ABSTRACT

Today organizations are operating in a much more complex, competitive, and challenging environment. HR professionals are now expected to operate more strategically and proactively. The competencies that the HR professionals once needed are no longer sufficient in the new world of HR challenges. Hence the need to map the competencies has become more pronounced.

IT industry, being one of the top contributors in the economic growth of India, requires a skilled and competent workforce as per industry needs. Thus there is a requirement for the competency mapping and competency development of HR professionals in order to meet the challenges facing them.

The aim of the study was to measure the competence levels of HR professionals, thus resulting in the development of an HR competency model. Six competency groups, i.e., leadership, interpersonal, business, technical, analytical, and technological competency groups and their linkages to the performance improvement were analyzed using the statistical software SPSS. Altogether 6 competency groups and 39 items were analyzed. The use of survey data in the study helps us to provide evidence of the relationship between the competencies and performance improvement.

Critical competencies of HR professionals were mapped by analyzing the current competence and analyzing the training needs of HR professionals, analyzing the future challenges for HR professionals. Further HR professionals’ existing competence level (ECL) is measured against the required level of expertise, i.e., required competence level (RCL). The desired and the actual levels of competence are compared and analyzed to arrive at the gaps.

While five of the competency groups were each directly related to performance improvement, they were also indirectly related to performance improvement through effectiveness. The business competency group was found to be non-significant. The study concludes with specific implications and preliminary exploratory research propositions based on the findings that may be tested in the future. The study contributes to the fields of competency modeling; IT companies in India and adds to the HR Body of Knowledge. The empirically tested HR competency model will benefit the HR professionals, HR communities of practice, the academia, organizations, and other researchers.