A Study on Competency Mapping Factor in Faurecia Emissions Control Technologies India Pvt Ltd

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ABSTRACT

The research is conducted to identify the key competencies required for the Information Technology professionals who all are in Faurecia Emissions Control Technologies India Pvt Ltd. The competencies used for the study were based on the following key areas such as Personal competencies, Technical Competency, Knowledge level competencies, Job-related competencies, Interpersonal Competencies and Management competencies which is involved with the performance of the employees and it also make them to become successful in their career. In order to attain the competitive position in the business field, every employee in the organization should involve in increasing the productivity and efficiency at the workplace.

Similarly, the organization also has a challenging part in retaining the employees and motivating them to update themselves relevant to their specialization or keyperformance areas. Therefore, the competency mapping will be helpful for the researcher in identifying the expected skills of every individual with the actual skill set of the job.

Based on the observed gaps, specific training and necessary steps to be taken to overcome the skill deficiency of the employees.

CHAPTER 1 – INTRODUCTION
1.1 INTRODUCTION:

Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which would make their organizations competitive. There has been a shift in the focus of the organizations. Now they believe in excelling and not competing. It is better to build a core competency that will see them through crisis. And what other way than to develop the people, for human resource is the most valuable resource any organization has.

Organizations of the future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizationsto increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system.

Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance.

Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as:

- Defining the factors for success in jobs (i.e., work) and work roles within theorganization
- Assessing the current performance and future development needs of personsholding jobs and roles
- Mapping succession possibilities for employees within the organization
- Assigning compensation grades and levels to particular jobs and roles

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization.

Success factors are combinations of knowledge, skills, and attributes (more historically called "KSA's") that are described in terms of specific behaviors, and are demonstrated by superior performers in those jobs or work roles. Attributes include : personal characteristics, traits, motives, values or ways of thinking that impact an individual's behavior.

1.2 AREA OF INDUSTRY

The need is felt to create competency-based culture and systems in organizations to enable people to deliver their best and make organizations grow. With increased importance to operational efficiency, cost reduction, higher productivity norms and managing with fewer employees than before, brings competency as the most important yardstick for all HR-related decisions like selection, development, growth charting and promotion, etc. Thus, continuous mapping and assessment of competencies assumes critical importance for keeping people development strategies in sync with organizational growth and objectives. In the research part of this dissertation, competency mapping was studied at Faurecia Emissions Control Technologies India Pvt Ltd. This Company is following competency mapping and the company has seen tremendous change in the employees and their competencies.

The study was confined to the extent of finding out the effective Process of competency mapping so as to fit the organization structure and hence the project was company specific.

1.3 COMPANY PROFILE

In 1914, Bertrand Faure opened his first workshop in Levallois-Perret, on the outskirts of Paris, manufacturing seats for trams and the Paris metro. Since then, Faurecia has grown to become a top ten global automotive supplier, working to shape the next generation of mobility at every turn.

Faurecia as we know it today was formed in 1997 with the takeover of Bertrand Faure by PSA-owned ECIA to create a global automotive player. In 2021, with the merger of PSA and FCA and the creation of Stellantis, a new chapter began in Faurecia's history.

With the acquisition of a controlling interest in HELLA, Faurecia and HELLA have come together to form FORVIA - a global automotive supplier with an advanced technology portfolio and innovation capability. Aligned with key industry megatrends and fast-growing technology areas, FORVIA is uniquely placed to bring solutions for a safe, sustainable, advanced and customized mobility.

Our Convictions and Values are at the heart of our culture and guide our mindset, behaviours and key transformation initiatives such as our CO2 neutrality roadmap. Our shared culture empowers teams to balance short-term execution and sustainable long-term ambition.

Our managerial values (Entrepreneurship, Autonomy and Accountability) and behavioral values (Respect, Exemplarity and Energy), form an integral part of our corporate culture. Our sustainability strategy, inspired to Care, reflects our Convictions and focuses on three areas, Planet, Business, and People, with

initial quantifiable results expected around 2022. Together, these mobilize employees to achieve ambitious goals, deliver excellence and develop innovative solutions for future mobility.

1.3.1 VISION

Faurecia vision is to accelerate profitable growth and enhance our technology offer to become a leader in sustainable mobility and smart life on board.

1.3.2 MISSION

Faurecia's mission is to develop technologies for safe, sustainable, advanced, and customized mobility. With 111,000 employees in 33 countries, Faurecia is a top ten global automotive supplier and inspires mobility through its four Business Groups: Seating, Interiors, Clean Mobility, and Electronics. At the same time, Faurecia offers solutions to meet the challenges of future generations in line with our Convictions and Values.

1.3.3 ORGANIZATION STRUCTURE

- We Drive with vision
- We Build on Accountability
- We Cultivate Teamwork
- We Embrace Agility
- We Act with Respect
- We believe in Open mindedness

1.3.4 ACCOMPLISHMENTS

As a global leader in automotive technology, Faurecia provides innovative solutions to automotive challenges across four Business Groups: Seating, Interiors, and Electronics and Clean Mobility. These activities develop technologies for future mobility and provide cost competitiveness and operational excellence across the value chain to achieve Total Customer Satisfaction. Faurecia, together with HELLA, is a company of the Group FORVIA. With over 300 industrial sites and 63 R&D centers, 150,000 people, including more than 35,000 engineers across 40+ countries, FORVIA provides a unique and comprehensive approach to the automotive challenges of today and tomorrow.

1.4 STATEMENT OF THE PROBLEM

In the present scenario there are a lot of changes and developments on the issue of Competency Mapping in Automobile Manufacturing industry. Many organizations like to have multi skilled employees. Hence, there is a strong need for competency based recruitment, which focuses more on right fit between the organization and the individual. Competency mapping, a trendy word in any industry, is essentially a simple concept. Competence or skill is vital for any successful activity. To compete effectively in a competitive space, importance of identifying relevant competencies has been emphasized by business strategy consultants. Having competent people in managerial positions will go a long way which is beneficial and cost effective. Competency Mappinghelps an individual to identify his/ her strengths, weaknesses and to understand themselves.

It motivates and directs an individual to focus on needed efforts for career development.Competency Mapping is a strategic tool which enables monitoring the performance and development of human resource in organizations. Given the fact that Indian Manufacturing firms vie with each other in a highly competitive global market place, it is imperative that these firms focus consistently on developing the competencies of their employees.

1.5 OBJECTIVES OF THE STUDY

This project is designed mainly to establish a link between competency mapping and factors like as knowledge and skill, leadership, interpersonal communication, customer orientation, accomplishment orientation, and core competence.

1.5.1 Primary objective:

To establish a link between competency mapping and factors like as knowledge and skill, leadership, interpersonal communication, customer orientation, accomplishment orientation, and core competence.

1.5.2. Secondary objectives:

- To investigate the personal and organizational characteristics of employees inthe research area.
- To investigate the elements that influence employee competency mapping.
- To determine the link between team orientation, negotiation, functional expertise,creativity, and job appropriateness.
- To investigate the impact of employees' personal and organizational details oncompetency mapping.
- To assess the impact of competency characteristics on the efficiency of anorganization.

1.6. NEED FOR STUDY

A review of existing literature on Competency Mapping revealed that there is a gap between the expected level and the actual level of performance. Experts have suggested that such gap can be minimized by designing appropriate need based training programs. It is also evident from the existing studies that competency mapping is useful for both employers and employees. Employees get to work in a job that is best suited to them and the employer gets maximum productivity. Existingstudies have covered a variety of industries where Competency Mapping could be applied for improved performance to name a few like hotel industry, chemical industry, manufacturing industry, hospitals and educational institutions.

There are few studies in Manufacturing industries which have covered only one aspect of managerial level. Few more studies have covered employees at operational level.Therefore the present study aims to cover not only employees at managerial level but also at operational level.

1.7. SCOPE & SIGNIFICANCE OF THE STUDY

The quality of management in a continuously changing environment is the key factor for the performance of any organization. Therefore, there is an emerging need for a more strategic function. Capable organizations are those which have realized the need for having competent people. It is observed that technology, finance, customer, system andprocesses have to be framed correctly to manage the employees. The main task for anyorganization is to design suitable job structure for the employees.

Many organizations are developing a competency model to evaluate the employee job suitability. Although many approaches are tested in the field of human resource management for decades, it has been observed that a competency based approach is more successful. In competency based human resource management systems, selection and placement decisions are based on the fit or match between job competency requirements and personal competencies. Apart from this there is more emphasis on performance, time management, nurturing of essential competencies in employees for building the core competencies of the organization.

Hence, there is an inherent need to map the competencies and the role to be performedin a specific job. Competency mapping if implemented effectively helps organization to develop true potential of employees. Therefore an attempt is made to study the practices of Competency Mapping in Automobile

manufacturing companies in Sriperumbudur.

CHAPTER 2 – REVIEW OF LITERATURE
2.1. INTRODUCTION

A review of the existing literature would help in establishing links between the studies and thereby enhances the contribution towards the research study. Acknowledging the significance of Review of Literature, the researcher has made an extensive investigation into the literature on "Competency Mapping" to gather inputs, new ideas and to identify the research gaps so as to facilitate and frame the research study on the selected topic. The summary of the review of literature carried out by the researcher is explained in the following paragraphs.

- According to Kala (2012), Competency includes the factors of success which are necessary to achieve results in a specific job in an organization. It has three major components which is termed as 'ASK' (i.e.) Attitude, Skill, Knowledge.

- Subhas M.S, Vinod.N.Sambrani (2010), Competency is a set of knowledge, skills and attitudes to perform a job efficiently. It is observed that competency mapping is important for every organization to manage the work effectively.

- According to Naidu (2009), Competency is a basic characteristic of a person which allows them to deliver superior performance in a given job. It is also a set of related knowledge, skills and attributes which enable the individual to perform the task successfully. Dalton (1997) defines competencies as a set of behaviour that distinguishes effective performers from ineffective ones.

- Sree Latha.T, Savanam Chandra Sekhar (2013) observed that competence is essential for employees to achieve current and future organizational goals. Competency mapping helps an organization to identify competent people to perform the task. The authors insist that organizations have to develop a pipeline of competent people for every position especially at senior level.

- Naveed Saif, Muh Saqib Khan Et al (2013) opined that the three factors namely knowledge, skill and attitude are very important for competency based job analysis. Their results indicate that skills and performance are pivotal factors. The results also revealed that knowledge and job analysis were also connected to one another. The authors suggested that the organizationcan concentrate on knowledge, skill and more specifically on attitude which can be improved by giving training to the employees.

- Jimmy Kansal, Neeti Jain, Satyawali.P.K, Ashwagosha Ganju (2012) analyze the gap and the required skill to improve the level of competency for upper level, middle level and lower level. The competency mapping has not only improved the effectiveness of the organization, but also enhanced individual career progression. Mapping of competencies creates a win-win situation for both employees as well as organizations.

- Balaji.S and Vimala. D (2012) aimed to identify the performance and competency gap of the employees. The study reveals that competency level is found to be different among the employees. Gaps are found to be high in job related skills, performance and Meta qualities of the employees. It can be developed by providing training especially on job related skills and Meta qualities.

- Robert Gaspar. F (2012) has conducted a study on the Perception of human resource executives on competency mapping for superior results. It is observed that the HR executives have right perception about their own competencies that are required in the present jobs. Competency based selection is well organized and exhaustive. Performance Management Competency System helps in identifying future training and development needs of employees and also assists HR executives in taking decisions like

promotions and transfers.

- Hani Abdulhafedh Thabit Yahya and Khaled Abdelhay Elsayed (2012) studied the influence of the managerial competency factors among SMEs (small and medium enterprises) in Selangor, Malaysia. The authors observed that the growth and development of the SMEs were of great impact by motivating the managers to develop managerial competencies. The authors also insist that SMEs need to identify the influence of the managerial competency factors.

- Dazmin Daud, Kwek Choon Ling, Kay Hooi Keoy, Jessica Sze Yin HO (2012) have studied the Dimensions of Competency among Malaysian Logisticians. The researchers surveyed Malaysian logisticians and obtained their perceptions of the importance of competency, in their current job role. Strategic management skills, business knowledge and effective leadership skills are the dimensions of competency among Malaysian logisticians.

- Julie Battilana, Mattia Gilmartin, Metin Sengul (2010) have studied the relationship between two leadership competencies namely person-oriented and task oriented behaviour and they also focus on three main activities namely communicating, mobilizing and evaluating. The authors found that the three main unique functions of leadership competencies help in the execution of planned organizational change.

- Janet Grogan and Equa Terra (2010), observe that knowledge and skills are necessary to operate on global basis. It is observed that companies focus more on developing the ability to manage global workforce.

- Rahmat Allah Gholipur, Seid Mohammad Mahmoodi, Gholamreza Jandaghi, Haniyeh Fardmanesh (2012) have focused on studying the key competencies for managers which will be useful for the development and enrichment of organization. It is observed that qualification aids employee towards effective performance and enrichment of organization.

- Raja K.G. and Swapna Rose (2010) have analyzed the differences between managerial and executive level personal competencies in IT industries. Certain factors like communication, job related skills, managerial competencies, entrepreneurial competency, leadership competency, Business skills competency, personal competency, were considered for the study. The study reveals that there is a variation of competencies for managerial and executive level of employees. It is also observed that there is a lack of communication skill among the executive employees and the employees at managerial level need more business skills.

- Steven Flannes (2004) had discussed various types of skills which are necessary for the success of project management. These skills are the ability to ask open- ended questions, apply active listening, track a discussion, and reframe a negative conversation. These four skills are considered very important for successful completion of project management.

- Jaideep Kaur & Vikas Kumar (2012) have observed that each and every employee requires different competencies to perform different at roles. It is also observed that the functional competencies are required for higher level in management and managerial skill for middle level management. Also there is a lack of human skill at first level manager. Authors insist that for effective performance appropriate training is essential.

- Praveen.S, Karuppasamy.R (2012) have identified gaps in the competency levels of manufacturing employees working in two different firms. Twenty dimensions were considered for the study. It is observed that the performance levels of employees at Jagannath Industries are better as compared to VJP Aluminum Foundry. Also the performance gaps are found to be high among the employees of

VJP Aluminum Foundry in most of the dimensions. In order to improve the performance the authors recommend training and personality development classes for the employee.

- Preeti Jayachandran Nair (2012) made an attempt to identify whether competency mapping is useful for talent acquisition, talent development and retention of faculties. It is observed that competency mapping is essential and it can be a talent management strategy for effective recruitment and selection, training, career development and succession planning which helps in growth of the organization.

- Celia B.R and Karthick M, (2012) have carried out a study on competency mapping of employees. Competency has been measured with certain factors like knowledge, communication, development of people, team orientation, achievement orientation and client orientation. The study reveals that competencies of the employees are satisfactory and not up to the expected level. In order to achieve better performance from employees certain factors like communication, team orientation etc. are to be considered to enhance the growth of the organization.

- Arul Krishnan.S (2012) aims to identify gaps in the competency levels of employees. It is found that communication skills, team work skills and interpersonal skills are the required competency to perform the job effectively.

- Naoufal Sefiani, Abderazak Boumane, Jean-Pierre Campagne and DrissBouami (2012), aim at identifying competence which is considered as important for management process. The present study is carried out in three stages. First is to study the competencies based on functional approach, second stage is to define a typology of the component and finally the third stage is to define the core competencies. The study reveals that logistic operations should be planned appropriately by using exact tools and methods. The authors suggest that the employees should be motivated and training should be given to the employees to achieve the goals of the company.

- Nagarajan.P and Wiselin Jiji.G (2012) observe that Competency Mapping technique is useful to assess and determine one‟s strength. It is also observed that competency mapping helps to identify the right people for the job by which the organizational goal is achieved.

- Vichita Vathanophas (2007) aims to identify the essential competencies and to develop competency model for effective performance. It is observed that twenty three competencies were used by superior job performers. The researcher then identified the top 9 competencies and grouped them under three categories namely motives, self-concept and skills and ability. The same was recommended to the Thai Department of Agriculture for enhancement of employee performance.

- Lill Yah Olan, Bhawana Sainger and Iiham Sentosa Cheeevel Ming (2012) have conducted a study on empirical testing of managerial competencies of industrial managers in Sichuan province of China. This research analyses the relationship between managerial competencies and effective management. The study reveals that most of the HR managers claim that there is shortage of executive and managerial competencies which are considered as important for managers for effective management.

- Jagannath mohanty and Bhabani P Rath (2012) have carried out a study to determine the effect on their overall competency level and the commitment of executives to achieve organizational goals. The study includes different factors such as motivation, leadership, vision, commitment and motives which have a major impact on the overall performance of the employees. It is observed that executives have the ability to transform and to adapt to changes which are crucial to organizational success.

- Rikard Lindgren, Dick Stenmark and Jan Ljungberg (2001) examined the relationship between interest and competence. Three different views are derived from the study namely competence as formalized description, interest as competence and interest beyond competence. The authors recommended

designing competence systems for innovative organization.

- Fatma Ayanoglu ùLúman, Nilay Gemlik and Ugur Yozgat (2012) have carried out a study to determine perspectives on core competence of successful companies in developing countries. The authors carried out their research with the largest firms in Turkey and found that successful companies have focused on specialized skills and worked on the core competencies.

- Bin LIU, Jie HU and Meilu TIAN (2012) have carried out a study to identify the factors that help enhance the core competence of SMEs in order to achieve sustainable development. It is found that the SMEs need to construct and enhance their core competence which results in competitive advantage enabling them to compete successfully. It helps an organization to adapt itself to internal or external changes in the environment thereby creating sustainable development.

- Fatma Ayanoglu ùLúman, Nilay Gemlik and Ugur Yozgat (2012) aims to determine different perceptions on core skills and to assess the core skills. It is observed that companies give more importance to develop their core skill in order to reach good position. It is also observed that a company decides the future only based on the strength of the competencies.

- Dadashian.F, Shakibfar.S and Fazal Zarandi M.H (2007) have conducted a study on strategic alliance for improvement of core competencies in textile industries. It is observed that the industry maintains market position, expanding their competencies, gaining access to resources, competing against competitor and reducing risk. It is also observed that strategic planning and good partnership is essential for success.

- Christine White, Vera Roos (2005) have carried out a study to identify core competencies for call center agents. Qualitative analysis is applied to analyze the data. It is observed various competencies like knowledge, communication, attitude, listening, understanding etc. are needed to perform the job effectively.

- Srikanth P B (2011) observes that competency models used within organization should be clear. The way people's behavior gets evaluated has a deep impact when a competency model is built based on the roles of people. Also an organization can increase its return on managerial success by using an accurate model of competent management.

- Vijay Laxmi and Sharma S. (2011) aim to assess competency mapping for managing performance of employees. The author tries to explore the relationship between competency mapping and performance of employees. The study reveals that managerial ability, behavioral and functional competencies are considered to be effective determinants of employee's performance.

- Roger Smith (2008) aims to build on the works of Prahalad and Hamel (1990) and other authors. Competencies, capabilities and resources are the three core areas and the author's tries to determine the importance of aligning creativity in these core areas. An organization's strategy will be ineffective when innovations in the three core areas are not aligned.

- Abdullah mahmood, Abdul kareem, M.A.Hamidaddin and Mohd Wiramohd Snafiei (2006) aims to identify the job competencies that are required of Project Managers. It has been analysed that knowledge and cognitive competencies have shown the largest value of mean differences and it is accepted as one of core competence. It is observed that different types of competencies are required for different types of professionals.

- Daniel Solomon. M (2013) has carried out a study of find out the level of competency prevailing among the executives at a public sector. It is observed that most of the employees have moderate level of competency in most of the dimensions. It is necessary for the organization to create extensive

awareness about the importance of competence which results in better performance.

- Konigova Martina, Urbancova Hana and Fejfar Jiri (2012) have carried out a study on identification of managerial competencies in knowledge-based organizations. The authors have disclosed that it will be better if the company prepares their own competency model as per their specific needs, which helps the employees to perform their job in an efficient manner.

- Vikram Singh Chouhan & Sandeep Srivastava (2012) have made an attempt to throw some light on the field of competencies and competency models. Competency models are best fit for human resources. Competencies and competency models are essential tool which can be utilised to prepare the current and future workforce and to retain skilled workers to meet the job requirements.

- Yusliza Mohd Yusoff and T. Ramayah (2012) aim to evaluate the validity and reliability of the HR Competencies Scale among HR professionals. The analysis exposed three-factor structure namely knowledge of business, HR functional expertise and managing change. It is observed that there is high degree of confidence in validity and reliability.

- Shaikhah Alainati Sarmhd N and Alshawi Wafi Alkaraghouli (2010) the author tries to understand the effect of education and training on individual competence and suggest that there is a direct and positive link to education and training.

- The studies reveal that functional expertise is an important factor as it helps employees perform better in their jobs.

- Shruti Ahuja (2012) has carried out a study to identify core and functional competencies required for leaders and managers of various departments in the hotel industry. The study reveals that right kind of people can be identified for the right job by establishing the required competencies. The author recommended conducting of training programs and incentive plans for the employees for effective performance.

- Mohammad Javad Dehghan Ashkezari, Mojtaba Nik Aeen (2012) observed that competency model is an effective tool which aids the employees to understand superior performance. Competency based HRM helps to align the behaviour and skills of employees within an organization. An organization should realize the importance of competency model and it should be designed properly. This aids in the growth of the organization and improvement in the performance of employees.

- Naveen Kumar.R and Ravindran .G (2011) observed that employees are aware of all competencies in the organization. It is also observed that the employees have the ability to work with creative ideas. The authors suggested that the employees should be trained to take part in establishing the competencies.

- Deepshikha Jamwal and Namita Singh (2011) focus on Management Information System (MIS) competencies and strategies. It is observed that MIS Competencies are complex procedures that determine the efficiency with which organizations transform inputs into outputs.

- Nandita Sen (2013) stress that competency mapping is important for every organization and it begins with identification of the workforce competencies required to perform the job. Once the competencies are identified, a mapping between the targeted and actual competencies is measured, analysed and predicts the future competencies. Identification of competencies helps in taking necessary actions for better performance.

- Kannan.P, N and Ragavan (2013) observe the impact of HR competencies and business sustainability in a competitive edge. The authors are of the opinion that managing the knowledge employees in business is the key factor for success. Development of suitable work environment and competencies

will result in low employee turnover and increase in productivity. The development of competencies allows HR professionals to focus on employee satisfaction.

- Hamid Reza Kaffash, Fouad Assaf and Zohreh Abedi Kargiban (2012) aim to analyze the worker's IT competency level in the network organization. The study reveals that most of employees were not confident on their existing job competencies. To improve their competency level, the organization should provide training programs to the employees. It is also observed that the organization needs to improve the individual competency in addition to organizational IT competency.

- Richard Boyatzis(2000) wrote the first empirically-based and fully-researched book on competency model developments. It was with Boyatzis that job competency came to widely understood to mean an underlying characteristic of a person that leads or causes superior or effective performance.

- William Trochim(2002) developed the concept map into a strategic planning tool for use in the design of organizational components. Trochim's technique differs significantly from Novak's original school of thought. While Novak's maps are generated for an individual, Trochim's are generated by a group.

2.2. SUMMARY

Review of literature facilitates the researcher to ascertain that competency mapping is an area which is explored only to some extent. The concept of Competency Mapping is gaining currency. Mapping the competency of the employees for effective management has become the vogue today. As a result, the researcher chose to work on this area as it would facilitate an analysis of the causes and consequences of competency mapping and would provide scope for further research.

CHAPTER 3 – RESEARCH METHODOLOGY
3.1. METHODOLOGY

Prior to embarking on the details of the research methodology, it seems appropriate to present a brief overview of the research process used in the study. Research process consists of a series of actions or steps necessary to effectively carry out research and the desired sequence of these steps. This illustrates the research process used in this study. The research process consists of several closely related activities, through I to X. But such activities overlap continually rather than following a strictly prescribed sequence. At times, the first step determines the nature of the last step to be undertaken.

The study commenced with a review of the extensive literature on the individual competency, skill shortage, training needs and performance of HR professionals to identify the key issues pertaining to the proposed area of research (step I). This review of extensive literature brought an understanding on the central and background theories (step II), which are relevant to the study as proved by other researchers. However, there were only a limited number of relevant researches conducted in developing country like India against a number of works on developed countries. Therefore, this study had to review these researches carried in abroad, especially the ones in developed countries with a view to apply such literature in the Indian context.

The next stage (step III) is on the research gaps identified through the review of the literature. The next stage (step IV) formulates the research hypotheses, total seven hypotheses were formulated. The next stage (step V) describes the research design, including the sample design. Next stage (step VI) describes the draft of measurement instrument, i.e., survey questionnaire. A suitable and applicable survey questionnaire was prepared to get responses from HR professionals. Subsequently, a pilot-test (step VII) was carried out. Next stage (step VIII) describes the data collection method. Next stage (step IX) discusses the analysis of

the data. The hypotheses proposed in step IV are tested. Last stage (step X) discusses about the interpretation of the results, preparation of the report and formal write-up of conclusions reached.

3.2. RESEARCH DESIGN:

The research methodology for the current study involved multiple methods, such as exploratory, descriptive, analytical, survey and empirical. The details are as follows:

Exploratory: The proposed study is exploratory. An exploratory study is a means to look out what is happening, to search for new insights, to ask questions and to assess phenomena in a new light [Robson (2002)].

Descriptive: The proposed study is descriptive in nature. Descriptive research includes fact finding inquiries of different kinds. After reviewing the literature and identifying the past and the current competency mapping practices; the facts and figures relating to employee competency mapping strategies, its implementation and the consequences in terms of individual and organizational performance are narrated. The study is designed to gather descriptive information on individual competency, skill shortage, training need, performance and challenges for HR professionals.

Analytical: The study quantified the qualitative phenomena concerning employee competency mapping strategies and their implementation for organizational success by using scaling techniques. Further, competency mapping in the sample organizations is analyzed, interpreted and appropriate conclusions are drawn.

Survey: By identifying independent and dependent variables for the study, the questionnaire was constructed for the respondents. Subsequently, data have been mustered; analyzed, interpreted and appropriate logical conclusions are arrayed. Thus, the insights gained from exploratory research are quantified by conclusive research. Survey (conclusive research) has been done to verify the hypothesis and to quantify the facts gathered in survey. The objective of conclusive research is to test specific hypothesis and examine specific relationships.

Empirical: The research has employed quantitative methods for data analysis. Data collected and examined was primary type. Primary data for the study was collected by conducting a survey, for which survey instrument was scientifically developed.

3.3. SAMPLING TECHNIQUE:

The sample size is 150. For selecting the respondents, the convenience sampling technique is used, as convenience sampling attempts to obtain a sample of convenient elements. Often, respondents are selected based on the ease of the access and because they happen to be in the right place at the right time. In this type of sampling the researcher judges the nature of the sample and the sampling area.

3.4. SOURCES OF DATA:

Data collection is the term used to describe a process of preparing and collecting data.

Primary Data – A survey questionnaire was designed and distributed to the respondents at their workplace. All the information and data were primarily collected through a survey questionnaire. Admittedly, the method is time consuming and costly.

Secondary Data - Websites and online journals, Published reports & Review of literature from published articles.

3.5.   STRUCTURE OF QUESTIONNAIRE:

The study aims at exploring the contribution of Three competency groups to performance improvement and effectiveness of HR professionals, in terms of their existing competence level and required competence level. Hence, in designing the questionnaire it was ensured that the items of the questionnaire covered the respondent's perceptions on possession of competencies, and their impact on effectiveness and performance improvement.

As a first step, an extensive literature search on previously used validated questionnaires was done and we captured variables that are of interest according to the study hypothesis.

To ensure content validity of the scales, items for the constructs were mainly adapted from prior studies, as discussed in preceding sections.

Questionnaire development is a collaborative and iterative process. Therefore the questionnaire was designed after careful deliberation of the structure of the questionnaire. A survey questionnaire was designed and distributed to the respondents to collect primary data for the study. The study made use of a mixed-method approach comprising both open and closed-ended questions in the questionnaire. In setting up the questionnaire, continuous questions (where the respondent is presented with a continuous scale) were framed. The Likert scale is employed, which is a rating scale that requires the respondents to indicate a degree of agreement or disagreements with each of a series of statements about the stimulus object, typically, each scale item has the five response categories, ranging from "Very Low" to "Very High" [Likert (1932)]. All 39 items were measured on a five-point Likert-type scale, ranging from "Very High" (1) to "Very Low" (5).

The survey questionnaire was designed through the following key steps:

- Study of the existing literature on HR competency models to find out the competencies that were integrated into the three competency groups: Competency Level, Knowledge Level, Attitude Level.
- Development of a study hypothesis that links individual performance to competencies.
- Development of survey questions in the form of statements linking competencies with the performance of HR professionals.
- The survey questionnaire was designed, pretested and pilot-tested.

3.6. SAMPLE SIZE:

The sample of the study is approximately 150.

3.7. PERIOD OF STUDY:

The period for the study is one month

3.8. LOCATION & TARGETED PEOPLE OF STUDY:

The location of the study is at Sriperumbudur and the target people is Faurecia Employees.

3.9. HYPOTHESIS:

The hypothesis tested in the study are shown below

1) Chi-square test
Null Hypothesis (H0):
There is no significant relationship between category of Employees and Teamwork.

Alternative Hypothesis (H1):

There is significant relationship between category of Employees and teamwork.

2) Anova test

Null Hypothesis (H0):

There is no significant difference between the category of Employees and Safety Compliance.

Alternative Hypothesis (H1):

There is significant difference between the category of Employees and Safety Compliance.

3.10. TOOLS FOR ANALYSIS:

- Weighted Average
- Anova test
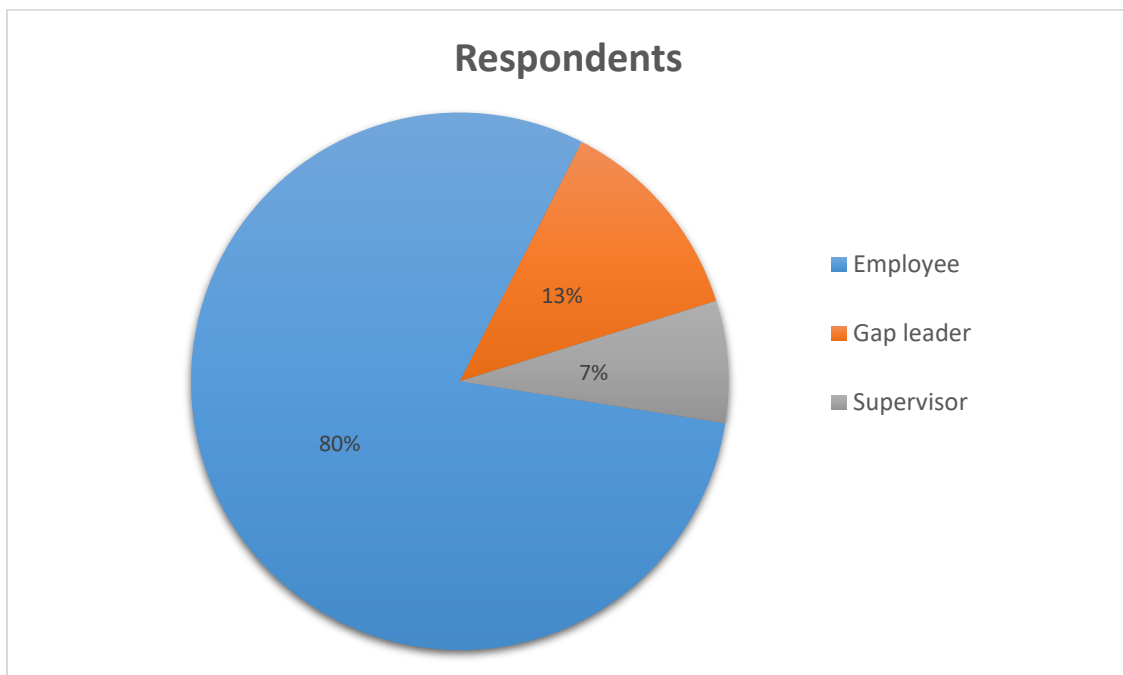- Chi Square
- Regression
- Correlation co-efficient.

CHAPTER 4 - DATA ANALYSIS AND INTERPRETATION

4.1 Percentage Analysis

TABLE 4.1.1

Table showing the category of the respondents

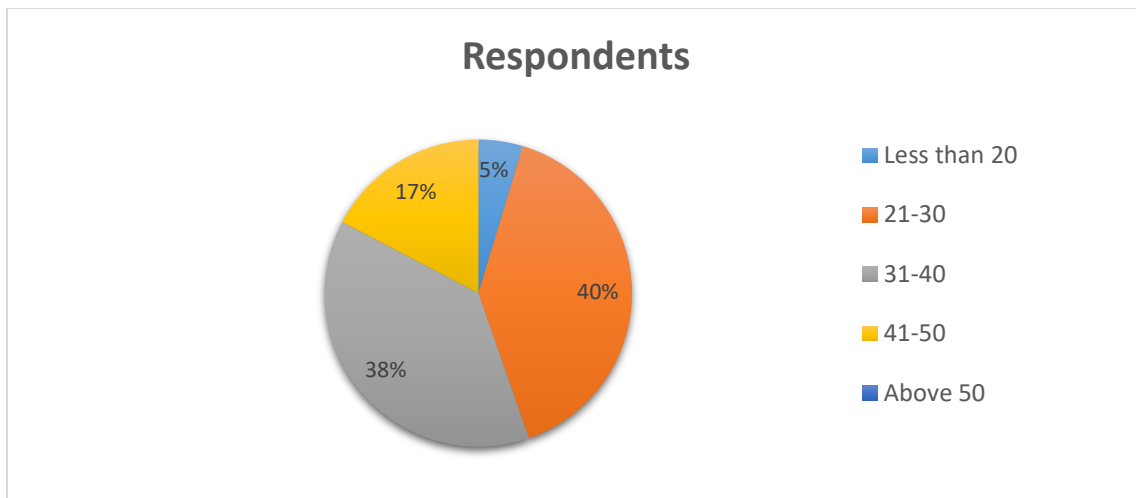| Category	Respondents	Percentage
Supervisor	120	80%
Gap leader	19	12.7%
Employee	11	7.3%

CHART 4.1.1

INFERENCE:

Majority i.e. 80% of respondents are Employees.

TABLE 4.1.2

Table showing the age of the respondents

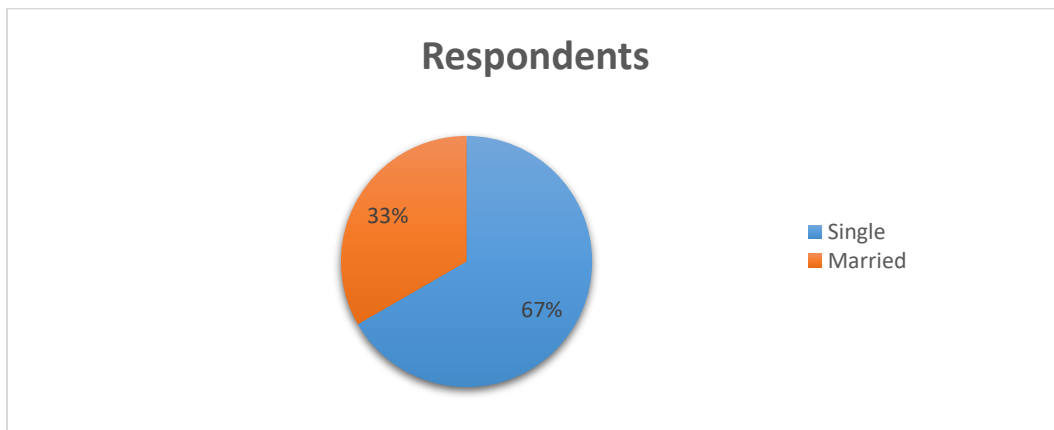| Category	Respondents	Percentage
Less than 20	7	4.7%
21-30	60	40%
31-40	57	37.3%
41-50	26	17.3%
Above 50	0	0

CHART 4.1.2

INFERENCE:

Majority i.e. 40% of respondents are between the age group of 21-30.

TABLE 4.1.3

Table showing the marital status of the respondents

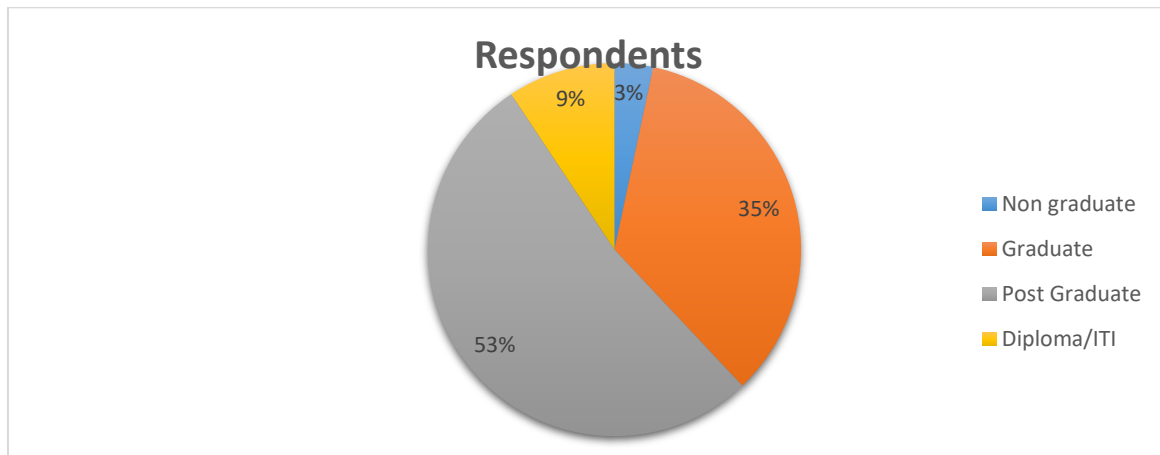| Category	Respondents	Percentage
Single	100	66.7%
Married	50	33.3%

CHART 4.1.3

INFERENCE: Majority i.e. 66.7% of respondents are male

TABLE 4.1.4

Table showing the education qualification of the respondents

Category	Respondents	Percentage
Non graduate	5	3.3%
Graduate	52	34.7%
Post Graduate	79	52.7%
Diploma/ITI	14	9.3%

CHART 4.1.4

INFERENCE: Majority i.e. 52.7% of respondents are Post Graduate.

TABLE 4.1.5

Table showing the experience of the respondents

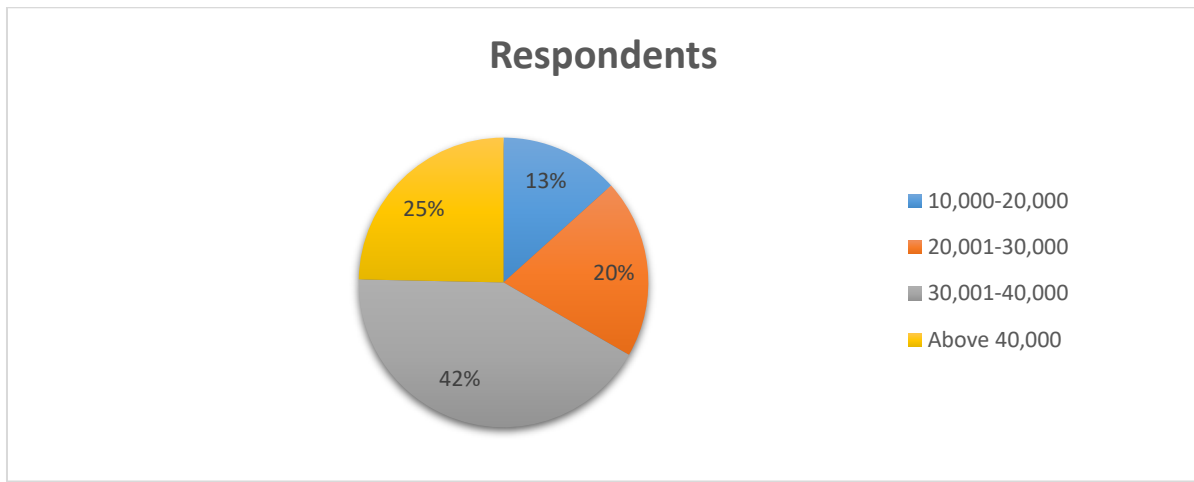| Category	Respondents	Percentage
Less than a year	18	12%
1-5 years	59	39.3%
6-10 years	65	43.3%
Above 10 years	8	5.3%

CHART 4.1.5
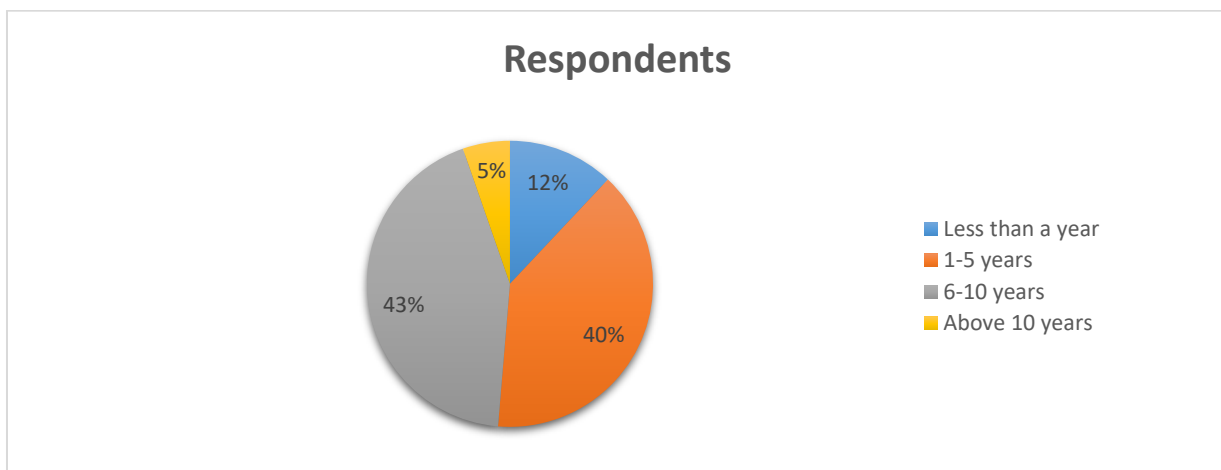
INFERENCE: Majority i.e. 43.3% of respondents are with an experience of 06-10 years

TABLE 4.1.6

Table showing the salary of the respondents

Category	Respondents	Percentage
10,000-20,000	20	13.3%
20,001-30,000	30	20%
30,001-40,000	63	42%
Above 40,000	37	24.7%

CHART 4.1.6

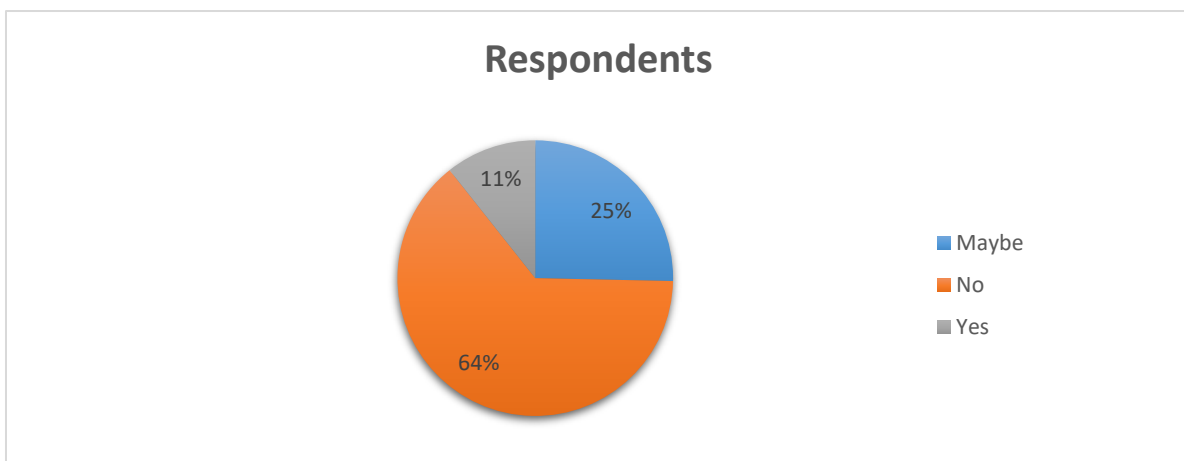**INFERENCE**: Majority i.e. 42% of respondents are receiving salary of 30,001-40,000

TABLE 4.1.7

Table showing the difficult in performing the job of the respondent

Category	Respondents	Percentage
Maybe	38	25%
No	96	64%
Yes	16	11%

CHART 4.1.7

INFERENCE: Majority i.e. 64% of respondents not agreed that they are difficult in their job.

ABLE 4.1.8

Table showing the employee competency level

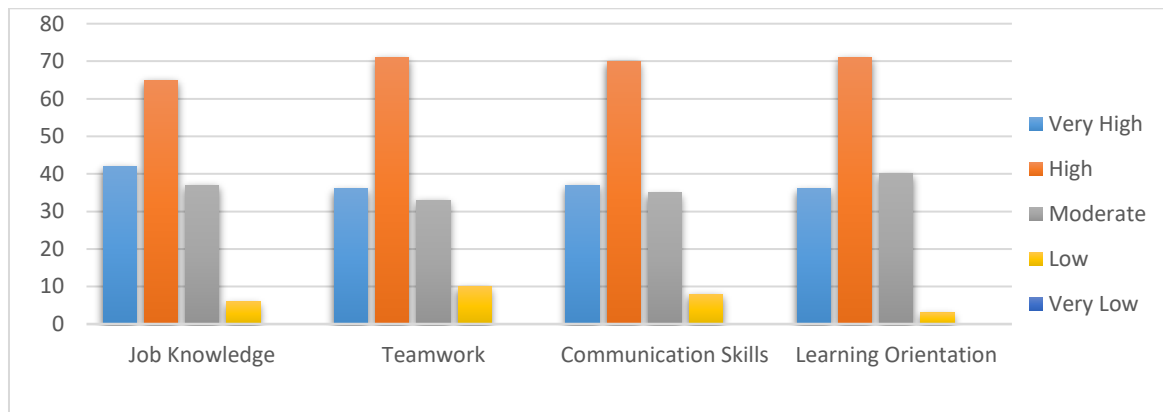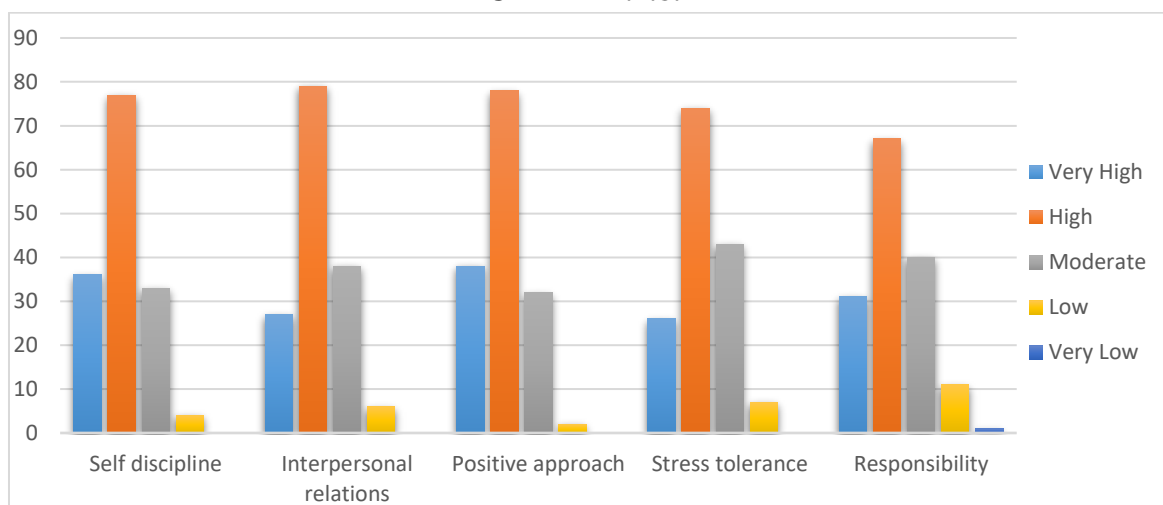| Employees skill level	Very High	High	Moderate	Low	Very Low
Job Knowledge	42	65	37	6	0
Teamwork	36	71	33	10	0
Communication Skills	37	70	35	8	0
Learning Orientation	36	71	40	3	0
Self-discipline	36	77	33	4	0
Interpersonal relations	27	79	38	6	0
Positive approach	38	78	32	2	0
Stress tolerance	26	74	43	7	0
Responsibility	31	67	40	11	1

CHART 4.1.8.1

CHART 4.1.8.2

TABLE 4.1.9

Table showing the employee Knowledge level competencies

Employees skill level	Very High	High	Moderate	Low	Very Low
Relevant Professional Knowledge	48	73	27	2	0
Safety And Compliance	52	71	25	2	0
Knowledge on products	55	64	27	4	0
Organizational awareness	43	79	27	1	0
Self-knowledge	51	73	22	4	0

CHART 4.1.9
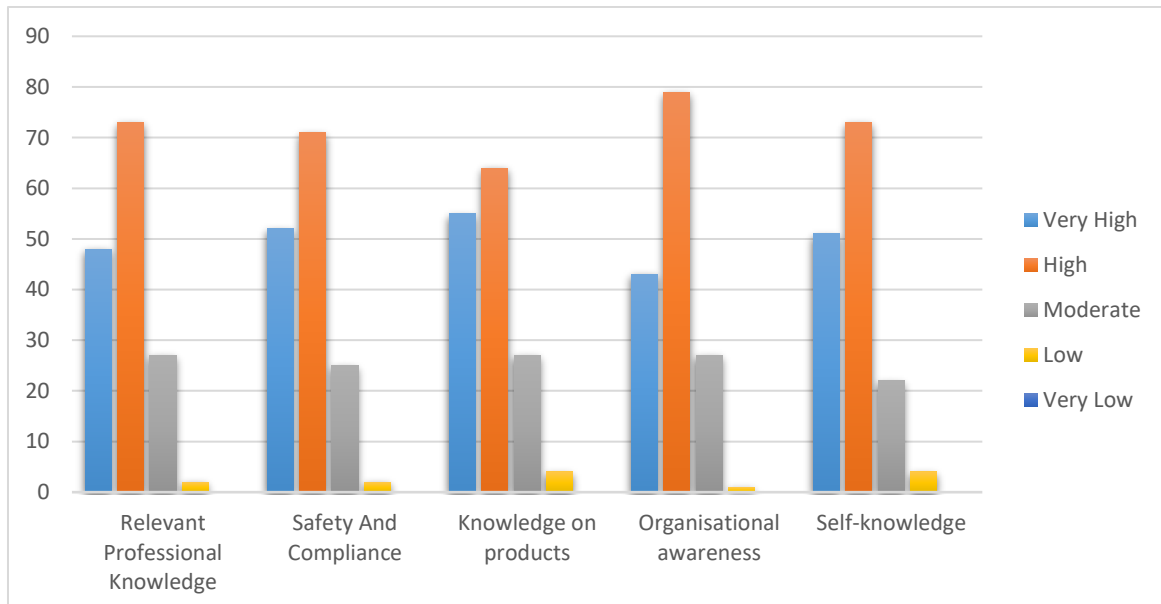
TABLE 4.1.10

Table showing the employee Attitude level competencies

Employees skill level	Very High	High	Moderate	Low	Very Low
Time Management	49	78	22	1	0
Quality consciousness	57	62	30	1	0
Sensitivity	30	86	31	3	0
Concern for excellence	54	72	20	4	0
Motivation	53	75	20	2	0
Self-sufficiency	46	77	27	0	0
Colleagues Emotions	45	65	32	8	0

CHART 4.1.10
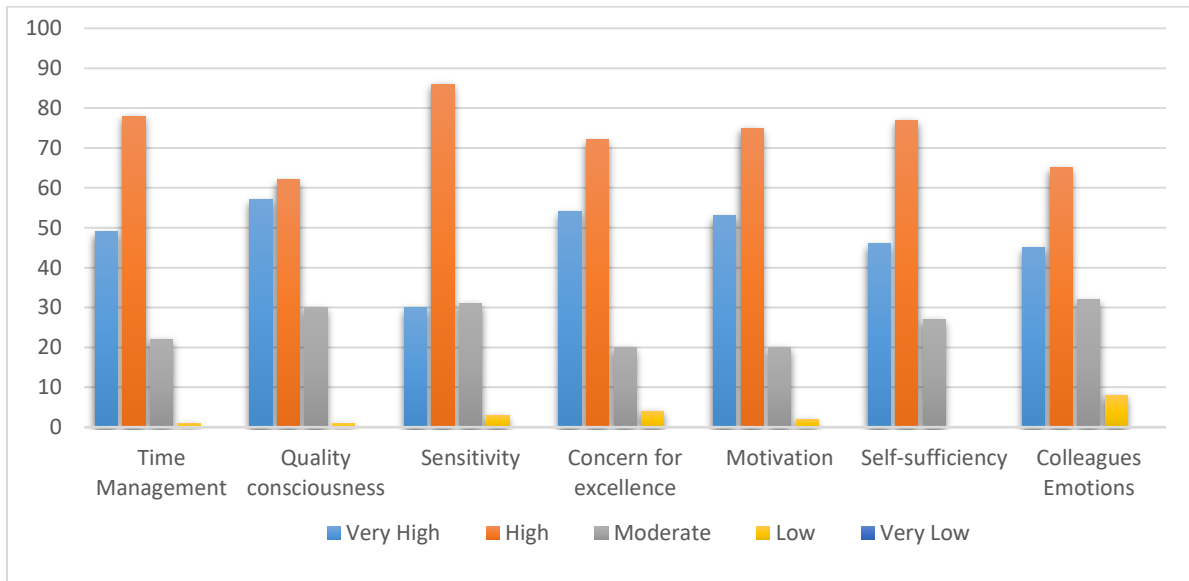
TABLE 4.1.11

Table showing the employee's level of satisfaction with the skill training program conducted by the organization

Category	Respondents	Percentage
Dissatisfied	5	3%
Highly Dissatisfied	1	1%
Highly Satisfied	12	8%
Moderate	51	34%
Satisfied	81	54%

CHART 4.1.11
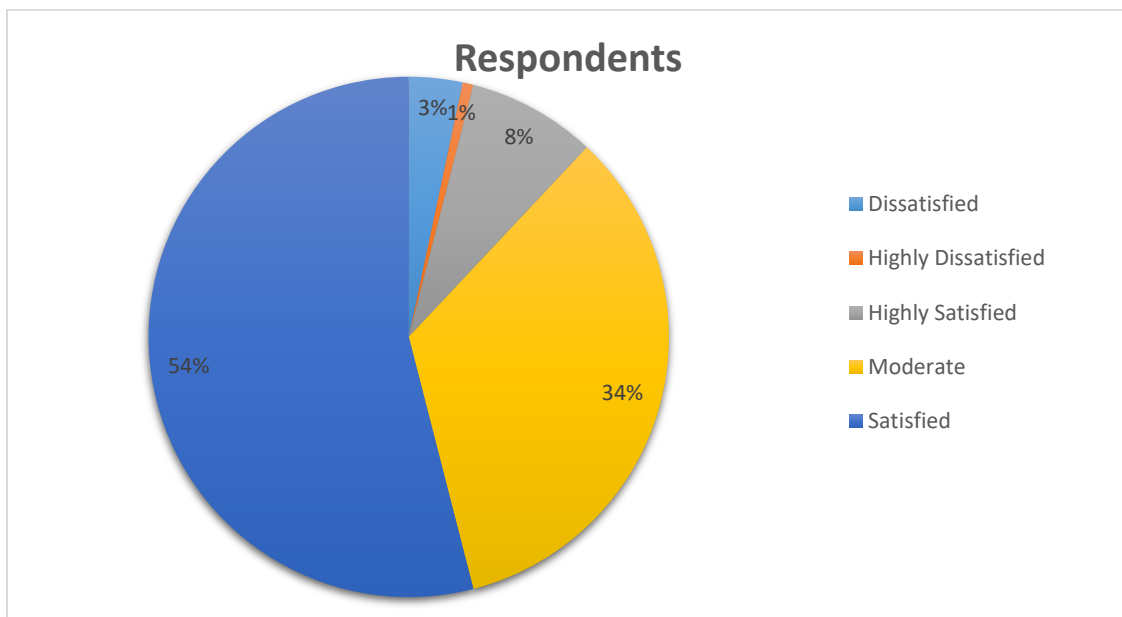
INFERENCE: Majority i.e. 54% of respondents are satisfied with the skill training program conducted by the organization.

TABLE 4.1.12

Table showing employee's response for additional learning programs

Category	Respondents	Percentage
Yes	111	74%
No	39	26%

CHART 4.1.12
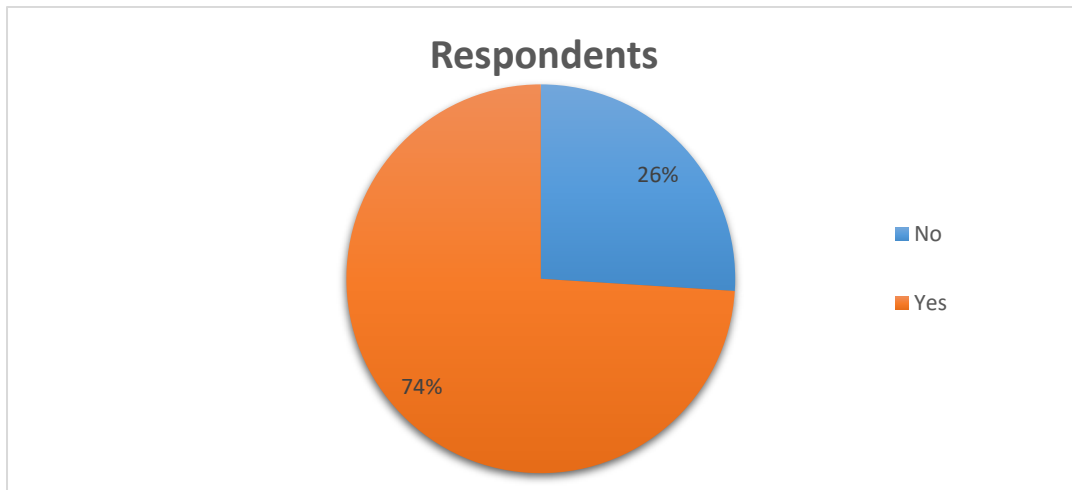
INFERENCE: Majority i.e. 74% of respondents agree with additional learning program.

TABLE 4.1.13

Table showing response of employees for training programs.

Category	Respondents	Percentage
Off the Job training	42	28%
On the Job training	108	72%

CHART 4.1.13

INFERENCE: Majority i.e. 72% of respondents prefer on the job trainings.

4.2 WEIGHTED AVERAGE METHOD

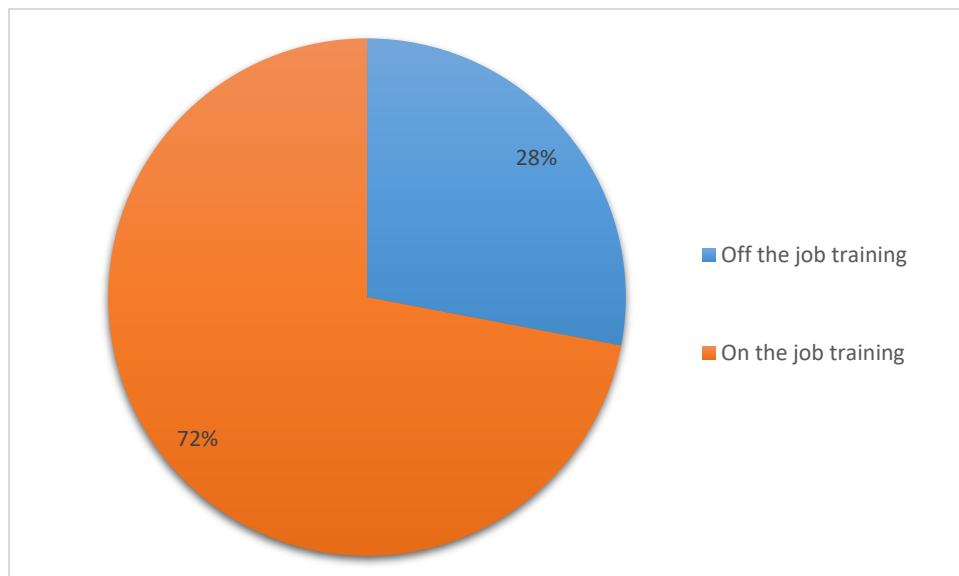In a weighted average, each data point value is multiplied by the assigned weight, which is then summed and divided by the number of data points. A weighted average can improve the data's accuracy. Stock investors use a weighted average to track the cost basis of shares bought at varying times.

Weighted averages assign importance (or weight) to each number.

A weighted average can be more useful than a regular average because it offers more nuance. It reduces the weight of data that is less important, allowing more material data to have a more significant effect on the result.

Weighted average = $\dfrac{\text{No of Respondents} * \text{Weight}}{\text{Sample size}}$

TABLE 4.2.1
WEIGHTED AVERAGE FOR THE EMPLOYEE'S SKILL LEVEL

Employees skill level	Very High	High	Moderate	Low	Very Low	Weighted average	Rank
Job Knowledge	42	65	37	6	0	3.9533	14
Teamwork	36	71	33	10	0	3.8867	18
Communication Skills	37	70	35	8	0	3.9067	17
Learning Orientation	36	71	40	3	0	3.9333	16
Self discipline	36	77	33	4	0	3.9667	13
Interpersonal relations	27	79	38	6	0	3.8467	19
Positive approach	38	78	32	2	0	4.0133	11
Stress tolerance	26	74	43	7	0	3.7933	20
Responsibility	31	67	40	11	1	3.7733	21
Relevant Professional Knowledge	48	73	27	2	0	4.1133	9
Safety And Compliance	52	71	25	2	0	4.1533	5
Knowledge on products	55	64	27	4	0	4.1333	7
Organizational awareness	43	79	27	1	0	4.0933	10

Self-knowledge	51	73	22	4	0	4.1400	6
Time Management	49	78	22	1	0	4.1667	3
Quality consciousness	57	62	30	1	0	4.1667	4
Sensitivity	30	86	31	3	0	3.9533	15
Concern for excellence	54	72	20	4	0	4.1733	2
Motivation	53	75	20	2	0	4.1933	1
Self-sufficiency	46	77	27	0	0	4.1267	8
Colleagues Emotions	45	65	32	8	0	3.9800	12

4.3   ANOVA TEST:

Null hypothesis (Ho):

There is significant relationship between the age of the respondents and the level of teamwork of employees.

Alternate hypothesis (H1):

There is no significant relationship between the age of the respondents and the level of teamwork of employees.

Descriptives

Category	N	Mean	Std. Dev	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum	Between-Component Variance
					Lower Bound	Upper Bound			
Very High	52	2.69	.643	.089	2.51	2.87	1	3	
High	71	2.66	.631	.075	2.51	2.81	1	3	
Moderate	25	2.96	.200	.040	2.88	3.04	2	3	
Low	2	3.00	.000	.000	3.00	3.00	3	3	
Very Low	0	0	0	0	0	0	0	0	
Total	150	2.73	.590	.048	2.63	2.82	1	3	
Model Fixed Effects			.585	.048	2.63	2.82			
Model Random Effects				.075	2.49	2.97			.009

Tests of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Category	Based on Mean	10.076	3	146	<.001

	Based on Median	1.822	3	146	.146
	Based on Median and with adjusted df	1.822	3	125.507	.147
	Based on trimmed mean	7.663	3	146	<.001

ANOVA

Category

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.869	3	.623	1.822	.146
Within Groups	49.924	146	.342		
Total	51.793	149			

Calculated value = 1.822

Tabulated value = 2.08

F = F cal <F tab F=1.822< 2.08

Hence, the Alternate hypothesis [H1] is accepted.

INFERENCE:

Since Calculated F < tabulated F. We Accept the Null Hypothesis.

There is no significant difference between the Category of the respondents and Safety and compliance.

4.4 CHI SQUARE TEST FOR DESIGNATION AND TEAM WORK

Null Hypothesis (H0):

There is no significant relationship between considering the category of employees and teamwork

Alternative Hypothesis (H1):

There is significant relationship between considering the category of employees and teamwork

Teamwork/Category	Employee	Gap leader	Supervisor	Row Total
High	58	6	7	**71**
Low	10	0	0	**10**
Moderate	24	9	0	**33**
Very high	28	4	4	**36**
Column total	**120**	**19**	**11**	**150**

Oi (Observed frequency)	Ei (Expected frequency)	(O-E)2/E
58	56.80	0.0253521
10	8.00	0.5
24	26.40	0.2181818
28	28.80	0.0222222
6	8.99	0.9962985
0	1.27	1.2666667
9	4.18	5.5579904
4	4.56	0.0687719
7	5.21	0.6176782
0	0.73	0.7333333
0	2.42	2.42
4	2.64	0.7006061
	Total	**13.127101**

Degree of freedom $= (r-1)(c-1) = 3*2 = 6$

The Tabulated Value of φ^2 at 5% Level of Significance (LOS) at 6 Degree of Freedom = **12.592**

Calculated Value > Tabulated Value

13.127 > 12.592

INFERENCE: Since Calculated Value is greater than the tabulated Value. We Reject the Null Hypothesis. That is there is signific   ant difference considering the option and persuading the Managers.

4.5 CORRELATION CO-EFFICIENT METHOD

$$\text{Correlation co-efficient} = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{n\sum X^2 - (\sum X)2}\ \sqrt{n\sum Y^2 - (\sum Y)^2}}$$

TABLE NO: 4.5.1

Correlation co-efficient for motivation and concern for excellence

Motivation	Concern for excellence	XY	X²	Y²
53	54	2862	2809	2916
75	72	5400	5625	5184
21	20	420	441	400
1	4	4	1	16
∑X =150	∑Y=150	∑XY=8686	∑X² =8876	∑Y²=8516

Correlation co-efficient =
$$\frac{150(8686) - (150)\,(150)}{\sqrt{150(8876) - (100)^2}\ \sqrt{150(8516) - (100)^2}}$$

$$= \frac{1280400}{1294118.372}$$

$$= 0.989$$

INFERENCE:

Therefore, the correlation between motivation and concern for excellence is higher degree of positive relationship, which means the motivation correlates with concern for excellence. The motivation helps employees in the organization to work with burning desire to perform outstandingly.

4.6 REGRESSION METHOD

Regression = $bxy = \dfrac{n \sum xy - (\sum x)\,(\sum y)}{n\sum x2 - (\sum x)2}$

$byx = \dfrac{n \sum xy - (\sum x)\,(\sum y)}{n\sum y2 - (\sum y)2}$

TABLE NO: 4.6.1

Regression co-efficient for motivation and concern for excellence

Motivation	Concern for excellence	XY	X²	Y²
53	54	2862	2809	2916
75	72	5400	5625	5184
21	20	420	441	400
1	4	4	1	16
∑X =150	∑Y=150	∑XY=8686	∑X² =8876	∑Y²=8516

$bxy = \dfrac{150(8686) - (150)\,(150)}{}$ $byx = 150(8686) - (150)\,(150)$

$$150(8876) - (150)^2 \qquad\qquad 150(8516) - (150)^2$$

$$= \ \frac{1280400}{1308900} \qquad\qquad = \frac{1280400}{1254900}$$

$$= 0.97822 \qquad\qquad = 1.02032$$

INFERENCE:

Therefore, there is a positive average relationship between motivation and concern for excellence. The motivation helps the employees to work outstanding, which also support them to work in excellence.

CHAPTER 5 - FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 FINDINGS OF THE STUDY

- Maximum 80% of respondents are Employees.
- Majority of respondents are between the age group of 21-30 years.
- 66.7% of respondents are married.
- 52.7% of respondents are Post graduates.
- 43.3% of respondents are with an experience of 06-10 years.
- 42% of respondents draw a salary of 30,001-40,000.
- 64% of respondents have no difficulty in performing their Job.
- 65% of respondents are having high level of job knowledge.
- 71% of respondents are having high level of Teamwork.
- 70% of respondents are having high level of Communication Skills.
- 72% of respondents are having high level of Learning Orientation.
- 78% of respondents are having high level of Self-discipline.
- 79% of respondents are having high level of Interpersonal relations.
- 81% of respondents are having high level of Positive approach.
- Majority 43% of respondents are having moderate level of Stress tolerance.
- 68% of respondents are having high level of Responsibility.
- 48% of respondents are having very high level of Relevant Professional Knowledge.
- 52% of respondents are having very high level of Safety and compliance.
- 55% of respondents are having very high level of Knowledge on products.
- 80% of respondents are having high level of Organizational awareness.
- 22% of respondents are having moderate level of Self-knowledge.
- Majority 86% of the respondents say that level of Sensitivity is high.
- 78% of respondents are having high level of Time Management.
- 57% of respondents are having very high level of Quality consciousness.
- 72% of respondents are having high level Concern for excellence.
- Majority 76% of the respondents say that the level of Motivation is high.
- 27% of respondents are having moderate level of Self Sufficiency.
- 32% of respondents are having moderate level of Colleagues Emotions.

- 54% of respondents are Satisfied with training programs.
- Majority 74% of the respondents say that the Organization has to provide more Learning Programs.
- 71.8% of respondents want On the Job Training Program.
- 27.5% of respondents want Off the Job Training Program.

5.2 SUGGESTIONS & RECOMMENDATIONS

- The competency mapping is of origin and has a long way to go. Individual as well as organized efforts are required to improve work life of workers. Some of the following suggestions will be helpful for competency mapping in the organization:
- The organization should create awareness about the Competency mapping and their uses among the employees through various programs. The organization should enhance the employee"s competencies through various training and development programs.
- The HR manager can take the initial steps to teach about the range of methods for assessing the employee"s competencies.
- After finding their skills, they can provide the initiatives to the employees to excel as a potential employee with specific skill. And also they can enhance the multiple skills among the employees.
- The organization should provide a separate cabin for each employee to excel their talents so that the employee also feels independence in their work.
- By giving a proper communication, the organization can avoid the problems while implementing the competency mapping.
- Impact On Knowledge On Long And Short Term Plans: Awareness must be created among the HCL employees about the long and short term plans to get effective results in future. As majority of the respondents are not aware of long and short term plans.
- Utilization Of Favourable Organizational Climate:- Majority of the respondents are ready to develop the ideas for efficiency and ready to give honest feedback to their peers. All the respondents are agreed to AIM for perfection. This shows that the employees are motivated and/or ready to accept changes. This ideal climate is best suited to bring-in correct the employees who lack required competencies.
- Developing Ability To Handle Confidential Information: Majority of respondents felt that the tasks require sensitive and confidential information most of the time. So, competencies like interpersonal skills, Teamwork skills, leadership skills etc, need to be found.
- Incorporation Of Competencies Required In Recuitment It is found that, by order of importance skills, Teamwork, Interpersonal Skills, Leadership and creativity are the competencies required for the position of TSO It is suggested to give importance for the above competencies in the same level of importance.

5.3. LIMITATIONS OF STUDY

- The study is confined to Sriperumbudur district only.
- The data collected for the research is fully on primary data given by the respondents. There is chance for personal bias. So the accuracy is not true.
- Due to storage of time and other constraints, the study has been limited 150 respondents only.
- Due to work and other duties of the employees the data collected may differ.

5.4. CONCLUSION

Competency mapping and the indication of employee's development needs may change according to each and every organisation. In this manufacturing industry the HR (Mr. John Sundaram) plays a vital role on taking initiatives to provide welfare for both the employee's and the organization. This Industry uses competency mapping to formulate a matrix known as the polyvalence and updates the sheet according to an individual's capacity.

This polyvalence usually comprises of four main concepts they are **ILUO** where **I** stands for the basic level of safety meeting standards **L** stands for meeting the products cycle time **U** stands for meeting the cycle time and make sure to identify the scrap parts and not send to the next station **O** is the highest level of competency to achieve where employee's give improvement ideas and make sure that its being implemented for a period of 90 days.

With this the organization will definitely get the succeeded results. With this method both the need of the organization and the individual's development is being focused at the right time. This study was to identify the gaps in competency level for the manufacturing industry. Now with Cross training, Evaluation of process, abiding to be safe, Motivation from employees and the Concern to excellence in the work they do would bring quality to the work.

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ANNEXURE I – QUESTIONNAIRE

1) Name

2) Category
   - Supervisor
   - Gap leader
   - Employee

3) Age
   - Less than 20
   - 21-30
   - 31-40
   - 41-50
   - Above 50

4) Marital Status
   - Single
   - Married

5) Educational Qualification
   - Non graduate
   - Graduate
   - Post graduate
   - Diploma/ITI

6) Experience
   - Less than a year
   - 1-5 years
   - 6-10 years
   - Above 10 years

7) Salary
   - 10,000-20,000
   - 20,001-30,000
   - 30,001-40,000
   - Above 40,000

8) Do you find any difficulty in performing the job?
- Yes
- No

9) If yes, what are those necessary actions required to perform ?

10) How do you rate your competency level ?

Competencies	Very High	High	Moderate	Low	Very Low
Job Knowledge					
Teamwork					
Communication Skills					
Learning Orientation					
Self discipline					
Interpersonal relations					
Positive approach					
Stress tolerance					
Responsibility					

11) How do you rate your Knowledge level competencies ?

Competencies	Very High	High	Moderate	Low	Very Low
Relevant Professional Knowledge					
Safety And Compliance					
Knowledge on products					
Organizational awareness					
Self-knowledge					

12) How do you rate your Attitude level competencies ?

Competencies	Very High	High	Moderate	Low	Very Low
Time Management					
Quality consciousness					
Sensitivity					
Concern for excellence					
Motivation					
Self-sufficiency					
Colleagues Emotions					

13) How likely are you satisfied with the skill training program conducted by the organization?

- Highly Satisfied
- Satisfied
- Moderate
- Dissatisfied
- Highly Dissatisfied

14) Do you think the organization has to provide you more learning programs?

- Yes
- No

15) What kind of programs do you expect from the organization?

- On the Job Training
- Off the Job Training

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