SUMMARY

The research work concentrates on the competency mapping processes. An attempt has been made to holistically address the competency frameworks for HR professionals. After a meticulous review of literature, an integrative framework has been developed linking competencies with individual performance and effectiveness based on the measurement of the RCL and ECL of HR professionals.

Once an individual is connected, either directly or indirectly with an organization, the practices adopted by the organization in managing its workforce affect them in a variety of ways. An organization stands to gain a competitive advantage by virtue of their competent personnel, hence the need for appropriate HR practices. Thus, it prompts the need for this research which aims at providing a tool, a procedural framework, to enhance HRM via the development of an appropriate competency framework for HR professionals.

The research was carried out by reviewing the previous studies done by other researchers. Six competency groups and 33 competency factors were identified after a thorough and meticulous analysis of earlier prominent studies.

Finally a competency model for HR professionals is proposed and empirically tested. In the present study, some ingredients of good practices and HR developmental aspects have been attempted and analytically presented. The following section describes the summary of work done in brief.

(a) Evaluation of competency mapping practices

The study extensively covered the prevalent HR practices in the areas of competency mapping, training and development, and performance management for HR professionals and attempted to identify key shortfall areas which can be focused on to improve the current HR practices. This research sought to accomplish these issues to assist IT companies develop an appropriate framework to enhance their HRM practices.

Identification of competencies and mapping competencies systematically for higher levels of performance has been presented. While evaluating employee competency, other principles and propositions like performance management and effectiveness have also been attempted, analyzed
and current issues for competency mapping brought out. Finally, the study culminates into few innovative measures of essential competencies for achieving the aimed level of performance.

The study demonstrated that research attention should more fruitfully focus on the development and validation of a competency mapping model for HR professionals.

(b) Evaluation of HR competency models

This study has undertaken an examination and analysis of current academic and professional literature on global competency models. A comprehensive review of literature on the subjects relating to the framework which include competencies, individual competency framework, training needs and performance was done. This review of extensive literature brought about understanding clearly of theories and concepts, which are pertinent to the thesis, as proved by other researchers.

However, there were only a limited number of relevant researches conducted in developing countries, like India against a number of works in developed countries. This study, therefore, had to review these concept studies abroad, especially ones in the developed countries with a view to apply such literature to the contexts of India.

Various studies have been conducted on the dynamics affecting the performance and competency of HR Professionals in isolation and separately. However, integrated studies on the key dynamics and their effectiveness on performance and competency are very few and inconclusive. Therefore the need is to set the framework for linking competencies that are important to the HR professionals with performance.

This research is somewhat filling up the evident gaps in these areas. This research is based on in-depth analysis of earlier prominent studies conducted (as discussed in the literature review section). The approach undertaken is however slightly different as compared to the other studies.

(c) HR challenges in Indian IT sector

The research used an extensive review of literature to study the opportunities and HR challenges in IT sector in India. The primary research objective was to provide useful insights into the area of HR opportunities and challenges keeping in view the current trend and practices.
The study has provided an overview of Indian IT Industry. The study has brought out the status of IT industry and described the role of IT - ITeS sector in India. The contribution of the IT sector in terms of India’s GDP, generation of employment, and software exports is quite significant. The remarkable contribution of IT sector to India’s economy and its success over the past few years has been scripted by the superior, low cost expert services provided by its endowed workforce. In this industry lead by knowledge that vests in “people”, effectively managing them through favorable HR initiatives becomes a crucial ingredient for its success. Of the meager studies on IT companies, the area of competency-based human resource management remains largely untapped.

Being among the first few to venture into the rather scantily researched domain of competency-based human resource management in IT companies, the current study endeavored to provide a view of the HR territory in the context of Indian IT companies.

The Indian IT industry suffers from numerous challenges which have resulted in its inability to attract and retain the right caliber of employees to provide it with a competitive advantage as well as shortage of competent personnel. These have over the years had an adverse effect on performance and commitment further affecting delivery quality, time and cost. Moreover, HR professionals in IT industry are also confronted with the worldwide economic crisis, globalization, technological innovations and other changes.

The aforementioned issues prompted the need for this research which aims at providing a tool, a procedural framework, to enhance HRM in IT companies operating in India via the development of an appropriate competency framework for HR professionals in Indian IT industry.

This study examined the relationship of HR competencies with the individual performance in the IT industry in India. Therefore, this study integrated competencies, performance and training needs to investigate the competency framework in the context of IT industry in India.

**(d) Competency gaps of HR professionals**

The study demonstrated the competency gaps between RCL and ECL of HR professionals. The gaps were observed between RCL and ECL in leadership competencies, business competencies and analytical competencies.
The study explored the competency gaps of HR professionals working in IT sector and used the results for identifying the training needs and for giving suggestions in order to bridge the gaps.

The study established that the analytical, leadership, and business competencies must be the topmost priority amongst all HR professionals as the thrust is on outcome and deliverables. *Analytical competencies* took the lead in the order of priority as reflected in the development index. The HR professionals need to enhance their skills in *leadership competencies* as this is found to be mild in relation to other competencies. A gap between ECL and RCL in the *business competencies* reflects that the HR professionals are not keeping themselves updated with the latest business trends. Gaps of competencies can be addressed through systematic education and training programs, which is one of the primary functions of HRM. Thus, it justifies that the due emphasis is given to the enhancement of *human resource development*.

Once the gap analysis was carried out, organizations should have the information available to build up a framework for the functioning of competency management strategies to advance and develop employee’s competencies. Organizations can use a variety of methods subsequent to their competency gap analysis to aid suitable employee development and training strategies.

The competency mapping impact in the chosen organizations is analyzed; interpreted and pertinent interpretations are drawn. The findings of *gap analysis* will be of interest to individuals, organizations and others who aspire to measure the competency base of an organization in the future.

The gap analysis offered potentially invaluable input for advancing the theoretical understanding of the competency mapping process by showing the importance of development of competencies. Such knowledge may help to predict the performance and thereby helping in the decision-making process related to promotion and training. This will also assist in outlining an incorporated performance management system with high performance standards, assortment and appropriate analysis of accurate and realistic data against the standards laid down.

After a thorough and meticulous analysis of earlier prominent studies, *six groups* of HR competencies were identified: leadership, interpersonal, business, technical, analytical, and technological. The list of competency factors (which are the measured variables) from each of the competency groups are broad and cover a wide spectrum of knowledge, skills, and attributes.
In total, 33 competencies (knowledge, skills, or behaviours) in six competency groups were identified. Altogether six competency groups and 39 items were analyzed.

The proposed framework of the study focuses on the measurement of the RCL and ECL. It is proposed that possession of competencies leads to effectiveness and performance improvement. Seven hypotheses linking competencies to performance and effectiveness were formulated:

**H1a:** Perceived possession of leadership competencies will have a positive effect on perceived performance improvement.

**H2a:** Perceived possession of interpersonal competencies will have a positive effect on perceived performance improvement.

**H3a:** Perceived possession of business competencies will have a positive effect on perceived performance improvement.

**H4a:** Perceived possession of technical competencies will have a positive effect on perceived performance improvement.

**H5a:** Perceived possession of analytical competencies will have a positive effect on perceived performance improvement.

**H6a:** Perceived possession of technological competencies will have a positive effect on perceived performance improvement.

**H7:** Effectiveness will be positively related to performance improvement.

*To test the hypotheses a questionnaire was designed.* The questionnaire was divided into three sections. The first section is on the background information and respondent’s profile, which consisted of general questions about the respondent’s personal information, like age, gender, and the organization he/she is working for. The second section of the questionnaire consists of measurement of the required competence level (RCL). The third section of the questionnaire consists of measurement of the existing competence level (ECL). The study made use of a mixed-method approach comprising both open and closed-ended questions for HR professionals of IT companies.

Using 120 responses from 11 different organizations, the study explored and explained individual competencies for HR professionals in IT industry, their RCL and ECL.
This study exhibited an extensive data analysis and the results from the statistical testing. Data analysis was done using statistical software SPSS using factor analysis, multiple regressions, reliability and validity of measurements.

The technique used to test the hypothesis was multiple regression which was done with the help of statistical software SPSS.

To determine the influence of all six competency groups together a multivariate predictive model was used. For example, one multivariate regression equation for this research is:

\[
PI = a + \beta_1[S1] + \beta_2[S2] + \beta_3[S3] + \beta_4[S4] + \beta_5[S5] + \beta_6[S6]
\]

Here PI (performance improvement) variable is expressed as a function of constant (a) and a slope (\(\beta_1\)) times the leadership competency group variable, (\(\beta_2\)) times interpersonal competency group variable, \(\beta_3\) times business competency group variable and so on. The constant is also referred to as the intercept. Here (\(\beta\)) Beta is standardized partial regression coefficients.

Through the statistical analysis the following was the outcome of the multiple regression model for the ECL:

\[
Predicted\ PI = .277\cdot \text{leadership} + .329\cdot \text{interpersonal} + .110\cdot \text{business} + .317\cdot \text{technical} + .237\cdot \text{analytical} + .318 \cdot \text{technological}.
\]

Hypotheses \(H1a, H2a, H4a, H5a,\) and \(H6a\) were supported for both RCL and ECL. However, business competencies had no significant influence on performance improvement. Thus, hypothesis \(H3a\) was rejected. The proposed model explained a significant percentage of variance in performance improvement \((R^2 = 65.8\%)\).

The results showed that five competency groups were related to performance improvement and effectiveness for both measured competence level, i.e., RCL and ECL. However, business competency group was found to be non-significant for both RCL and ECL. All the other hypotheses were accepted, showing that the five competency groups lead to the performance improvement and effectiveness.
Effectiveness was found to be positively related to performance improvement for both RCL and ECL. Hence hypothesis $H7$ was also supported.

The results suggested that five of the competency groups were each directly related to performance improvement, they were also indirectly related to performance improvement through effectiveness. The results specified that when HR professionals display competencies in analytical, leadership, technical, interpersonal and technological groups, then HR professionals are perceived to be more effective. As HR professionals master these competencies; they will not only be distinguished as more effective HR professionals, they will also contribute explicit value to their organization.

The identification of effectiveness as a key variable within the overall research model was vital. The results indicated that the competencies have a positive impact on the perceived effectiveness, and this, in turn, is predictive of the performance improvement. It explains what HR professionals are acquainted with and how they act, and this, in turn, affects how they are perceived in terms of their effectiveness.

There is a strong and positive relationship between possession of competencies and successful job performance.

Overall, the results of this study provide evidence in support of the theory that possession of competencies is critical in creating superior HR professional’s performance. Thus, it can be concluded that the possession of competencies enables the superior performance of HR professionals in the sample IT organizations.

The impact of all the competencies on performance improvement was not the same, few competencies like technical competencies and interpersonal competencies had greater impact on the performance improvement, whereas analytical competencies and business competencies had moderate to low impact on performance improvement.

Of the six competency groups, technical competency group was found to be the strongest statistical predictor of performance improvement for both RCL and ECL. It means that participants not only perceived technical competencies as the most important group (RCL), but also reported highest expertise in technical competencies in the ECL. Thus, technical
competencies were evidenced to be the most significant determinant of performance improvement.

The present study established the different competency groups and the various competency factors that were significant in the research. This is a contribution to the HRBOK as studies using this approach have not been done in India. Furthermore, the study is an empirical study and a lot of HR competency models developed by consultants and organizations are merely qualitative frameworks.

The study concludes with specific implications and preliminary exploratory research propositions based on the findings that may be tested in the future with a more sizable sample population. Eventually, the research methodology and findings of the present study may help in better functioning of the organizations and may provide a platform for further specific research activities in more detail.

The study contributes to the fields of competency modeling, IT companies and HRM and adds to the HR body of knowledge by providing valuable information for future research in the context of HRM.