

A Study on Competency Mapping and Its Impact on Hr Process Efficiency at ITC Ltd., Chennai

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ABSTRACT

This research paper is an analytical study and it focuses competency mapping and its impact on hr process efficiency. This study was conducted at ITC Ltd., Chennai. For this study we adopt stratified random sampling to select sample size from the overall population. 362 samples were taken from the total population of 396. This study only focuses on permanent workers of the organization only. Primary data was collected through the employee self appraisal forms, and individual performance of the employee was analyzed by using the competency mapping tool, and the results were interpreted using chi square analysis, and correlation analysis. Finally found the relationship between the variables

Keywords: Performance appraisal, Content analysis, Competency mapping, Job satisfaction, Training, Achievement

I. INTRODUCTION

An overall performance appraisal is an everyday assessment of a worker's process overall performance and contribution to an enterprise. There are various strategies to do overall performance appraisal. In this study, we use a self-appraisal form to collect data about employee performance. A self-performance appraisal is a process of collecting employee details from employees via self-appraisal form. Competency mapping is a method an individual makes use of to perceive and describe skills that are maximum critical to fulfillment in a work scenario. This

study was conducted at ITC Ltd., Chennai. ITC packaging and printing business is the largest value added converter of paperboard packaging in south Asia. This company offers the services like corporate identity, flexible packaging, foil stamping, folding carton, offset printing, packaging carton, packaging materials, and packaging solutions. This study mainly focuses on to find out the relationship between the variables.

1.1 COMPANY PROFILE

1.1.1 VISION

Sustain ITC's position as one of India's most valuable corporations through world class performance, creating growing value for the Indian economy and the Company's stakeholders

1.1.2 MISSION

To enhance the wealth generating capability of the enterprise in a globalising environment, delivering superior and sustainable stakeholder value

1.1.3 OUR PROFILE

ITC is one of India's foremost private sector companies and a diversified conglomerate with businesses spanning Fast Moving Consumer Goods, Hotels, Paperboards and Packaging, Agri Business and Information Technology. The Company is acknowledged as one of India's most valuable business corporations with a Gross sales value of 90,104 crores and Net Profit of 15,058 crores (as on 31.03.2022). ITC was ranked as India's most admired company, according to a survey conducted by Fortune India, in association with Hay Group.



90,104 crores Gross Sales Value (figures as on 31.03.2022)



15,058 crores Net Profit (figures as on 31.03.2022)



13 Businesses of Tomorrow



4 Million Farmers Benefitted by e-Choupal



6 Million Sustainable Livelihoods



200+ Manufacturing



100+ Hotels across 70 locations



25 FMCG Mother Brands



36,500 ITC Group Direct Employees



16 years Carbon Positive



19 years Water Positive



14 years Solid Waste Recycling Positive



41% of Total Energy is Renewable



33 Platinum Rated Green Buildings

1.2 NEED FOR THE STUDY

This study helps you to identify the strength and weaknesses of employees. The employee should know the roles and responsibilities of his job while appraising himself and also know the major weakness of him/her, and know what training needs to improve his/her weakness. The self-appraisal evaluation helps the employer whether the employee performs well or

not. It also helps to give training or counseling to an employee who needs it. Whenever giving promotion, wages, increment, salary, or other additional benefits to the employee the performance appraisal plays a vital role. The employee must know his/her actual performance and whether it is enough to be stable in the job.

1.3 SCOPE OF THE STUDY

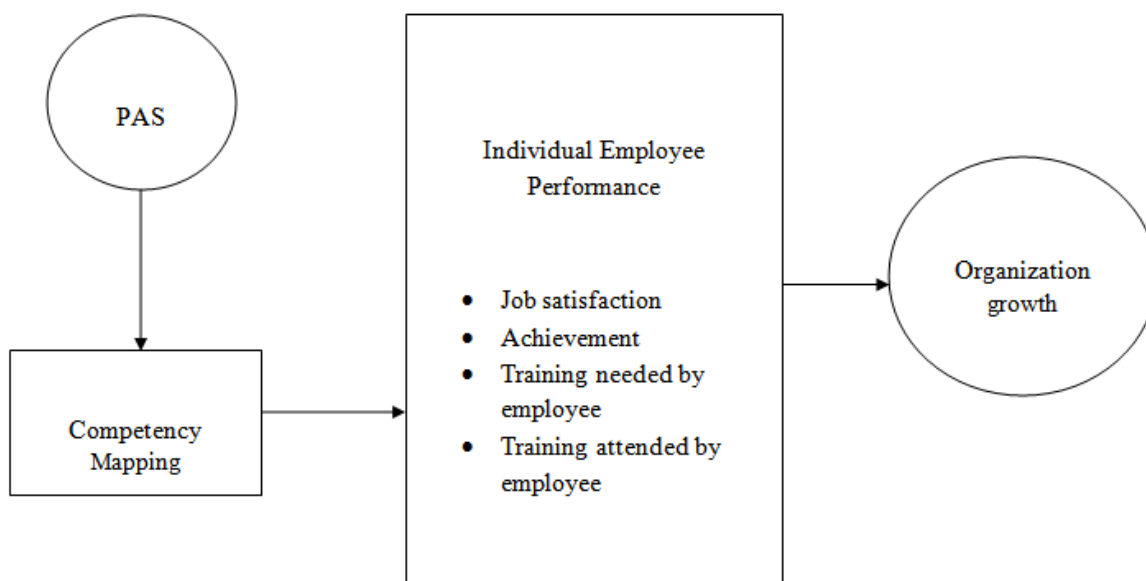
This study helps to understand the term self-performance appraisal and its importance. These data help make all HR processes efficient. This study helps to improve employee work performance. When comparing the employee's previous year's performance with the current year's performance plays a major role. Appraisal or increment or promotion or any other benefits given to the employee based on his performance. Organizations can know any other future improvement is needed for any other department, what is the training or counseling is given to the

employee and employee satisfaction with the job. It establishes the high performance of an employee.

1.4 OBJECTIVES OF THE STUDY

- To study the employees profile in ITC Ltd., Chennai.
- To collect the data of employees from various departments using employee appraisal forms.
- To evaluate the performance of employees and to identify individual employee performance using competency mapping.
- To suggest how to improve HR process efficiency in ITC Ltd., Chennai.

1.5 RESEARCH FRAMEWORK



II. REVIEW OF LITERATURE

Dr. Annasaheb Maruti Gurav (2009) has developed models for employees' performance appraisal systems in manufacturing, trading, and service rendering business houses in his district. He designed the different weight performance measurement models for accurate performance management. He studied the PA system and developed a PA model in the 5 steps respectively conducted a pilot study, data collection, first suggestive model, second suggestive model, prepared 3rd and final suggestive model for PA. At end of the research he suggests people capability improvement model for performance appraisal.

Sreeram Naresh (2016) finds which strategic factors influence on appraisal system in the banking industry. He collect data through questionnaires from each public sector bank

Andhra bank, Canara bank, private sector banks of city union bank, and Karnataka bank analyze those data, and conclude the performance appraisal of selected banks is good.

Sumitra (2003) suggests the PA has been carried out with the help of strategic and operational parameters. This study relates to the performance appraisal of public sector commercial banks in pudukottai district. In this research, she studied their source mobilization efforts, loans, and advance and their components pattern of non-performing assets. This study aims to develop a banking system that is operationally efficient, financially viable, and meets the requirements of a competitive economy. Finally, she concludes with public sector banks need to be improved.

Manisha Tyagi (2009) said performance management matters to everyone who wants to obtain quality. Managers can use it to ensure that services are improving and are more efficient. It focuses on the performance of the organization, a department, and the process to build a product or service and employees. She studied the problem of quality of teacher education and the existing assessment system of performance of teacher educators and analyzes it in terms of 5 factors of PAS.

Sumer Soni (2019) studied how to evaluate the overall performance of selected telecom companies in India based on applications of a balanced scorecard and the efficiency of the employees regarding their work. He makes a comparative study of the balanced scorecard for the judgment of all perspectives. He analyzes financial, customer, internal business process, learning, and growth perspective using a balanced scorecard.

Rajbeer wahla (2015) said performance appraisal is a specialized communication method for workers. He studied PA in 3 dimensions like HR planning, training and development & promotion and transfer. He concludes his study with there was a significant difference in the PA of selected companies in the Indian pharmaceutical industry.

D.B.Bagul (2014) studied about employee performance appraisal system in the SEMCO electric Pvt Ltd., he conclude the majority of the employee is well aware of the performance appraisal system followed by an organization and fairly happy with the current appraisal system followed by an organization.

Mukesh Kumar, Dr.N.Shirley. Dr.GD Singh (2017) said performance appraisal is a vital tool to measure the frameworks set by any organization to its employees. He examined under this study the status of the performance appraisal system and its implication for individual and organizational growth. He concludes his study with the statement of most of the organizations are not follow the 360-degree feedback, and also most of the employees are satisfied with the current performance appraisal system followed by the organization.

Hamidreza hemati (2011) studied about the performance of the supervisors in the aspects of leadership, communication, and task managing by the 360degree feedback method. His find from the study was the performance appraisal of supervisors in spicer higher secondary school in

communication aspect is above average, in leadership almost good, in task managing clearly average and the performance of male supervisor is better than that of the female supervisor.

Idowu ayomikun O (2017) study shows the presence of significant positive outcomes when the organization uses performance appraisal as a motivation tool. He finds that the use of more than one appraisal technique helps yield greater satisfaction and consequently higher motivational levels. He also finds that the 360-degree performance appraisal system is quite effective in offering a comprehensive analysis of the employee performance at shine communication.

Dr.Cross ogohi daniel (2019) establishes the analysis of the concept of a performance appraisal system on employee development focusing on a case study on oasis management company. He mainly focuses on the impact and relation between performance appraisal system and employee development and he concludes performance measures would lead to an increase in employee development using regression analysis.

Dr.Saikumari V, Ms.Sunitha V, Krithika S V, Jayakrishna A R, Lokeshwaran K (2021) said many corporate companies use human capital as a competitive advantage. He suggests the organization implement more modern training methodologies, then to provide practical training to the employees and provide specific learning assignments or projects for participants to improve on their competency gap. He studied about the various competency skill possessed by the employees based on their work level in the organization. He mainly focuses on training and development process in performance appraisal. He finds out there is a significant relationship between faculty effectiveness, content, and coverage of the training & also relevancy of the training provided to employees and its application.

Shraddha Awasthi, Dr.R.C.Sharma (2017) said every organization should have well-defined responsibilities; a list of competencies should use for performance management and other HR processes. It helps to identify which person has the matching skills to perform a particular task. He explained the concept of competency mapping and its impact on HR practices.

Anusha Prabha P (2018) stated competency mapping and assessment provide a clear indicator of employee development needs. He focuses on

the concept of competency mapping as well as to know the level of awareness about the competency mapping among the employees in Sri Saravana industries Coimbatore.

Sinchu P, S.Bhuvaneshwary (2015) stated competency mapping is the most commonly used HR practices for the development of an employee. They focused on the competency mapping of the organization and the level of competencies of employees in that organization. They conclude with the majority of employees have competency skills to perform their jobs.

S.Anitha (2013) stated competency mapping helps an individual to identify his/her strengths, and weaknesses and understand themselves. It is a strategic tool that enables monitoring the performance and development of HR in an organization. In this study, he tries to find the relationship between competency mapping and the factors like knowledge, skill, leadership, customer orientation, achievement orientation, and core competence. He studied the influence of personal and organizational details of employees on competency mapping and measures the impact of competency factors on organizational effectiveness.

M.Nithyagnana Soundaram (2018) focused to identify the competency of employees on the various competency factors like drive for results, process management, functional expertise, personal effectiveness, innovation, team effectiveness, customer service, self-development orientation, analytical thinking, physical ability, knowledge, attitude, motivation, communication, leadership, managerial ability, negotiations, personal values, social skills, and technical competence.

Srividhya Mouli (2015) tries to reveal the relationship and gap between the competency possessed by the employee, the competency required to perform the job/role, and the competency considered for assessment in the PAS. This process is made by self-assessment. He finds out the top 5 competencies required to perform the job/role by the employees are respectively communication, adaptability, and flexibility, accountability and dependability, compiling written communication, leadership.

Vinayak (2021) stated competency mapping is a successful contribution to performance management. He focused on finding out whether similar efforts can be made in management education. He develops a competency mapping tool

and try to study about the relationship between competencies and performance of B school faculty members in the city of Bangalore.

Aditya Sharma tries to study about the current performance appraisal system of the IFFCO and identify the gaps between the current state and the desired state performance. He tries to identify the key performance indicator and critical success factor for achieving organizational excellence.

III. RESEARCH METHODOLOGY

3.1 Research Methodology

Research methodology is the tool to understand the study the problem in the scientific or technical way. "Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. Research Methodology is way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analyzed.

3.2 Research Design

The research design adopted for the study is Descriptive method. A research design referred as the having some plan about obtaining of a sample from a given population. It is the technique of the researcher would adopt in selecting items for the sample.

3.3 SAMPLE DESIGN

3.3.1 Sample size

362 samples are taken from the various departments from the total population of 396.

3.3.2 Sampling technique

Sampling technique adopted for this study is stratified random probability sampling method. Stratified random sampling is a method of sampling that involves dividing a population into smaller groups—called strata. The groups or strata are organized based on the shared characteristics or attributes of the members in the group. The process of classifying the population into groups is called stratification.

3.4 Source of data collection

3.4.1 Data collection

Data collection is a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. Data collection methods can be divided into two categories: secondary methods of data collection and primary methods of data collection. The data collection method can be classified into two methods.

1. Primary

2. Secondary

Primary data

Primary data is the data which is collected by the researcher on own for a first time. Several methods are available.

Secondary data

Secondary data is nothing but already collected data by someone else. Examples: articles, websites, previous reports and industry profiles

This study was done using both primary data and secondary data. Primary data collected from employees using self appraisal forms which includes structured questionnaire.

Secondary data was collected about company details using the source of Google.

3.4.2 Data collection method

Questionnaire method used in this research for collecting a data

3.4.3 Questionnaire design

The questionnaire was designed by the company named performance appraisal forms with structured open end questionnaire. Total population of 396 employee data were collected, from that 35 samples are rejected for some reasons, 362 samples were taken for this study.

3.5 Statistical Tool

These are tools, which helps to analyze the collected data. This analysis contains various approaches like comparisons, detecting, estimation etc.

I. Chi-square

II. Correlation

3.6 Limitations of the study

1. The project was only for 3 months, so there was time constraint.

2. The study restricts itself within the permanent workers of the organization only.

3. Performance appraisal is a highly confidential report of the organization. so for some reason, limited data was only taken for analysis.

IV. DATA ANALYSIS AND INTERPRETATION

Hypothesis: 1 Department & Training attended by employee

H0: There is no significant difference between the Department & Training attended by employee

H1: There is significant difference between the Department & Training attended by employee

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.326 ^a	10	.007
Likelihood Ratio	28.691	10	.001
Linear-by-Linear Association	.067	1	.796
N of Valid Cases	362		

Chi square result

- Calculated value: 24.32
- Degree of freedom: 10
- Table value: 18.40
- Significant level: 5%
- Comparison: 24.32 > 18.30

Interpretation

Calculated value is greater than table value. Hence, H0 is rejected. So, there is a significant difference between department and training attended by employee.

Hypothesis: 2 Department & Employee job satisfaction level

H0: There is no significant difference between the Department & Employee job satisfaction level

H1: There is significant difference between the Department & Employee job satisfaction level

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	86.899 ^a	30	.000
Likelihood Ratio	35.056	30	.241
Linear-by-Linear Association	.288	1	.592
N of Valid Cases	362		

Chi square result

- Calculated value: 86.89
- Degree of freedom: 30
- Table value: 43.77
- Significant level: 5%
- Comparison: 86.89 > 43.77

between department and employee job satisfaction level.

CORRELATION TEST

P value > 0.05, accept null
 P value < 0.05, reject null

Interpretation

Calculated value is greater than table value. Hence, H0 is rejected. So, there is a significant difference

Hypothesis: 1 Training attended & Achievement

H0: There is no significant relationship between training attended and achievement

H1: There is significant relationship between training attended and achievement

Correlations

		Training Attended	Achievement
Training Attended	Pearson Correlation	1	.226**
	Sig. (2-tailed)		.000
	N	362	362
Achievement	Pearson Correlation	.226**	1
	Sig. (2-tailed)	.000	
	N	362	362

Interpretation

The relationship between training attended and achievement is weak and positively correlated. The above table inferred that significant value 0.00 is

less than the critical value 0.05, hence H0 is rejected and H1 is accepted. Therefore, there is relationship between the training attended and achievement

Inference

Therefore, there is relationship between the training attended and achievement

H0: There is no significant relationship between Training attended and Job satisfaction

H1: There is significant relationship between Training attended and Job satisfaction

Hypothesis: 2 Training attended & Job satisfaction

Correlations

		Training Attended	Job satisfaction
Training Attended	Pearson Correlation	1	.145**
	Sig. (2-tailed)		.006
	N	362	362
Job satisfaction	Pearson Correlation	.145**	1
	Sig. (2-tailed)	.006	
	N	362	362

Interpretation

The relationship between training attended and job satisfaction is weak and positively correlated. The above table inferred that significant value 0.00 is less than the critical value 0.05, hence H0 is rejected and H1 is accepted. Therefore, there is relationship between the training attended and job satisfaction

out there is association between department and training attended employee, there is association between department and job satisfaction level of employee, there is relationship between training and achievement made by employee, and training attended and job satisfaction of employee.

Inference

Therefore, there is relationship between the training attended and job satisfaction

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V. FINDINGS FROM THE STUDY

Chi square analysis

- ✓ Therefore there is a significant difference between department and training attended by employee.
- ✓ Therefore there is a significant difference between department and job satisfaction level of employee

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Correlation analysis

- ✓ Therefore there is relationship between the training attended and achievement.
- ✓ Therefore, there is relationship between the training attended and job satisfaction.

V. CONCLUSION

At ITC ltd, performance appraisal is conducted annually. A performance appraisal is a regular review of an employee's job performance and contribution to a company. This study finds

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