

“Core Competency Mapping and Skills of Employees for Enhancement in IBM, India”

Mohammad Ahmed Abdullah Alsabri^[a]

&

Belqes Mutar Alaraqe^[b]

Abstract

Human resource is the most valuable and unique asset of an organization. In fact, among all the factors of production human resource is considered to be the most important because behind the production of every product or service there is a human brain, effort and man-hour. Nowadays, competency mapping is one of the most importance functions in human resource management, which aims to enhancing the performance of organizations, it's also target the improvement on employees' performance and help HR managers in finding the right employee for a job and development of the employed person in doing the assigned job effectively. Therefore, the firms have to determine the role and list of competencies scientifically and perform each role well. IBM has advance and unique practice of competency mapping but IBM needs to analyze the combination of strengths in different employees to reach the most effect teams and top quality work. Hence, the present study addresses the concept of competency mapping and skills of employees for enhancement. The study may help the organization to identify the men of incompetence among the employees and to take remedial measures to improve their performance. The findings of the present study are considered to be very important as it analyses the factors of core competency mapping and development of employees for excellent in IBM, India.

Keywords: competency mapping, Development, HRD, HRM, performance, IBM, India

^[a] **Mohammad Ahmed Abdullah**

Alsabri,

Research Scholar,

Department of Business Management and
Research Studies, Kuvempu University,

Shankaraghatta - 577 451,

Karnataka State, India.

Mobile No.9035410455,

Email: 31sabri@gmail.com

^[b] **Belqes Mutar Alaraqe,**

Research scholar,

Kuvempue University,

Department of Business Management and
Research Studies, Kuvempue University,

Shankargatta - 577451,

Karnataka State, India.

1. Introduction

In today's open world driven by global competitiveness, which is characterized by shortage of resources, it has become first and foremost object of every businessman to use the available resources professionally and in best way. The different resources include Men, Material, Machine and Money. Therefore competency mapping is one of the most important in any organization and it has been an extremely important issue for both, employer and employee therefore, it is important for organisations to evaluate workforce competency and develop them on an ongoing basis to meet the global competition and maximize returns and minimize wastage all these resources must be properly synchronized. Indeed today, one of HR's most challenging tasks is placing the right people in the right jobs. 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 thus, identifying and development of the competencies in firm enable better performance management as well as reward and recognition systems leading to career and succession planning programmes.

As the HR profession has increasingly earned its seat at the strategic table and become a business partner, the need to develop the foundational competency has become more important. Core competency mapping and skills are process through which one assesses and determines one's individual strengths as the individual worker, as a part of organization; competency mapping examines areas like emotional intelligence or emotional quotient, behaviour styles and strength of the individual in the areas like team structure, leadership and decision-making. Nowadays large firms employ competency mapping and skills to understand how to most effectively employ the employee the competencies to increase the performance of workers. It leads in most adequate recruitment, and selection of an employee. Core competency mapping is a critical to complement the skills with the necessary knowledge and attitudes.

The present study attempts to make analysis of core competency mapping and skills of employees for enhancement in IBM, India. The present study is believed to add a good amount of knowledge to the pool of knowledge in management studies in general and competency mapping in particular.

2. Literature Reviews

Gaspar (2012) ⁱin his research paper titled “A Study on the Perception of Human Resource Executives On Competency Mapping for the Superior Results” 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 organisation. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

Yuvaraj (2011) ⁱⁱ in his article titled “ Competency Mapping- A drive for Indian Industries” explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extend.

Farah (2009) ⁱⁱⁱ in his research study titled” Competency Mapping and Managing Talent” discussed about the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delver deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have successfully integrated.

Spencer and Spencer (2008)^{iv} in their book titled “Competence at Work - Models for Superior Performance” defined competency as an underlying characteristic of an individual that is causally related to criterion-referenced effective and superior performance in a job.

Boyatzis (2007)^v in his research titled “Competencies in the 21st Century” adopted the term competency as an “underlying characteristic of an individual that is causally 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.

Deb (2006)^{vi} in his book titled “Strategic Approach to Human Resource Management” stated that 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.

Chanda and Kabra (2000)^{vii} in their book titled “Human Resource Strategy - Architecture for Change” were of the view that ‘the competency of a professional is determined through his/her level of knowledge, capacity to utilize skills and personal attitudes and values towards the HR function’.

Gilbert (1996)^{viii} in his article titled “Human Competence, Silver Spring” define 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.

3. History of competency mapping

The term competency has been defined in the literature from several different points of view. It was originally used in the field of education to describe trainee teacher behaviors. This was implemented and successfully used by Prof. Bowden and Dr. Masters. Then later on this concept became very popular and widely exploited in the management field of management through the work of Boyatzis. However, the term competency was not “owned” by any particular group. In fact, a variety of stakeholders was involved in using the term, each with their own agendas. \

4. Objectives of Competency Mapping

The objectives of competency mapping are

- 1) To ensure that right people are identified and placed in the right role
- 2) Employee potential is understood, developed and utilized to the fullest extent.
- 3) To analyze how the competencies are aligned to strategies, business performance and goals.
- 4) To analyze the impact of Competency Mapping in relation to individual and consulting organization objectives.

H 2 H



Acme Intellects

5. Concept of competency mapping

Competency mapping: identifies an individual's strengths and weaknesses. The aim is to enable the person to better understand himself or herself and to point out where career development efforts need to be directed.

Some scholars' defined "competence" as a combination of knowledge, skills and behavior used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role.

Competency is the ability of an individual to perform the signed job effectively.

A core competency: is defined as an inherent individual capability, critical to the success of business. This is a competency that most individuals are expected to possess, most valued by organisations. Core Competencies are not fixed, as they change in response to the company's environment, involving flexibility and overtime, concomitant with new business changes and adaptations.

Professional Competencies or functional competencies: distinctive organization competencies for each job are grouped, wherein the goal is to optimize performance by improved technical skills. There are three groups:

- 1) Behavioural Competencies - required in terms of behaviour.
- 2) Threshold competencies- required to perform a job effectively.
- 3) Differentiating competencies-which identify and rate individual performances.

Competency Identification: it identifies the competencies required to perform a given job/role successfully. The following tools are used to identify the competencies job; task forces, self-benchmarking or by superiors- HR specialist, job experts/ subject matter specialist, task analysis workshop, questionnaire, interviews, group work, critical incident technique and repertory grid.

Competency assessment: is the process of assessing the required competency of an individual or group of individuals. The competency of individual or group are assessed by using the following tools; Self and Superior Assessment, 360 degree feedback, Assessment center, Psychometric tests, Interviews, Leaderless Group Discussion (LGD), In-basket exercise, Management Games, Role play, Case study, Scenario discussion and Portfolio presentation

Description: Competencies are derived from specific job families within the organization and are often grouped around categories such as strategy, relationships, innovation, leadership, risk - taking, designing making, emotional intelligence etc. So far as the way to go about for competency mapping is concerned, the first step is job analysis, where the company needs to list core competency requirements for the job concerned. The next step should be development of a competency scale for the job on the parameter previously identified. The actual mapping of employees can be a self-done exercise or done by others like superiors. It can also be done by using the 360-degree method where peers, first reports and customer also rate the employee.

Thus, management competency might include systems thinking and emotional intelligence, and skills in influence and negotiation. Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act. In emergencies, competent people may react to a situation following behaviors they have previously found to succeed. To be competent a person would need

to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire, if this is relevant. Regardless of training, competency would grow through experience and the extent of an individual to learn and adapt. A competency contains knowledge, skills and behavior that staff members or members of a specific category need to demonstrate in order to carry out their task and responsibilities successfully. Competencies are the foundation for effective performance in any job or position. A competency profile can include core competencies, which identify those core values that all staff members should demonstrate; managerial competencies, relevant for management positions and functional/technical competencies that are specific to functional areas.

6. Process of Competency Mapping

- 1) Role assessment
- 2) Actual Competencies administrated
- 3) Designed set of Competencies required to performed the jobs (Competency Grid)
- 4) Designed set of Competencies required to performed the jobs (Competency Grid)
- 5) Gap between actual and designed Competencies(organizational level)
- 6) Alignment process
- 7) Gap Competencies – need for individual development

8)

9)

Role assessment

10)

11)

12)

Actual Competencies
administrated

13)

14)

15)

Designed set of Competencies required to
performed the jobs (Competency Grid)

17)

18)

19)

Designed set of Competencies required to
performed the iobs (Competency Grid)

21)

22)

23)

Gap between actual and designed Competencies

"Aano bhadraa krathavo yanthu vishwathaha"- "Let the noble thoughts come to all from all directions". Page No.6

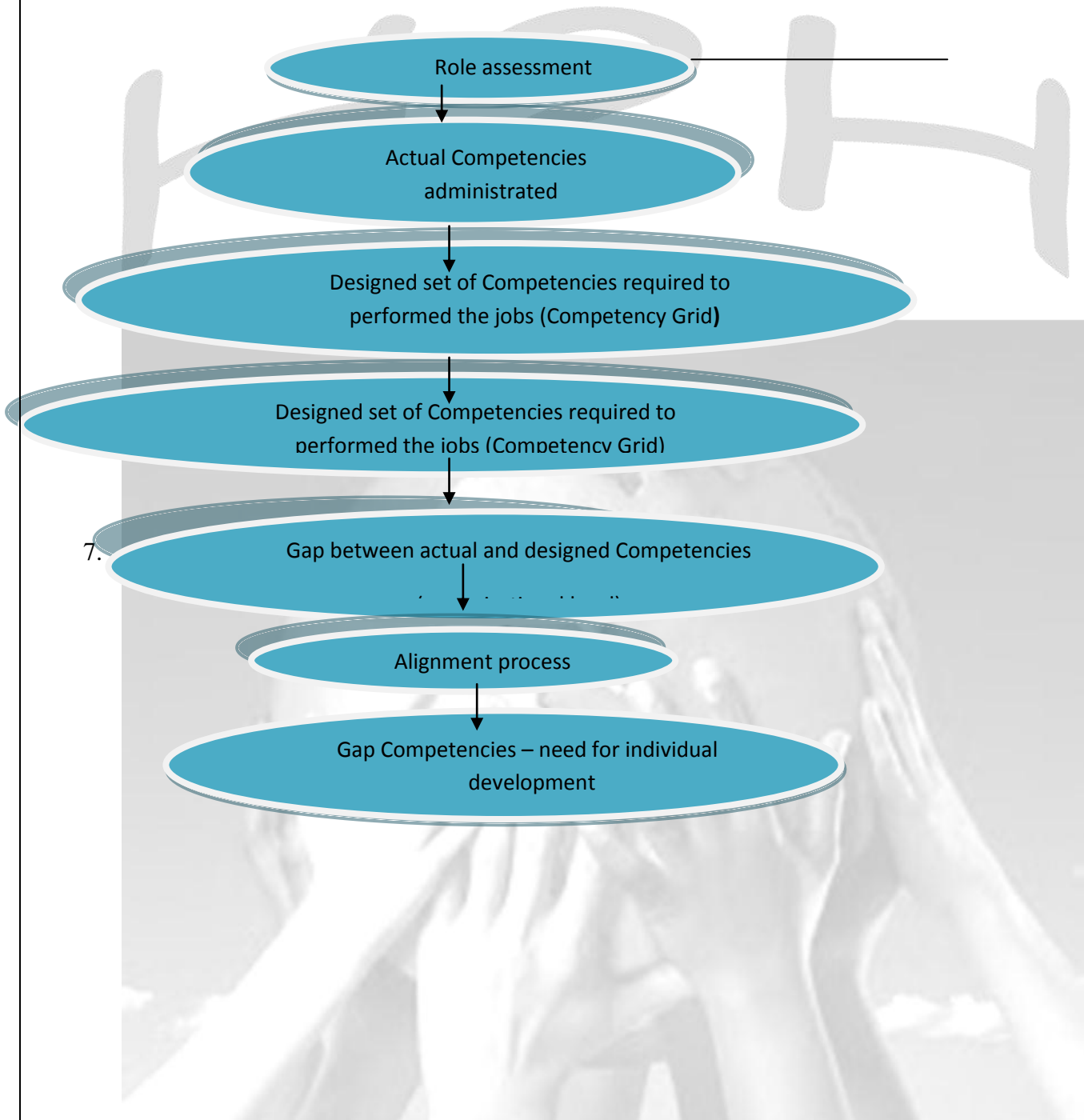
Acme Intellects Research Center- A wing of Help to Help Charitable Trust®

Alignment process

H2H



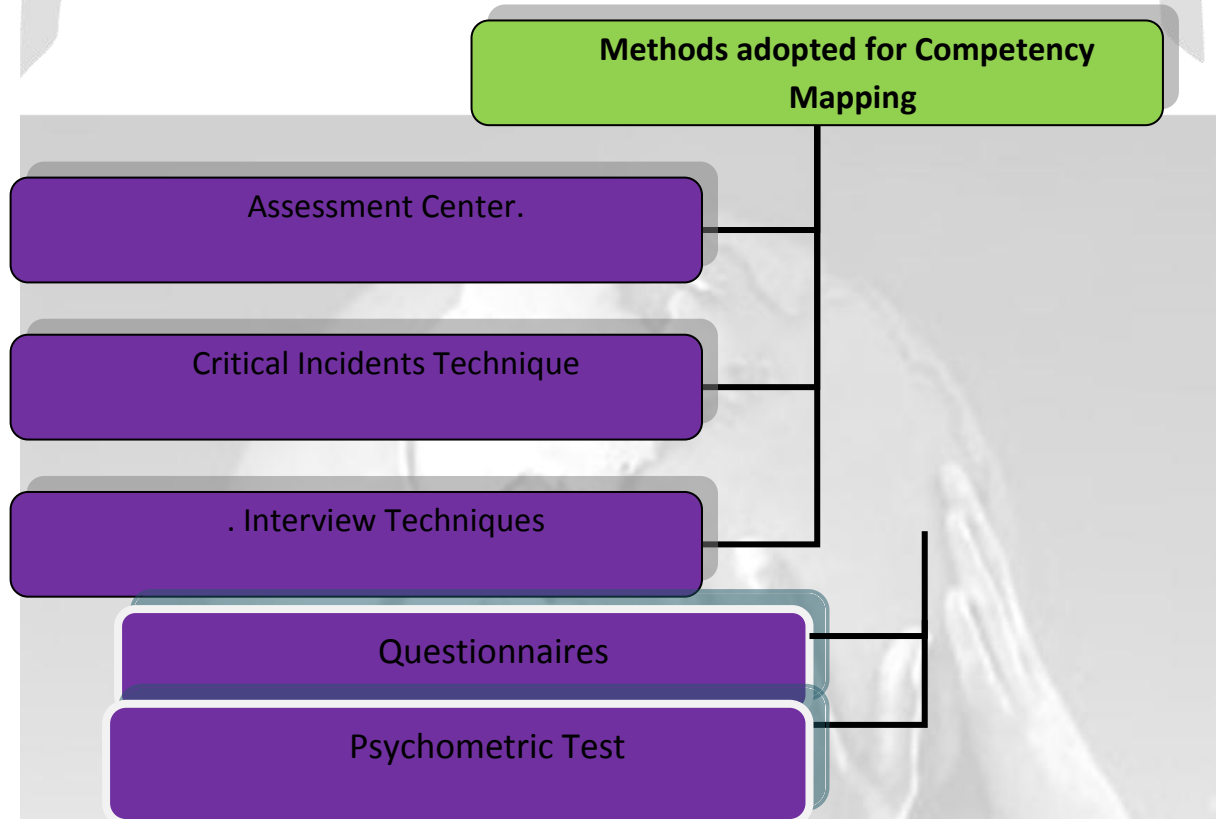
Acme Intellects



Acme Intellects

Methods adopted for Competency Mapping by Most Organisations:

- A. Assessment Center.
- B. Critical Incidents Technique
- C. Interview Techniques
- D. Questionnaires
- E. Psychometric Test



8. Competency mapping and Development for employees in IBM, India

IBM is a global technology and innovation company that stands for progress. It operated in more 170 countries; it has been present in India since 1992. IBM India has clearly established itself as one of the leaders in the Indian Information Technology (IT) Industry - and continues to transform itself to align with global markets and geographies to grow this leadership position. It exposes high performance of its employees to the 21st century context for doing business. IBM leadership development program is intended to put IBM's most valuable resource - it is people - in places that can most benefit from their expertise, and provide these employees with experiences from which they can gain broad leadership and cross-cultural experience. IBM has one of the strongest talent development programs and one of the strongest corporate social responsibility (CSR) programs in the technology industry. What do you get when you combine them? CSR, this a great example of how companies can do well by doing good.

The Competency Mapping in IBM, India not only acts as a useful tool for the organization but also aids an individual's competency, it is has been a general observation

that hard work, sincerity, knowledge, intelligence alone does not make a person a star performer in his/her profession. There are other factors that help an individual excel in his job. Managers at IBM keep a record of different qualities a person must possess to do a job effectively, and they make use of their knowledge to select and train their subordinates. Organizational psychologists have refined this understanding and converted it into a structural and formal process called Competency Mapping. It has emerged as one of the most powerful tools aiding the improvement for the HR professionals in finding the right employee for a job and development of the employed person in doing the assigned job effectively. Competency mapping process at involves two areas: emotional intelligence and strengths of the individual in areas like team structure, leadership and decision-making. IBM frequently employs some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. Competency mapping helps identify the success criteria required for individuals to be successful in their roles.

IBM strictly following the process of competency mapping does face some hurdles in achieving overall efficiency. Firstly, the organizations do the ultimate mistake of realizing the map as the desired end result. The map is nothing but a colossal waste of time and money without proper analysis. Secondly, the mission must be to sustain a knowledge flow that is more profitable to the organization. If the organization is already rich beyond wildest dreams then the mission should be to measure against the current "ideal" knowledge flow. Lastly, incorrect assessments of results lead to flawed decisions and cause a big damage to the concern. Competency mapping tailored to an organization is necessary to train, define and retain talent in a company. As a result of competency mapping, all the HR processes like talent induction, appraisals and training yield much better results.

9. Objectives of the study

The broad objective of the study the competency mapping and skills of employees and the specific objectives of the study are:

1. To analyze the competency mapping practices of IBM, India.
2. To study the various competencies possessed by the employees as per their job roles.
3. To study the impact of competency mapping and skills on organizational performance

10. Hypotheses

Based on the review of literature and objectives of the study, the hypotheses are formulated and examined in the study. The hypotheses are formulated on the following areas.

Ho1: There is no significant perceived difference in competency mapping and skills among respondents of IBM, India.

Ho2: There is a significant improvement in the performance of employees after adopting competency mapping and skills.

11. Scope of the Study

The present study is focusing on the competency mapping and skills of employees for enhancement in IBM study purpose. A survey research was carried on employees working for IBM, India to solicit opinions of respondents.

12. Methodology

The method or methodology used in the research play a very important role in enhancing the quality of the research. The methodology is all about the research design and data types used and the analysis and interpretation made in the research to meet the research objectives.

7.1 Research Design

In order to satisfy the objectives of the research, the study employs descriptive survey research. It is a type of research design, which has its primary objective and provision for insights into problem of the study and comprehension of the problem situation confronting the researcher. In the present context, descriptive design is used to measure and establish the relationship among the variables.

7.2 Sources of Data

The study uses both primary and secondary data for analysis and interpretation to meet the research objectives.

7.2.1 PRIMARY DATA

Primary data was collected from the employees working in IBM, India. Primary data was collected by adopting stratified sampling technique and a well-structured questionnaire. The respondents are top-level managers, middle level managers, lower level managers working in different functional areas.

7.2.2 Secondary Data

The secondary data is published data, which was collected from among the published sources like books, journals, annual reports, bulletins, published articles, newspapers and dissertations. In addition, the study makes use of online journals and websites.

7.3 Sampling Design

The research study adopts stratified sampling design; firstly, the population is stratified into mutually exclusive sub-groups. Then judgment is used to select the subjects or units from each strata based on a specified proportion. The respondents of the study comprised of 150 employees from IBM, India.

7.4 Factor Analysis

The technique of factor analysis provides a fascinating way of reducing the number of variables in a research problem to a smaller and more meaningful number by combining related ones into factors. It relieves the researcher from the confusion arising through overlapping measures of the same underlying variables.

In the present study, factor analysis has been used for identifying the competency mapping and skills of employees for enhancement in IBM.

7.5 STATISTICAL TOOLS AND TECHNIQUES USED FOR THE STUDY

The data collected from different respondents were crosschecked and coded in Excel sheet. Later the coded data entered into master code sheet after cross checking. SPSS version 20 was used to analyze the data. Statistical tools have been used is One way - ANOVA.

13. Limitation of the Study

The study has the following limitations

1. The study is being a survey research; there may be some personal biases in the opinions of respondents.
2. The study is limited only to IBM, India. So the outcome of the study is based on only IBM, India.

14. Analysis and Interpretations of the Data

Table1. Mean scores of the respondents’ competencies mapping factors

Competencies	Mean scores	SD
Communication skills	18.84	3.66
Business awareness	29.91	5.72
Achievement Orientation	19.17	3.064
Team Management	29.91	5.72
Relationship Management	22.42	6.69
Task proficiency	28.85	8.49
Adaptability	13.46	3.49
Leadership	29.91	5.72
Independence	20.84	5.83
Analytical Reasoning	19.17	3.064
Planning skills	13.46	3.49

Table1 reveals that the respondents agree that team management, leadership and business level awareness is positive practices at IBM India with the mean score of 29.91, followed by task proficiency with mean score of 28.85, which means that IBM highly focuses on task proficiency moreover, IBM maintains healthy relationships between the employer and employee, which comes with mean score of 22.42, independency practice, comes with mean core of 20.84 followed by analytical reasoning and achievement orientation with mean core of 19.17 then communication skills of the employees with 18.84 and finally comes planning skills with mean core of 13.46. It can be concluded that team management, leadership and business level awareness highly positive practices of competency mapping at IBM compared to others competencies.

Table2. Analysis of variance among experience of the respondents and their various competencies

COMPETENCIES		SUM OF SQUARES	D.F	MEAN SQUARE	F	SIG.
Communication	Between Groups	51.28	4	12.812		

Skills of Employees	Within Groups	1952.91	145	13.468	0.951	0.05
	Total	2004.160	149			
Business awareness of the Employees	Between Groups	205.377	4	51.344	1.59	0.05
	Within Groups	4680.496	145	32.279		
	Total	4885.873	149			
Achievement	Between Groups	72.685	4	18.171	1.98	0.05
	Within Groups	1326.809	145	9.150		
	Total	1399.493	149			
Team Management	Between Groups	205.37	4	51.34	1.59	0.05
	Within Groups	4680.49	145	32.27		
	Total	4885.87	149			
Relationship Management	Between Groups	122.92	4	30.73	0.68	0.05
	Within Groups	6551.61	145	45.18		
	Total	6674.54	149			
Task proficiency	Between Groups	878.65	4	219.66	3.22	0.05
	Within Groups	9878.12	145	68.12		
	Total	10756.77	149			
Adaptability	Between Groups	22.28	4	5.57	0.44	0.05
	Within Groups	1801.05	145	12.42		
	Total	1823.33	149			
Leadership	Between Groups	205.37	4	51.34	1.59	0.05
	Within Groups	4680.49	145	32.27		
	Total	4885.87	149			
Impact of competency mapping on organization' Performance	Between Groups	144.23	4	36.06	0.55	0.05
	Within Groups	6964.93	145	48.03		
	Total	7109.17	149			
Independence	Between Groups	372.52	4	93.13	2.87	0.05
	Within Groups	4695.63	145	32.38		
	Total	5068.16	149			
Analytical	Between Groups	72.68	4	18.17		

Reasoning and	Within Groups	1326.80	145	9.15	1.98	0.05
	Total	1399.49	149			
Planning skills	Between Groups	22.28	4	5.57	0.44	0.05
	Within Groups	1801.05	145	12.42		
	Total	1823.33	149			

The table 2 discloses the statistics on the employees' perception on competencies at IBM. According to the table 'F' value is 0.951 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. Therefore, it is concluded that the respondents in IBM perceived that there is no significant difference among respondents on communication skills of the employees. Similarly, there is no significant perceptual difference among respondents on level of business awareness as the "F" value is 1.591 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. There is no significant difference among the respondents with varied experience groups on job achievement as the "F" value is 1.986 d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. The team management practices at IBM is highly positive among the groups of employees, It is evidence from the study that "F" value is 1.591 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. IBM maintains good relationship between employer and employee as the table indicates that "F" value is 0.680 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. There is no significance difference between the groups of employees on task proficiency, the results shows that "F" value is 3.22 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. Adaptability of IBM is positive as the "F" value is 0.448, with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. There is no significance difference perceived on leadership in IBM as the "F" value is 1.591 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. The above table reveals the statistics on the respondents' perception on the impact of competency mapping on employees' performance. According to table the 'F' value is 0.559 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. There for the **null hypotheses is accepted**. Hence, it is concluded that there is no significant perceptual difference among respondents working with IBM India on competency mapping on employees' performance. The practice of independency is positive among the groups of respondents at IBM India as the "F" value is 2.87 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. There is no significance difference between the groups of respondents on analytical reasoning as the table shows the "F" value is 1.98 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance. Finally there is no significance difference among respondents working with IBM India on planning skills practices as "F" value is 0.448 with d.f (4, 145), which is less than the table value 3.37 at 0.05 level of significance.

15. Suggestions

On the basis of analysis of the study, the following suggestions are made in the study to make competency mapping practice more effective and further to accelerate the competency mapping in IBM India.

Planning skills for employees: - In the study, it is found that employees in the IBM had opinion that planning skills is less with mean score of 13.46. Planning skills for employees is essential, therefore, the present study advises to use scientific methods for determining planning skills of employees. So that the employees required skills will be added and that results in return of the investment at IBM India.

Adaptability: - From study, It found that adaptability factor is less than other factors of competency mapping in IBM India with mean score of 13.46. Nowadays adaptability is very importance; therefore, in the study, it is suggested that to increase the adaptability practices among the employees in IBM India.

Communication skills of the employees:- the study shows that, communication skills of employees with mean score of 18.84, when compared to others factors of competency mapping is seem to be less. Today communication become so significance, therefore, the present study advises to increase the numbers of communication skills programs in IBM India by including more foreign languages in there commination skills programs.

16. Conclusion

A human mind is a tool that innovates. Therefore, for an innovative business practice to flourish effectively an appropriate competency mapping of the workforce is required. It was found that each and every employee at different job position requires competencies but of different level. IBM India invest much effort on “human capital” and its development they know that internal competences are able to impress a distinctive feature on the company, and that the knowledge of their human resources represents the primary wealth of the organization. From the above study, it can be concluded that Competency Mapping is definitely a new era in the field of HR.

17. References

1. Boyatzis R. (2007) Competencies in the 21st century, Journal of Management Development Vol. 27 No. 1, 5-12.
2. Chanda, A. and Kabra, S. (2000), Human Resource Strategy - Architecture for Change, Response Books: New Delhi.
3. Deb, T. (2006) Strategic approach to human resource management, New Delhi: Atlantic Publishers and Distributors.
4. Gaspar Robert (2012) A Study on the Perception of Human Resource Executives On Competency Mapping for the Superior Results, International Journal of Social Science Tomorrow, Vol.1, No.8
5. Gilber, T.F. (1996) Human Competence, Silver Spring, MD: International Society for Performance Improvement.
6. Naqvi, Farah (January 2009), "Competency Mapping and Managing Talent." ICFAI Journal of Management Research, Vol. 8 Issue 1, p85-94, 10p, 1 Chart.
7. Spencer, L.M. & Spencer, S.M. (2008), Competence at Work - Models for Superior Performance, Wiley India Pvt. Ltd.
8. Yuvaraj, R. (2011), "Competency Mapping- A drive for Indian Industries", International Journal of Scientific and Engineering Research, Vol. 2, Issue 8



Acme Intellects