

Competency Mapping Among The Ites Sectors: A Study Among The Ites Employees In Coimbatore

Mrs. S. Manju¹, Dr. D. Jayanthi², Mrs. N. Kowsalya³,

¹Assistant professor, Department of Business Administration, Sri Ramakrishna College of Arts and Science for Women, Coimbatore.

²Head & Associate professor, Department of Business Administration, Sri Ramakrishna College of Arts and Science for Women, Coimbatore.

³Assistant professor, Department of Business Administration, Sri Ramakrishna College of Arts and Science for Women, Coimbatore.

Email: ¹manju.pacet@gmail.com, ¹manjumgt@srcw.ac.in, ²jayanthidhanapaal@gmail.com, ²jayanthimgt@srcw.ac, ³kowsalya71111@gmail.com. ³kowsalyamgt@srcw.ac.in

Abstract

Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes of the organization. The present study attempted to know about the effectiveness of the Competency Mapping at ITES companies in Coimbatore, to know about the employee field and expertise with respect to Competency elements and to know how Competency Mapping align employee behavior with organization strategy and values. The study adopted descriptive research design and collected 120 responses from employees of ITES working in Coimbatore. The Competency Mapping has effect on understanding the company requirements and goals by respondents, laying out clear standard achievable goals by management, motivating the employee to perform their job in better way, identifying the gap in employee job and seek out to overcome, effect on accepting and challenging job by the employee that are achievable in short / long term and has effect on not only setting targets but also monitor effectiveness and efficiency of the employee. Thus, Competency Mapping is highly effective at ITES Companies, Coimbatore. The study suggested to achieve organization goals ,though it is evident from the study that the employees are result focused , there are few employees who have not strongly agreed that they accept challenging job that are achievable in short term or long term basis. This could be fine tuned by the HR department by way of providing motivation and concerned Training and Development to the employees.

Keywords: *Competency mapping, Competency, ITES, IT, Coimbatore*

1. INTRODUCTION

Competency is the capacity of an individual developing behaviour, adequate for the job demands governed by parameters of the organizational environment in achieving desired

results. The competency mix is comprised of Knowledge, Skills and Attitude. According to **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)** defined it as, *“an underlying characteristic of a person which results in effective and/or superior performance on the job”*.

Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes of the organization. A competency is defined as a behavior rather than a skill or ability. In the modern complex world, which is characterized by scarcity of resources, it has become first and foremost object of every businessperson to use the available resources efficiently and in best way. The different resources include Men, Material, Machinery and Money. To maximize returns and minimize wastage all these resources must be properly synchronized. Man power, both technical and managerial, is the most important resource of organization. No other factor can be utilized efficiently without manpower. Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

2. REVIEW OF LITERATURE

Mishra, Swetalina & Dash, RKS Mangesh (2017) discussed about assessing the employees is a best way to know the strength and weakness of the employees so that companies can take subsequent efforts to utilize or develop its employee. In this regard, competency mapping has its own importance. Whether possessing such competency makes the employees to enhance their productivity is the main aim of the study. It is essential on the part of the organization to ensure the competencies possessed by the employees in order to effectively execute their jobs. In this regard, in this paper an attempt has been taken to find out the impact of competency mapping on productivity of the employees in the power sector, Odisha.

Krishnaveni.J (2013) aimed to assess the competency of the employees of Meenakshi Mission Hospital and Research Centre, Madurai, India. It evaluates various aspects of employees' competency such as ability to mutual relationship, communication, adaptability, leadership and overall task proficiency. This study may help the organization to identify the men of incompetence among the employees, and to take remedial measures to improve their performance.

Nagesh, P., Kulenur, S., & Jagadeesh, K. (2017) aimed to study and analyze the employee competencies of Training and Development Department of a typical manufacturing company in Mysuru, analyzing their expected skills and the actual skills, mapping them, identifying the competency gaps, analyzing the gaps to suggest necessary measures to reduce/bridge the competency gaps in employees.

Velayudhan T.K, Mily (2011) has collected data from 195 software employees. Where in 145 employees were from Cognizant Technology Solutions (CTS) and the rest 150 respondents were from Hindustan Technology Limited (HCL) and their competencies were studied in depth to bridge the gap of the lacking competency which would help the employees to outshine which would help the organization to lead its goal through its objectives.

Sagunthala, C (2017) proposed suggestions to the organization to concentrate on the informal relationship between the employer and employee. Therefore the Textile sector can go in for 360 degree feedback apart from performance appraisal as this feedback would help the employees to identify areas of opportunity, where a change in the behavior can make a significant difference in the abilities of the employees. Though meeting the new needs of the employee is a smaller part, but it is a relevant part of overall competency development.

R. Sugumari & S. Rupa (Alias) Andal (2014) attempted analyse the link between competency mapping and human practice in the organization Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Through proper competency mapping high skilled and knowledge based jobs are increased. Further efforts have also been made to know the impact of competency mapping on individual and team and to know the impact on training provided to the employees.

Zulfiqar Murtaza, (2015) attempted to identify the gap between the competencies present and the competencies that are required for the employees in the tourism department to function at its best. It focuses on the fact that there is a gap in the competencies present among the employees of tourism sector as against the competencies demanded by the employees of the sector so that the sector performs as per the expectations and offers not only better revenues and employment opportunities but also helps in pushing the economy on a large scale.

Smithesh G and Shameem, A (2018) attempted to know the role of competency mapping and its impact on HR Deliverables. The other specific objectives are to ascertain & understand the contribution of Competency Mapping in the Performance Appraisal process, know the role of competencies in the selection and the hiring process, harness the significance of anticipating and managing the competencies required for the future. The study shows that competency based HR practices are gaining momentum in the field and the profession. The contradictions in certain areas depict the dynamics of the evolving models of competency mapping.

Shivanjali, Mitushi Singh, Tripti Singh (2019) focuses on the employees working who are working in the IT companies. Hence the output of this study contributes to the existing explanation of importance of competency mapping in employee retention. It investigates the differences in the levels of different factors related to the competency mapping. The paper contributes in better understanding of the factors that affect employee retention and the study further contributes in the same through an empirical research.

Kumar S. Gokul, et al (2018) aimed to empower the individual to better comprehend him or herself and to bring up where vocation improvement endeavors should be coordinated. The

present study concentrates with eight dimensions and perception of the managers / supervisors, labour and administrative staff members are gathered and measured with different parameters such as, adaptability, initiative, judgment, planning and organization, problem solving, leadership quality, productivity and use of technology.

Tejeswari, A, Ambuli, T.V (2016) stated that competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career employees with reference to Murugappan and company. From the study it is found that there is no association between work experience and high emotional strength. So Use of occasional skill tests within the department could help the employees to keep a track of where exactly they stand and thus would help them put more development efforts need to be directed. The present study is about competency mapping of authentic ratings when asked to.

Thamaraiselvi, P., Visagamoorthi, D & Shobana, A (2018) analyzed most and least possessed competencies and redefining the competencies using mathematical modeling with reference to Micro, Small and Medium Enterprises (MSME) in Coimbatore. Core competencies and grades of the employees do not have significant Communication, decision making and teamwork are most possessed and preferred core competencies and leadership and creativity/innovation are least possessed core competencies in the MSME sector. This in turn enhances the management to make proper decisions in allocation of quality work to appropriate employee.

Thamaraiselvi P , Visagamoorthi D, Sridevi KB (2018) focused on exploring organizational competencies with reference to their core advantages. The organizational competency is used as a typology to create the basis for associated development and their follow ups. This is highly essential for an organization for accurate placement of selected employees into the various job categories and in particular, the identification and mapping of high potential talent with specific jobs.

3. OBJECTIVES OF THE STUDY

- To know about the effectiveness of the Competency Mapping at ITES companies in Coimbatore
- To know about the employee field and expertise with respect to Competency elements.
- To know how Competency Mapping align employee behavior with organization strategy and values.

4. SCOPE OF THE STUDY

The study is mainly conducted to know about the effectiveness of Competency Mapping for the employees in an organization and also about how the organization will get benefit out of this Competency Mapping. So by conducting the research, at the end we gather more information regarding how the competency instrument will give benefit to both the employees and the organization and to find 'Is there any pitfalls behind that'. Through this we can give necessary suggestion wherever necessary and also to suggest innovative ideas so that it will protect the company from future challenges to a greater extent.

Table No: 1
Social Demographic Profile

Factors	S.No	Variables	Number of Respondents	Percentage
Age	1	Below 30	44	36.67
	2	31-40	36	30.00
	3	41-50	28	23.33
	4	Above 50	12	10.00
		Total	120	100
Gender	1	Male	62	51.67
	2	Female	58	48.33
		Total	120	100
Educational qualification	1	Professional	22	18.33
	2	PG	36	30.00
	3	UG	28	23.33
	4	Diploma/ITI	34	28.33
		Total	120	100.00
Level of Working	1	Top Level	54	45.00
	2	Middle Level	28	23.33
	3	Low Level	38	31.67
		Total	120	100
Experience	1	Below 2 yr	22	18.33
	2	2-4yr	20	16.67
	3	5-7yr	24	20.00
	4	8-10yr	26	21.67
	5	>10yr	28	23.33
		Total	120	100

Table No. 1 shows the social demographic profile of the respondents. Among the age of the respondents, 36.7% of the respondents are below 30 years and 30% of the respondents were in the age group of 31-40 years. 23.3% of the respondents were in the age group 41-50 and 10% of the respondents were above 50 years. Among the gender distribution, 51.7% of the respondents were male and 48.3% of the respondents were female. Among the educational qualification, 30% of the respondents were PG degree holders and 28.3% of the respondents were diploma / ITI holders. 23.3% of the respondents were UG degree holders and 18.3% of the respondents were professional degree holders. Among the level of working, 45% of the respondents were working in top level management and 31.7% of the respondents were working in low level management. Only 23.3% of the respondents were working in middle level management. Among the working experience, 23.3% of the respondents had above 10 years experience and 21.7% of the respondents had 8 to 10 years of experience. Around 20% of the respondents had 5-7 years of experience and 18.3% of the respondents had below 2 years of experience. 16.7% of the respondents had 2-4 years of experience.

Table No: 2
Respondents' opinion about various aspects of Competency Mapping

Sl. No	Factors	Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	WAM
1	Relation Management	Anticipate and understand about company requirements and the goal	40	54	6	8	12	120	3.85
2		Develop a good rapport with all	36	52	10	12	10	120	3.77
3		Maintain a healthy competition with our rivalries	21	51	24	14	10	120	3.49
4	Communication	Encourage discussion through questionnaire	22	61	20	9	8	120	3.67
5		Listen to other and try to help my colleagues with problem	18	70	12	14	6	120	3.67
6		Adapt my language and style to that of the colleagues	21	55	18	12	14	120	3.48
7	Leadership	Management lays out clear, standard achievable goal	4	67	21	12	16	120	3.26
8		Company motivates me to perform my job in a better way	20	36	44	12	8	120	3.40
9		Company welcomes constructive criticism	12	45	38	14	11	120	3.28
10	Collaboration	Team work brings more satisfactory result than working individually	32	54	12	12	10	120	3.72
11		Collaborative method encourage and support colleagues to	25	64	14	11	6	120	3.76

		achieve goal on time							
12	Stamina & Adaptability	Like to sustain and work for long hours	26	55	16	15	8	120	3.63
13	Business Knowledge	Good knowledge of the manufacturing industry	28	55	17	14	6	120	3.71
14		Understanding about the company's target	12	62	20	18	8	120	3.43
15	Result Focus	Identify skill in the job and seek out to overcome them	22	51	22	13	12	120	3.48
16		Accept challenging jobs that are achievable in the short/long term	22	44	22	17	15	120	3.34
17		Not only set targets but also monitor efficiency and effectiveness	10	48	38	12	12	120	3.27
18	Pro-Activity	Seize opportunities and challenges as they arise	45	53	6	6	10	120	3.98
19		Forecast the company's future requirements effectively	26	63	14	11	6	120	3.77
20	HRM	Pleased about the performance appraisal, that are evaluated from time to time	24	55	26	7	8	120	3.67
21		Happy with the counseling session and they help me to solve my problems	46	58	6	4	6	120	4.12
22		Find the coaching/ training very informative	20	54	28	9	9	120	3.56

		and useful to me							
23	Competency Mapping	Necessity of Competency Mapping present scenario	30	68	9	7	6	120	3.91
24		Competency Mapping as an effective tool for recruitment and performance appraisal	26	63	11	10	10	120	3.71
25		Competency Mapping have define Roles and Responsibilities	16	60	24	5	15	120	3.48

- On the relationship management factors, it is evident that the employees have strongly agreed the importance of Relation Management in the organization. It is inferred from the above table that the employees have anticipated and understood the requirements and goals of the company and have agreed that they develop a good rapport with all. The employees have neutrally agreed that they maintain a healthy competition with the rivalries.
- Respondents opinion about communications, it is evident that communications in the organization are at a strongly agree able level to the employees. The employees have agreed that they encourage discussion through questionnaire and have strongly agreed that they listen to others and try to help the colleagues. The adaption of language and style to that of the colleagues have been also agreed by the employees.
- On Leadership factors, it is clear that organization influences Leadership styles in the minds of the employees. Employees have agreed the statement that the management lays out clear, standard achievable goals and the company motivates the employees to perform the job in a better way.
- Among the collaboration factors, it is evident that the importance of collaboration among the workers have been strongly agreed to by the employees. The team work in ITES companies brings more satisfactory result than working individually. The employees have strongly agreed that Collaborative method encourage and support them to achieve goals on time.
- On Stamina and Adaptability factor, it is noticed that that employee have strongly agreed that they sustain and work for long hours as and when the situation arises in the organization.
- Among the business knowledge factor, it is clear that the employees of ITES companies have strongly agreed that they have a good knowledge of the manufacturing industry and they have strongly agreed that they have a clear understanding about the company's target. Thus from the above analysis it is evident that the employees of the organization have sound business knowledge.
- Among the results focus factors, the employees have strongly agreed that they identify gap in their job and seek out to overcome them. The employees of ITES Companies, Coimbatore have agreed that they accept challenging jobs that are achievable in short/ long term basis and they not only set targets but also monitor efficiency and effectiveness.

- Among the proactive factors, it is evident that the employees have strongly agreed that they seize opportunities and challenges as and when it arises and they forecast the company's future requirements effectively.
- Among the HRM perspective, it is evident that the employees have strongly agreed that the HRM functions provided by the organization are at a satisfactory level to the employees. Employees are satisfied with the performance appraisal, counseling session, and coaching/training provided by the company thus is, very useful to employees for their carrier development.
- Among the competency mapping factors, it is evident that the employees have strongly agreed that the Competency Mapping is necessary in the present scenario as it is an effective tool for recruitment and performance appraisal. The employees of ITES companies, Coimbatore have strongly agreed that the competency mapping have defined roles and responsibilities clearly. Thus it is clear that the Competency Mapping is effective at ITES Companies, Coimbatore.

Table 3

ANOVA between employees experience brings the leadership skill in an organization.

Analysis of variables-Leadership Skills

		Sum of Squares	DF	Mean Square	F	Sig.
The management lays out clear standard achievable goal	Between Groups	14.792	4	3.698	4.820	.001
	Within Groups	80.562	105	.767		
	Total	95.355	109			
Motivates me to perform my job in a better way	Between Groups	26.930	4	6.732	12.498	.000
	Within Groups	56.561	105	.539		
	Total	83.491	109			
Welcomes constructive criticism	Between Groups	14.489	4	3.622	4.375	.003
	Within Groups	86.929	105	.828		
	Total	101.418	109			

From the above table, it is inferred that the calculated significant level is less than table value (2.45) and hence null hypotheses is rejected and alternative hypotheses are accepted. The alternative hypotheses are as follow as,

- There is significant relationship between experiences of the employee with the management layout and clear standard achievable goal.
- There is a significant relationship between experiences of the employee with company motivation to the employee to perform their job in better way.
- There is a significant relationship between experience of the employee and the company welcoming constructive criticism.

Thus it is prove that there is a significant relationship between experience of the employee and the leadership skill in an organization.

Table No. 4
ANOVA between ages of the employees has any significance to the Relation Management of an organization.

	Sum of Squares	df	Mean Square	F	Sig.
Anticipate and understand our company requirements and the goals	Between Groups	2	1.618	5.148	.007
	Within Groups	107	.314		
	Total	109			
Develop a good rapport with all	Between Groups	2	1.029	3.646	.029
	Within Groups	107	.282		
	Total	109			

The above table explains about the analysis of variable between age of the employee with the understanding of the company requirements, goals and developing a good rapport with all. From the above table it is inferred that the calculated significant level is less than table value (3.07). So null hypotheses are rejected and alternative hypotheses are accepted. The alternative hypotheses are as follow as

- There is a significant relationship between age of the employee with the understanding the of company requirements and goals.
- There is a significant relationship between age of the employee with developing a good rapport with all

Thus it is a prove that there is significant relationship between age of the employee with the Relation Management of an organization.

Table No: 5
Effectiveness of Competency Mapping through Paired Sample T test

Factors	Paired Differences					T	DF	Sig 2 Tail
	Mean	SD	Std Error Mean	95% Confidence of the difference				
				Lower	Upper			
Pair1 Competency mapping as an effective tool for recruitment and performance appraisal - We anticipate and understand our company requirements and the goal	.391	.910	.087	.219	.563	4.507	109	.000
Pair2 Competency mapping as an effective tool for recruitment and	-.491	1.073	.102	-.694	-.288	-4.798	109	.000

performance appraisal - The management lays out clear standard achievable goal								
Pair3 Competency mapping as an effective tool for recruitment and performance appraisal - My company motivates me to perform my job in a better way	-.445	.863	.082	-.609	-.282	-5.414	109	.000
Pair4 Competency mapping as an effective tool for recruitment and performance appraisal - I identify gap(skill)in my job and seek out to overcome them	-.282	.910	.087	-.454	-.110	-3.248	109	.002
Pair5 Competency mapping as an effective tool for recruitment and performance appraisal - I accept challenging jobs that are achievable in the short/long term	-.400	1.363	.130	-.658	-.142	-3.079	109	.003
Pair6 Competency mapping as an effective tool for recruitment and performance appraisal - I not only set targets but also monitor efficiency and effectiveness	-.573	1.145	.109	-.789	-.356	-5.246	109	.000

The above table explains about the Paired Sample T-test that shows the effectiveness of Competency Mapping at ITES Companies, Coimbatore. From the Table 5 it is inferred that the calculated significant level is less than table value (3.07). So null hypotheses are rejected and alternative hypotheses are accepted. The alternative hypotheses are as follow as

- The Competency Mapping has effect on understanding the company requirements and goals by employees.
- The Competency Mapping has effect on laying out clear standard achievable goals by management.
- The Competency Mapping has effect on motivating the employee to perform their job in better way.
- The Competency Mapping has effect on identifying the gap in employee job and seek out to overcome.
- The Competency Mapping has effect on accepting and challenging job by the employee that are achievable in short / long term.

- The Competency Mapping has effect on not only setting targets but also monitoring effectiveness and efficiency of the employee.

Thus , Competency Mapping is highly effective at ITES Companies, Coimbatore.

5. FINDINGS

- The respondents have strongly agreed to the importance of Relation Management in the organization. It is inferred from the study that the respondents have anticipated and understood the requirements and goals of the company and have agreed that they develop a good rapport with all. The respondents have neutrally agreed that they maintain a healthy competition with the rivalries.
- The employees have agreed that they encourage discussion through questionnaire and have strongly agreed that they listen to other and try to help the colleagues. The adaptations of language and style to that of the colleagues have been agreed by the respondents.
- Respondents have agreed the statement that the management lays out clear, standard achievable goal and the company motivates the respondents to perform the job in a better way. Respondents of ITES Companies in Coimbatore have agreed that the company welcomes the constructive criticism from them.
- The team work in ITES Companies brings more satisfactory result than working individually. The respondents have strongly agreed that Collaborative method encourage and support them to achieve goals on time.
- Respondents have strongly agreed that they sustain and work for long hours as and when the situation arises in the organization.
- The respondents of ITES Companies have strongly agreed that they have a good knowledge of the manufacturing industry and they have strongly agreed that they have a clear understanding about the company's target.
- The respondents of ITES Companies Coimbatore have agreed that they accept challenging jobs that are achievable in short/ long term basis and they not only set targets but also monitor efficiency and effectiveness. Thus it is evident that respondents of ITES Companies, Coimbatore are focused towards result.
- The respondents have strongly agreed that they seize opportunities and challenges as they arise and they forecast the company's future requirements effectively.
- Respondents are satisfied with the performance appraisal, counseling session, and coaching/ training provided by the company thus is, very useful to respondents for their carrier development.
- The respondents have strongly agreed that the Competency Mapping is necessary in the present scenario as it is an effective tool for recruitment and performance appraisal. The respondents of ITES Companies have strongly agreed that the Competency Mapping have defined roles and responsibilities clearly. Thus it is clear that the Competency Mapping is effective at ITES Companies, Coimbatore.
- Using One-way ANOVA test it is found that there is relationship between experience of the employee and the Leadership skill in an organization and there is relationship between age of the employee with the Relation Management of an organization.
- The Competency Mapping has effect on understanding the company requirements and goals by respondents, laying out clear standard achievable goals by management, motivating the employee to perform their job in better way, identifying the gap in employee job and seek out to overcome, effect on accepting and challenging job by the employee that are achievable in

short / long term and has effect on not only setting targets but also monitor effectiveness and efficiency of the employee. Thus, Competency Mapping is highly effective at ITES Companies, Coimbatore.

6. SUGGESTIONS

The Competency Mapping is very effective at ITES Companies, Coimbatore. However the following few suggestions are provided to sustain its growth and progress.

1. It is found out from the study that the respondents have not strongly agreed the statement that the management lays out clear, standard and achievable goal and company motivation to the employees. This could be considered by the management so as to enable the employee to perform the job in better way and can make them strongly agree to the statement mentioned above.
2. To achieve organization goals ,though it is evident from the study that the employees are result focused , there are few employees who have not strongly agreed that they accept challenging job that are achievable in short term or long term basis. This could be fine tuned by the HR department by way of providing motivation and concerned Training and Development to the employees.

7. CONCLUSION

In today's competitive business world, the business managers are required to improve the efficiency and effectiveness of their business operations which is made possible through Competency Mapping. Competency Mapping helps to develop objective system for Recruitments, Promotions, Training & Development, and Performance Diagnostics. The Present study confines itself to aspects relating to the effectiveness of Competency Mapping at ITES Companies, Coimbatore. The effectiveness of the Competency Mapping towards increasing the employee expertise with respect to Competency elements, and employee behavior with organization strategy and values were also found out. The tools like Percentage analysis, Mean Score Value, One way ANOVA test, and Paired Sample T-test were employed in the study. It is found from the study that the Competency Mapping has effect on understanding the company requirements and goals by employees, laying out clear standard achievable goals by management, motivating the employee to perform their job in better way, identifying the gap in employee job and seek out to overcome, effect on accepting challenging job by the employee that are achievable in short / long term and has effect on not only setting targets but also monitoring effectiveness and efficiency of the employee. To conclude, Competency Mapping is highly effective at ITES Companies among Coimbatore.

8. REFERENCES:

- [1] A.Tejeswari, T.V.Ambuli (2016) A Study On Competency Mapping Of Employees With Reference To Murugappan And Company, *International journal of research Science & Management*, 3(8) 21-31
- [2] C. Sagunthala (2017) A Study On Competency Mapping Among Employees Of Textile Mills In Coimbatore City, *International Journal of Management Research & Review*, 7(4), 466-474
- [3] Krishnaveni.J (2013) A Study on Mapping of Employees' Competency, *Indian Journal of Economics and Development*, 1 (3), 71-75
- [4] Kumar, S. Gokul , et al (2018) A Study On Developing Competency Mapping Among Employees Working In Shree Harie Steel And Alloys, Annur, *IJARIE*, 4(3), 481-497

- [5] Mily Velayudhan T.K (2011) Competency Mapping of the Employees- A Study 2011 *International Conference on Information Communication and Management, IPCSIT 16 (2011) Singapore*, 228-232
- [6] Nagesh, P., Kulenur, S., & Jagadeesh, K. (2017). Employee Competency Mapping. *SDMIMD Journal of Management*, 8(2), 1-5.
- [7] R. Sugumari & S. Rupa (Alias) Andal (2014) An Empirical Study on Competency Mapping (With Special Reference to Farida Classic Shoes Private Limited, Ambur, *GJRA - Global Journal For Research Analysis*, 3(11), 119-121
- [8] Shivanjali, Mitushi Singh, Tripti Singh (2019) Competency Mapping: A Strategic Perspective in Employee Retention, *International Journal of Recent Technology and Engineering (IJRTE)*, 8(2), 3890-3898
- [9] Smithesh G and Dr. A. Shameem (2018) A Study On Competency Mapping And Its Impacton Deliverables With Respect To The Reality Sector, *International Journal of Civil Engineering and Technology (IJCIET)*, 9(1), 179–190
- [10] Swetalina Mishra1, Dr. RKS Mangesh Dash (2017) *International Journal of Research and Scientific Innovation (IJRSI)IV,(VIII)*,102-104
- [11] Thamaraiselvi P, Visagamoorthi D, Sridevi K B (2018) A Study On Competency Mapping In Manufacturing MSME Sector In Tamilnadu State, *International Journal of Pure and Applied Mathematics*, 119(12), 909-922
- [12] Thamaraiselvi, P, Visagamoorthi, D and Shobana A (2018) A Study on Competency Mapping in Manufacturing MSME Sector using Mathematical Model, *Indian Journal of Science and Technology*, 11(48), DOI: 10.17485/ijst/2018/v11i48/139376, December 2018
- [13] Zulfqar Murtaza, (2015) An Empirical Study Of Competency Mapping Of The Employees In The Tourism Sector In Jammu And Kashmir- An Executive Level Pererspective, *Journal of Business Management & Social Sciences Research (JBM&SSR) ISSN No: 2319-5614 Volume 4, No.2, February 2015*, 202-208