficient superiors team which monitors the skills of the employees and this helps the employees to improve their skills and work more effectively in the organisation.

- c) **Style:** Out of 138 respondents 79.7 percent of the respondents have agreed and 18.8 percent of the respondents have strongly agreed that the leadership style followed is effectual and helps the employees to work efficiently. Only 1.4 percent of the respondents disagree to this aspect. But, majority of the respondents are happy with the leadership style followed in the organisation. The Karnataka Agencies follows democratic type of leadership where employees are given with equal opportunities to take part in management decisions either directly or indirectly.
- d) **Strategy:** It involves how the business creates its competitive advantage and achieves its organisational goal. The company's main strategy is to satisfy customers and their needs. Advertisement is one of the marketing strategies of Karnataka Agencies that increases the demand of the company's products and is considered as the great strategy to enhance consumer's awareness about the products. The study revealed that 97.1 percent of the respondents rated the strategies as good and 2.2 percent of the respondents have rated the strategies as excellent that are adopted by the Karnataka agencies to achieve goals.
- e) **Systems:** System defines the flow of activities involved in the daily operation of business, including its core processes and its support systems. System includes business systems, business process management systems, innovation systems, performance management system, financial systems, compensation systems, and many more. Karnataka Agencies has SOP (standard operating procedure) to provide quality service and to train employees. To achieve and sustain excellence in performance it makes use of appropriate technology, cost efficient operations and teamwork of all associates. HR policy of

Karnataka Agencies deals with human resource planning, health and safety, training and development, employee welfare, leave policies, awards and rewards, employee motivational activities, better industrial relation, and industrial discipline. It offers a wide range of career development programmes including on the job training, job rotation and promotion. As per the study conducted 91.9 percent of the respondents agreed that the HR systems and IT systems were well-practiced and were highly effective in Karnataka Agencies which was the reason for the effectiveness of the organisation.

- f) **Staff:** Staff is the human resource within the business or enterprise with individual skills, abilities and attitudes. Different people are assigned for different jobs in every organisation. Karnataka Agencies include young and experienced staff. The right people are hired in each position in all the levels. The company also has a good supervisory staff where there is coordination and good communication. Around 530 employees are working including all the branches of Karnataka Agencies. Good supervision and leadership is exercised in handling the projects and other resources in the company. The production department, human resource department, finance department, and marketing department in the organisation are efficient to handle the challenges assigned to them. Out of 138 respondents 89.1 percent of the respondents have rated good and 10.9 percent of the respondents have rated excellent to the coordination and corporation among the staff of Karnataka Agencies. This is one of the reasons for the success of the organisation as the staff of the company is well-organised and there is a good cooperation and coordination among them.
- g) **Shared Values:** Values bind the people together. This includes how the people behave in the organisation. Karnataka Agencies practice values that help the organisation in the day to day activities and uphold company's corporate culture and general work ethic. Some of the values practiced in Karnataka agencies are hard work, honesty, self-confidence, humility, perseverance, customer delight, integrity transparency, fairness and excellence. Majority of the employees have agreed that they exercise the responsibility with trust, sincerity and commitment.

Key Competencies used in Karnataka Agencies

In Karnataka Agencies, various competencies are used. The competencies that are used to perform a task or job such as technical knowledge, functional information, analytical skills, communication skills, planning and organising skills, interpersonal skills, leadership skills, team building skills, problem solving skills, decision making skills, time management skills. Commitment characteristics are those competencies which individuals have internally. Commitment also can be a deep attachment of an individual towards the job or task he performs. Commitment competencies in Karnataka Agencies are self-confidence, accepting challenges, winning attitude, determination, and concentration. Ownership of work, result orientation, honesty, patience and integrity are also commitment competencies.

The tools such as calling HR specialist, job experts, questionnaires, and interviews, team building tasks to the employees, conducting management games, self and superior assessment, group discussion or scenario discussion are used in Karnataka Agencies. In Karnataka Agencies, employees are well-assessed and are provided with opportunities to improve their competencies to contribute more to the organisational success.

The study revealed that creativity and negotiation skills are the most important key competencies used in Karnataka Agencies as out of 138 respondents 72.5 percent of the respondents feel that creativity and negotiation are used as key competencies in Karnataka Agencies. Other competencies like IT skills, organisational awareness, and emotional resilience are also used in the company. In

Karnataka Agencies, 77 percent of the respondents feel that interview was the most important tool used to map the competencies. Practices like calling expert panel and HR specialists or superiors in order to map the competencies are also used. Study revealed the tools used were effective enough to map the competencies in Karnataka Agencies.

Influence of Experience of the Employees in Giving their Opinion on the Practices of Competency Mapping in Karnataka Agencies

The influence of experience of employees in giving their opinion on the practices of competency mapping was analysed with the help of one way ANOVA and results are depicted in Table 1. The results showed that there was no significant difference between the experience levels of the employees in giving their opinion on the practices of competency mapping in Karnataka Agencies. $F= 0.147$, $DF= 2$ and $P \text{ value}= 0.863$. The P value is more than $\alpha 0.05$, which shows that there is no significant difference. Post Hoc (LSD) results in Table 2 show that there is no significant difference between the responses of the employees of less than 5 years of experience and more than 10 years of experience in Karnataka Agencies.

Table 1: ANOVA Showing the Influence of Experience on the Practices of Competency Mapping

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.058	2	.029	.147	.863
Within Groups	26.587	135	.197		
Total	26.645	137			

Table 2: Post Hoc (LSD)

(I) Experience	(J) Experience	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
less than 5 yrs.	5-10 yrs.	-.026	.080	.744	-.18	.13
	more than 10 yrs.	.044	.134	.743	-.22	.31
5-10 yrs.	less than 5 yrs.	.026	.080	.744	-.13	
	more than 10 yrs.	.070	.136	.608	-.20	
more than 10 yrs.	less than 5 yrs.	-.044	.134	.743	-.31	
	5-10 yrs.	-.070	.136	.608	-.34	

Association between Designation and their Opinion Regarding Satisfaction on the Competency Mapping

mapping chi-square test was used and the results are depicted in Table 3.

With a view to understand the association between the designation and employees’ opinion on competency

Table 3: Chi-Square Test Showing the Association between Designation and their Opinion Regarding Satisfaction on the Competency Mapping

	Value	Do	Asymp. Sig. (2-sided)	Monte Carlo Sig. (2-sided)			Monte Carlo Sig. (1-sided)		
				Sig.	95% Confidence Interval		Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound		Lower Bound	Upper Bound
Pearson Chi-Square	2.552 ^a	4	.635	.522 ^b	.512	.531			
Likelihood Ratio	4.106	4	.392	.370 ^b	.361	.380			
Fisher's Exact Test	2.512			.680 ^b	.671	.689			
Linear-by-Linear Association	1.222 ^c	1	.269	.339 ^b	.330	.349	.183 ^b	.176	.191
N of Valid Cases	138								

a. 6 cells (66.7%) have expected count less than 5. The minimum expected count is .09.

Since the 6 cells (66.7%) have expected count less than 5, we consider Fisher’s exact test. Value of Fisher’s exact test value is 2.512. Since the p value is 0.680 and is more than α (0.05), it is not significant. This shows that there is no association between the designation and employees’ opinion on competency mapping.

Influence of Gender in Giving the Opinion on the Effectiveness of Competency Mapping

With a view to understand the influence of gender in giving the opinion on the effectiveness of competency mapping, independent Sample T-test was used and the results are depicted in Table 4 and Table 5.

Table 4: The Influence of Gender Giving the Opinion on the Effectiveness of Competency Mapping

T-Test Descriptive

	Gender	N	Mean	Std. Deviation	Std. Error Mean
I feel motivated to work at Karnataka agencies	Male	116	4.11	.471	.044
	Female	22	4.14	.351	.075

From Table 4, it is observed that though the mean value of the male respondents (strongly agree = 5, agree= 4, neutral=3, disagree=2, strongly disagree=1) is on the lower side i.e. 4.11 ± 0.471 and 4.14 ± 0.351 , the standard deviation of the male response was higher than that of the female response showing that competency mapping systems in Karnataka Agencies affect males either positively or negatively. The output from Table 5 shows that $t = -0.230$, $df = 136$, $P = 0.378$, $\alpha = 0.05$ Since $P = 0.378 > 0.05$ there is no significant difference between the responses of employees on competency mapping.

Table 5: Independent Sample T-Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper	
I feel motivated to work at Karnataka agencies	Equal variances assumed	.783	.378	-.230	136	.819	-.024	.106	-.233	.185
	Equal variances not assumed			-.280	37.001	.781	-.024	.087	-.200	.151

The Relationship between Age of the Employees and the Income Level in Karnataka Agencies

The correlation test was used in order to find out the relationship between age and income level of employees of Karnataka Agencies.

Table 6: Correlation Test to Understand the Relationship between the Age and Income Level of Employees

		Age	Income level
Age	Pearson Correlation	1	.448**
	Sig. (2-tailed)		.000
	N	138	138
Income level	Pearson Correlation	.448**	1
	Sig. (2-tailed)	.000	
	N	138	138

**Correlation is significant at the 0.01 level (2-tailed).

In Table 6, the test reveals that $p=0.000$ and Pearson $r=0.448$, $\alpha=0.01$. As the p value is $0.000 < 0.01$ there is a significant and positive correlation between age and income level of the employees of Karnataka Agencies.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.448 ^a	.201	.195	2855.818

a. Predictors: (Constant), age

Table 8: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	279230785.223	1	279230785.223	34.238	.000 ^b
Residual	1109175011.878	136	8155698.617		
Total	1388405797.101	137			

a. Dependent Variable: Income level

b. Predictors: (Constant), age

Table 9: Coefficients Showing Age and Income Level

	Model B	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
		Std. Error	Beta			
1	(Constant)	2307.108	1779.728		1.296	.197
	Age	366.912	62.706	.448	5.851	.000

The test states that that R squared is 0.201 which indicates that 20.1% of the relationship between age and income level has been explained and the adjusted R squared value 0.195 which is close to 0.201. The level of predictability is low as income level may be influenced by many other factors. This test shows that the equation $Y=a+bx$ interpreted as income level = 2307.108+366.912 times of age which indicates the age (constant) and the income level (dependent variable). Hence we can interrupt that the level of income is influenced by the age is to the extent of (2307.108+366.912) times.

From the study, it is understood that employees appreciated the competency mapping system followed in Karnataka Agencies.

Conclusion

Competency should be treated as a behaviour rather than the skill or the ability. Competency must be incorporated throughout the organisation in all the processes such as recruitment and selection, training and development, and performance appraisal. The competencies of the respective jobs become factors for assessment on the performance of the people. Competency mapping is used as an integrated HR process to connect with the job rotation, training, career planning, promotions and advancements for the employees Employee's involvement and commitment at Karnataka Agencies is highly related to competency mapping. Thus, employees at Karnataka Agencies are creative in dealing with difficult situation at the work place and contribute in effective implementation of new and creative ideas. The responsibilities given are exercised with great trust, sincerity, and commitment. In this respect if competencies are correctly mapped, they act as holistic weapon for the human resource development.

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