A Study To Reconnoitering The Effectiveness Of Competency Model On Job Performance Of The Employees With Special Reference To Automobile Companies In Karnataka

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ABSTRACT

The research study focuses on the key competencies of automobile professional which could affect the organizational effectiveness. The Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resources is treated as effectiveness. The aim and objective of the study was to reconnoiter the relationship between competency-based performance management and organizational effectiveness (OE). The empirical research was undertaken by the researcher to analyses and identify the competency levels of executives, identify the executive's competencies through competency modelling and identify the performance standards of executives through structured questionnaire and has chosen three manufacturing units for the purpose of the analysis. The purpose of this study was to identify the causal relationships between the competencies of managing self, managing others and business management with management competency model. The research design involved developing scale for "competency-based superior performance" and validating scale for "organizational effectiveness," The data for this survey were collected from 720 respondents through structured questionnaire. The main hypothesis of the study is to know the relationship between employee competency and organizational and job performance and Employee competency mediates the relationship between transformational leadership style and organization performance. Hypotheses are depicting aforementioned relationships were empirically tested in the context of competency-based performance practices in automobile companies in India. Structural Equation Modeling is a comprehensive statistical approach for testing the hypotheses on the relationships between the manifest variables and latent variables, sometimes called covariance structure analysis, causal modeling or Lisrel modeling. The empirical results provide methods to accelerate the performance management initiatives based on a leadership competency model, which are necessary for building performance culture in the organization. This study contributes by developing a new scale for measuring competency-based performance practices. A positive relationship between competency-based superior performance and Organizational Effectiveness with productivity, adaptability and flexibility has been empirically confirmed using SEM. The developed model will act as a building block for performance measurement in organizations. This study promotes leadership competency model to be applied in creating a performance- based culture. It is a unique attempt to test the relationship between competency-based performance management and Organizational Effectiveness.

Keywords Used: Performance Management System, Organizational effectiveness, Competency model, Leadership competencies and Structural Equation Modelling

1.INTRODUCTION

A competency model is a descriptive tool that identifies the competencies needed to operate in a specific role within job, occupation, organization, or industry. The fast changes happening in the demography and social systems thereof have given chance for various HR practices enhancing the employee productivity and growth. One of the most commonly used HR practice is competency mapping for development of the managers. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning Programmes. In today's competitive world the key to gain competitive edge is having a competent workforce in the organization. Many organizations have developed competency models to help them identify the essential knowledge, skills and attributes needed for employees for their successful performance in a job aligned with the HR strategy.

In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. Organizations have vastly shifted their approach from employees having knowledge of one competency to having multi-competent employees. Organizations are interested in knowing the present competency level of their employees to manage their performance and develop careers. This is where competency mapping comes into focus. Competencies have been playing a crucial role in HR system for more than two decades. The proper use of competencies in HR systems needs adequate competency mapping techniques.

2.REVIEW OF LITERATURE

V.V Narsi Reddy (2020) reviewed this study and Competency mapping is a key human resources management tool in modern business organization. In the present competitive world for the success of the business competency mapping plays the vital role. In this juncture, the present paper examines the competency

levels of 150 employees across different levels and various departments in Ramky Estates and Firms Limited. The gaps the in competency mapping can be reduced by training program and interaction with employees.

Anitha (2020) highlighted in her study pertaining to Competency Mapping in Banking Sector and every company needs competent employees to perform various organizational activities in an efficient way. Especially in today's competitive world, many companies are cognizant of this fact and prefer to select only right people for right job. Right people are identified based on vital competency required to do the work. Competency comprises of knowledge, skill, attitude and value. Competency mapping is a simple practice of recognizing main capabilities required to perform a specific work and combining those competencies during the various procedures (i.e. Job appraisal, selection, staffing) of the company. Many thought leaders have emphasized that competent employees turn out to be one of the competitive advantages in fending off competition. As more and more companies realize its significance, HR professionals use this to the advantage of the companies by incorporating the principles of competency mapping in recruitment, performance evaluation, succession planning, training and development. To produce high quality, work many companies use this technique to understand how to combine the strengths of different employees. Individuals can also identify their competencies with the assistance of competency evaluation tools and map them to the jobs that will suit them, where they could not only survive, also thrive.

Sateesh et al (2019) highlighted in their research study to explore the relationship between competency-based performance management and organizational effectiveness (OE). It signifies the importance of developing competency-based performance concept in organizations. Since conventional performance management systems (PMSs) are diminishing and as organizations are looking for breakthrough performance management systems, this research attempted to fill the gap from stakeholder's perspective – employee, manager and the automobile company in devising new approach in performance management systems. This study contributes by developing a new scale for measuring competency-based performance practices. A positive relationship between competency-based superior performance and OE with productivity, adaptability and flexibility has been empirically confirmed using SEM. The developed model will act as a building block for performance measurement in organizations. This study promotes LCM to be applied in creating a performance-based culture. It is a unique attempt to test the relationship between competency-based performance management and OE.

R. Jeevarekha Dr. R. Hariharan (2018) competency mapping helps to identify the essential competency to do the work in a better way. It is also found that most of the staffs are prepared to change their behaviour and view point to the situation and ready to improve their performance.

Swetalina Mishra, Dr. RKS Mangesh Dash (2017) has analyzed to improve the performance of the worker's firm tries to find out various ways. To improve the performance of the employees, it is essential to develop the required competency to perform the job. It is also found that the organisation have to maintain a well-planned competency mapping process.

Shraddha et al (2016) conducted this study on Employee Development through Competency Mapping: A way ahead for Organizational Growth. the objectives of high organizational productivity, efficiency and effectiveness can be achieved through development of employee. Employee Development can be enhanced by improving the employee's skills. Requisite employee skills development is dependent on competency mapping. The aim of this study is to know the effectiveness of Competency Mapping on Employee Development. On the basis of the results and findings based on the data analysis, it was concluded that the Competency Mapping has positive and significant relationship with Employee Development. The study further established that there was positive and significant relationship between Employee Development and Organizational Growth. There are certain factors which can support the organization to grow and develop; on the contrary, there are reasons which can hamper the working of the organization. Employee Development is one of the key factors for the achievement of organizational goals and also for the overall growth and development of organization.

Neha Sharma & Kavita Khanna (2015) done their study on Competency Mapping Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for confirmed employees of an organization and it can also be

done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently.

Anabel Fernandez Mesa et.Al (2014) has studied the IT competency and the commercial success innovation. The main purpose of this study is to analyses the impact of IT competency on internal and external learning competency and the relations among them. For the study purpose, the researchers chosen 186 companies through structural equation modelling. The researcher found that the ITC plays a critical role in internal and external learning competencies that are directly related to the CSI and also these competencies mediate the relation between ITC and employees' performance.

Abaselat Khorasani at al (2014) This study aims to design a management competency model for Iranian industrial and manufacturing organizations. This study uses a descriptive-survey method in which 256 managers of Iranian industrial and manufacturing organizations were sampled by purposive sampling and then studied in 2012 and 2013. Data collection was carried out by a research-made questionnaire. The instrument validity was assessed and verified based on the comments of university professors who were dealing with the subject of this study, while taking advantage of principal component analysis method and latent variables measurement fit using confirmatory factor analysis. The reliability was measured by Cronbach's alpha which revealed a reliability of (R=90%), and as it can be claimed that the instrument enjoys a good reliability. To test the hypotheses of this research, structural equation modeling was used. The results verify all leading and alternative hypotheses of this study and reveal the existence of relationship between the competencies of management competency model for Iranian industrial and manufacturing organizations. The variable of business management enjoys the highest level of effectiveness. In other words, it enjoys the most significant relationship with management competency and then come the variables of managing others and managing self, respectively.

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.

Maria PonRekha et. Al (2013), has focused on competency mapping of the employees in order to identify what competencies the job expect and the competency possessed by the employees. The gap identified will be able to help the employees to focus on the lacking competency though which the organization can achieve its objectives.

Shaukat Ali (2012) stated that **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 organizations to 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.

Sambedha Jena et.al (2010) has studied the Competency Based Executive Performance Assessment in Manufacturing Units. The researcher analyzed the critical competencies to the success of these executives. The empirical research was undertaken by the researcher to analyses and identify the competency levels of executives, identify the executive's competencies through competency modelling and identify the performance standards of executives through structured questionnaire and has chosen three manufacturing units for the purpose of the analysis. The study found that the competency-based performance system influences the performance of individual executives. Finally, the researcher concludes that the organization need to provide competency development training so that they can achieve the organizational excellence.

3.RESEARCH GAP

Extensive literature review suggested that not much emphasis has been given on exhaustively identifying the antecedents and predictors of organization effectiveness. Moreover, literature reviewed so far suggested that there is a lack of sound research on competency mapping of production, sales staff especially in the automobile industry. Since, competency mapping and organization effectiveness are pertinent issues, focused efforts need to be undertaken by the business organizations in that direction. Key competencies for effective sales performance and mapping of competencies were not rightly focused and studied. Literature review also revealed a holistic organization effectiveness model linked to competency mapping. Hence, it was decided to address these gaps in the study. The study has explored and established that competencies of Production and sales staff and the practice of mapping competencies act as drivers and play an instrumental role in increasing

non-financial effectiveness of organization.

4.STATEMENT OF THE PROBLEM

Dynamic people build dynamic organizations and effective executives and employees contribute to the effectiveness of the organization. Competence of the executives and skill set of the employees plays a key role to enhance overall efficiency of the organization. Competency mapping and skill matrix is therefore quite useful for the organizations in terms of their own growth and growth of their executives and employees. The research focuses on the key competencies of automobile professional which could affect the organizational effectiveness. The Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/or society. The present study seeks to determine the competencies needed by the executives and skill set required by the employees for their own development and consequently the growth of the organization.

5.OBJECTIVES OF THE STUDY

1. To analyses the demographic profile of the employees in the selected Automobile companies in Karnataka
2. To reconnoitering the effectiveness of competency model on job performance of the employees with special reference to automobile companies in Karnataka
3. To analyses the effectiveness of competency model on their job performance.

6.RESEARCH HYPOTHESIS

1. H1: There is a relationship between leadership style and employee competency.
2. H2: There is a relationship between leadership style and organization performance.
3. H3: There is a relationship between employee competency and organizational and job performance.
4. H4: Employee competency mediates the relationship between transformational leadership style and organization performance.

7. RESEARCH DESIGN

The researcher has adapted the stratified random sampling method. For the purpose of the study the respondents are classified into 3 different strata like top level management, middle level management and lower level management. After this, the researcher obtained the responses through using simple random sampling of 720 respondents of IATF certified automobile industry.

8.MATERIALS AND METHODS USED

Structural Equation Model is used to test and eliminate the causal relationship in a combination of statistical data and qualitative caused assumptions. This model also considers measurement error when analysing the data statistically. SEM is capable of estimating or assessing measurement error. It can incorporate both observed and latent variables. When interpreting structural equation model the values attached to one-way arrows (or directional effect) are regression coefficient, whereas two-way arrows (non-directional relationship) are correlation coefficient; regression coefficients and correlation comprise the 'parameters' of the model.

The purpose of this study was to identify the causal relationships between the competencies of managing self, managing others and business management with management competency model. Hence, this study is an applied study with regard to its purpose, it uses a descriptive method of data collection and data analysis; more precisely it applies correlation models specifically, Structural Equation Modeling. Structural Equation Modeling is a general and strong multivariate analysis technique from the group of multivariate regression analysis. In other words, it is the expansion of general linear model that enables the researcher to test a set of regression equations simultaneously. Structural Equation Modeling is a comprehensive statistical approach for testing the hypotheses on the relationships between the manifest variables and latent variables, sometimes called covariance structure analysis, causal modeling or Lisrel modeling.

9.STATISTICAL TOOLS USED

The researcher applied the statistical tools such as ANOVA, T-test, Factor Analysis, Mean, Std. Deviation, Descriptive Statistics, Mean Square, P value, Correlations, Non-Parametric Tests, percentage method and Structural Equations Modelling techniques were used to analyses the personal profile of employees, ANOVA was used to analyses, identify the predominate factors affecting the employees of automobile companies in Karnataka State. T-test & SEM Models were used to identify the significance level of executives and cluster analysis was used to evaluate the compatibility of competency among the employees.

10.RESEARCH INSTRUMENTS:

Questionnaire Design: A researcher-made questionnaire was designed in this study based on behavioral

criteria, sub-criteria and indicators used in management competency model including 14 components (sub-criteria) derived from 3 main components (criteria) which results from the integration of different competency models. The questionnaire includes 42 items based on which three components of managing-self, managing others and business management are measured. It should be noted that the validity of the questionnaire was verified by consulting with professors and specialists.

11.VALIDITY

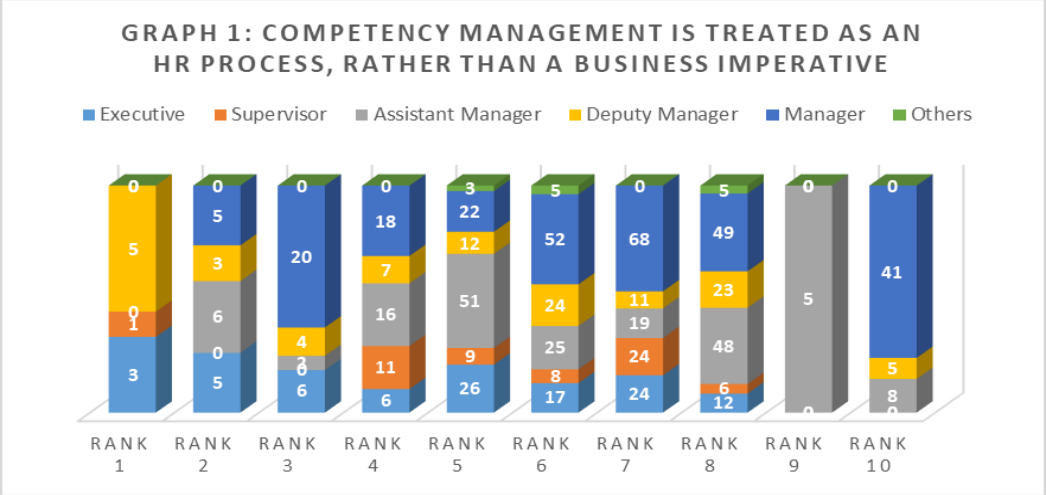
To ensure the validity of the instrument, latent variables model fit was assessed using confirmatory factor analysis. Cronbach's alpha, which is number between zero and one, was used to assess the reliability and internal consistency of the questionnaire and result showed a reliability of 90%. This reliability, which is calculated through distributing 30 questionnaires in the statistical population in pre-test step and then collecting them, shows the internal consistency of the questionnaire.

The Primary matter data were analyzed by the researcher using the standard statistical package namely IBM SPSS 25 and IBM SPSSAMOS 25. All the data were collected, organized and then properly tabulated for the study. Secondly, Structural Equation Modelling was applied for the purpose of evaluating the Managerial Perception on Competency Mapping (MPCM), Competency Mapping in Career Development (CMCD), Competency Mapping in Human Resource Development (CMHRD) and Effectiveness of Competency Model on Managerial Job Performance (ECJP).

12.ANALYSIS OF DATA AND INTERPRETATION

Table 1: Competency management is treated as an HR process, rather than a business imperative.

		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
CM is treated as an HR process	Rank 1	3	1	0	5	0	0	9
	Rank 2	5	0	6	3	5	0	19
	Rank 3	6	0	2	4	20	0	32
	Rank 4	6	11	16	7	18	0	58
	Rank 5	26	9	51	12	22	3	123
	Rank 6	17	8	25	24	52	5	131
	Rank 7	24	24	19	11	68	0	146
	Rank 8	12	6	48	23	49	5	143
	Rank 9	0	0	5	0	0	0	5
	Rank 10	0	0	8	5	41	0	54
Total		99	59	180	94	275	13	720

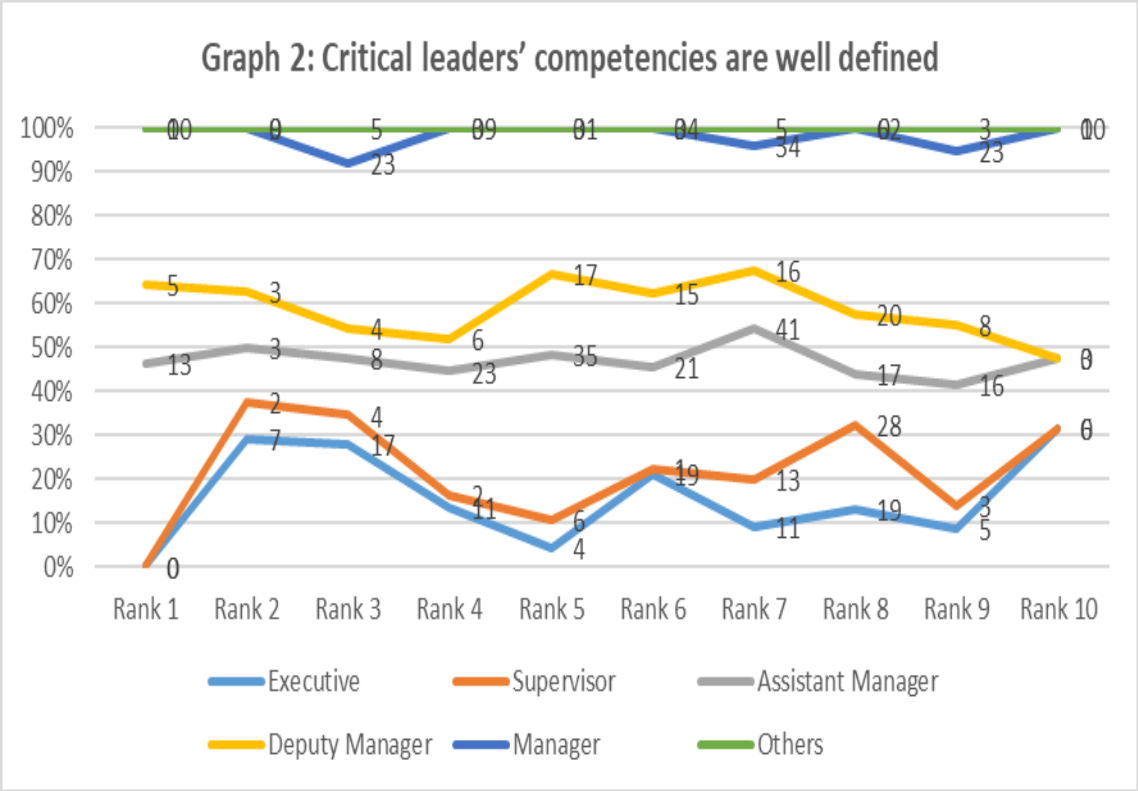


The above table illustrates about employees' ranking on whether competency management is treated as an HR process, rather than a business imperative. Out of 720 employees working in automobile companies, maximum number of employees (146) awarded Rank 7, least number of employees (5) awarded

Rank 9. 1st, 2nd, and 3rd ranks were given by 9, 19, 32 employees respectively. Between 50 and 60 employees credited Rank 4 (58) and Rank 10 (54).

Table 2: Critical leaders' competencies are well defined

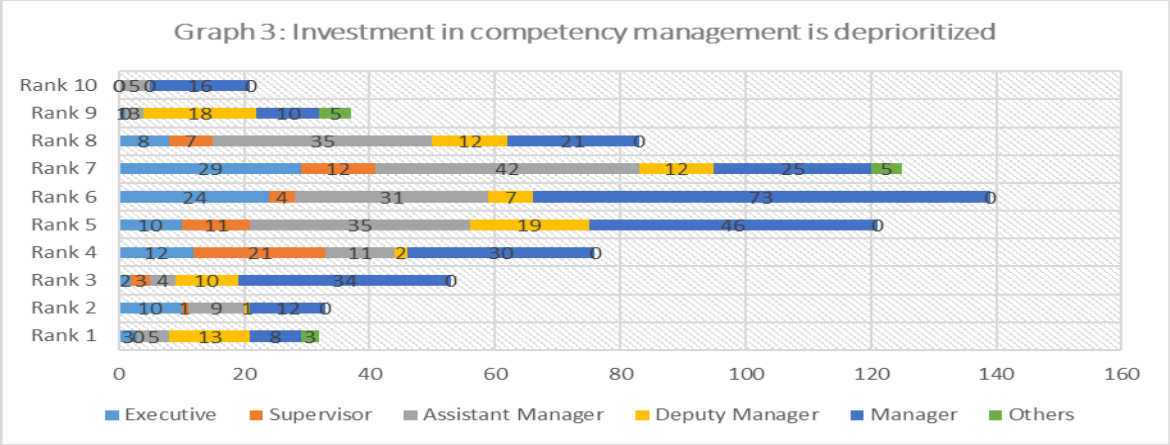
		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Critical leaders' competencies are well defined.	Rank 1	0	0	13	5	10	0	28
	Rank 2	7	2	3	3	9	0	24
	Rank 3	17	4	8	4	23	5	61
	Rank 4	11	2	23	6	39	0	81
	Rank 5	4	6	35	17	31	0	93
	Rank 6	19	1	21	15	34	0	90
	Rank 7	11	13	41	16	34	5	120
	Rank 8	19	28	17	20	62	0	146
	Rank 9	5	3	16	8	23	3	58
	Rank 10	6	0	3	0	10	0	19
Total		99	59	180	94	275	13	720



The above table explains about whether critical leaders' competencies are well defined. Out of 720 employees working in automobile companies, 28 employees awarded Rank 1 and 24 of them awarded Rank 2. Majority of employees (146) awarded Rank 8. Rank 9 was given by 58 employees of them and 19 employees of them credited Rank 10. Rank 3rd, 4th, 5th, 6th, and 7th were given by 61, 81, 93, 90, and 120 employees respectively.

Table 3: Investment in competency management is deprioritized		
	Designation	

		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Investment in competency management is deprioritized	Rank 1	3	0	5	13	8	3	32
	Rank 2	10	1	9	1	12	0	33
	Rank 3	2	3	4	10	34	0	53
	Rank 4	12	21	11	2	30	0	76
	Rank 5	10	11	35	19	46	0	121
	Rank 6	24	4	31	7	73	0	139
	Rank 7	29	12	42	12	25	5	125
	Rank 8	8	7	35	12	21	0	83
	Rank 9	1	0	3	18	10	5	37
	Rank 10	0	0	5	0	16	0	21
Total		99	59	180	94	275	13	720

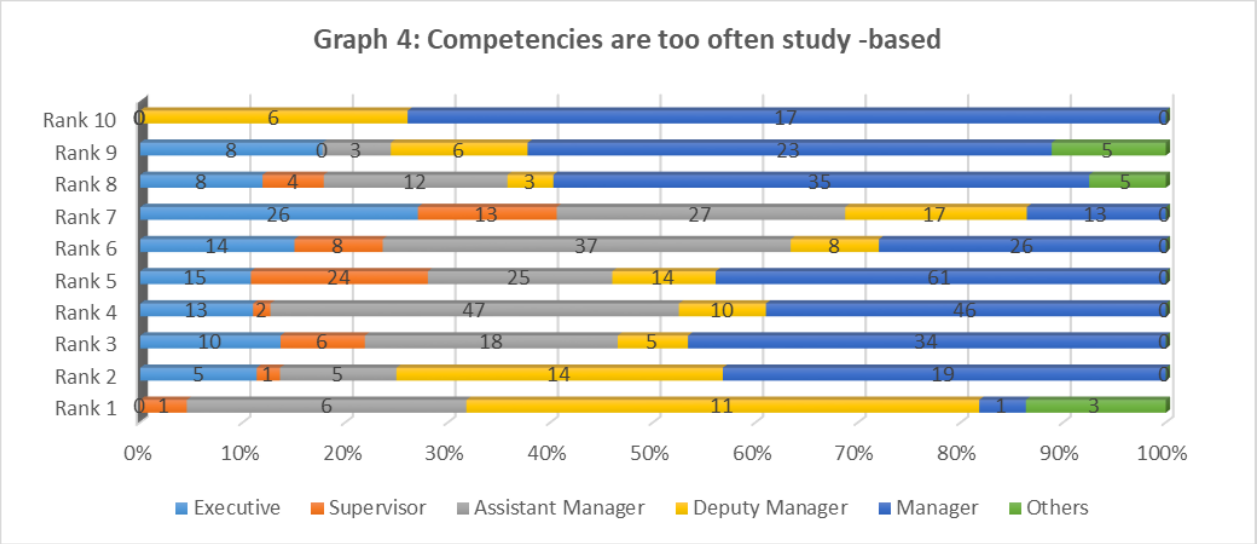


The above table provides data about whether investment in competency management is deprioritized. Rank 1, Rank 2, and Rank 3 were given by 32, 33, and 53 employees respectively out of 720 working in automobile companies. The least rank was given by 21 employees.76 out of total employees awarded Rank 4, 121 employees awarded Rank 5, 139 which is the maximum number awarded Rank 6 followed by 125 employees who awarded Rank 7.

Table 4: Competencies are too often study-based.

		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Competencies are too often study-based.	Rank 1	0	1	6	11	1	3	22
	Rank 2	5	1	5	14	19	0	44
	Rank 3	10	6	18	5	34	0	73
	Rank 4	13	2	47	10	46	0	118
	Rank 5	15	24	25	14	61	0	139

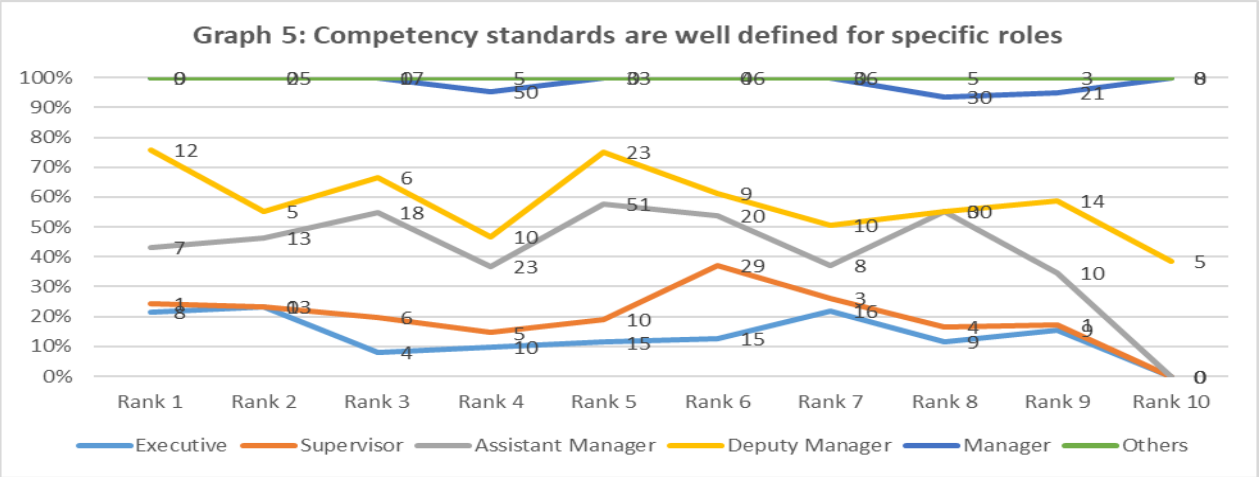
	Rank 6	14	8	37	8	26	0	93
	Rank 7	26	13	27	17	13	0	96
	Rank 8	8	4	12	3	35	5	67
	Rank 9	8	0	3	6	23	5	45
	Rank 10	0	0	0	6	17	0	23
Total		99	59	180	94	275	13	720



The above table gives information on whether competences are too often study-based. Majority of employees (139) out of 720 working in automobile companies awarded Rank 5 and 1st and 10th ranks were awarded by 22 and 23 employees respectively. Rank 6 and 7 were given by more than 90 employees. 44 employees credited Rank 2, 73 credited Rank 3, and 118 credited Rank 4.

Table 5: Competency standards are well defined for specific roles

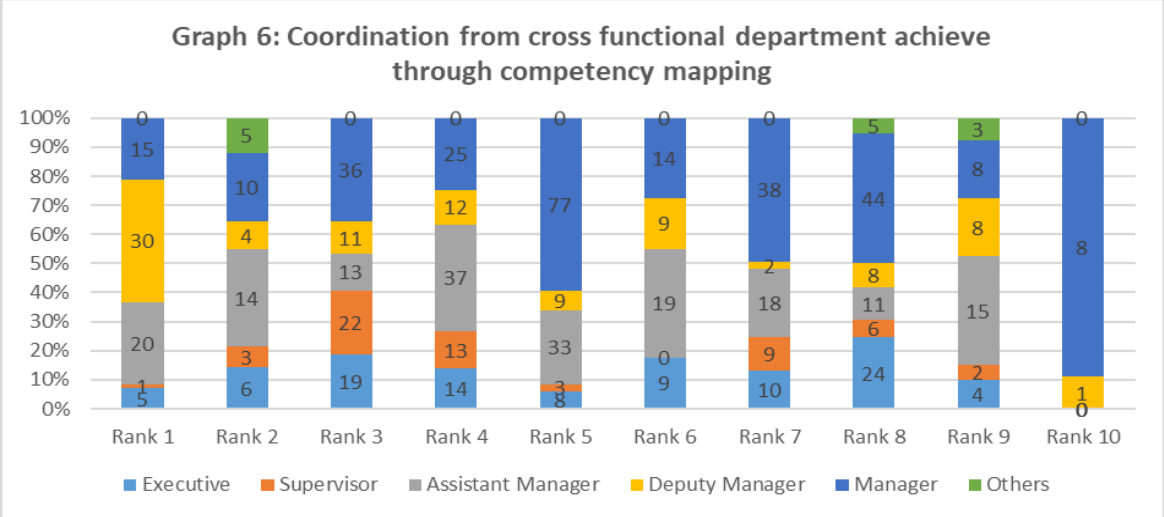
		Designation						
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Competency standards are well defined for specific roles	Rank 1	8	1	7	12	9	0	37
	Rank 2	13	0	13	5	25	0	56
	Rank 3	4	6	18	6	17	0	51
	Rank 4	10	5	23	10	50	5	103
	Rank 5	15	10	51	23	33	0	132
	Rank 6	15	29	20	9	46	0	119
	Rank 7	16	3	8	10	36	0	73
	Rank 8	9	4	30	0	30	5	78
	Rank 9	9	1	10	14	21	3	58
	Rank 10	0	0	0	5	8	0	13
Total		99	59	180	94	275	13	720



The above table states about whether competency standards are well defined for specific. Out of a total of 720 employees working in automobile companies, Rank 1 was awarded by 37 employees, Rank 2 was awarded by 56, and Rank 3 was awarded by 51. Most of the employees (132) awarded Rank 5. More than 100 employees have awarded 4th rank (103) and 6th rank (119). 73 employees awarded Rank 7, 78 awarded Rank 8, 58 awarded Rank 9, and 13 employees of them awarded Rank 10.

Table 6: Coordination from cross functional department achieve through competency mapping

		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Coordination from cross functional department achieve through competency mapping	Rank 1	5	1	20	30	15	0	71
	Rank 2	6	3	14	4	10	5	42
	Rank 3	19	22	13	11	36	0	101
	Rank 4	14	13	37	12	25	0	101
	Rank 5	8	3	33	9	77	0	130
	Rank 6	9	0	19	9	14	0	51
	Rank 7	10	9	18	2	38	0	77
	Rank 8	24	6	11	8	44	5	98
	Rank 9	4	2	15	8	8	3	40
	Rank 10	0	0	0	1	8	0	9
Total		99	59	180	94	275	13	720

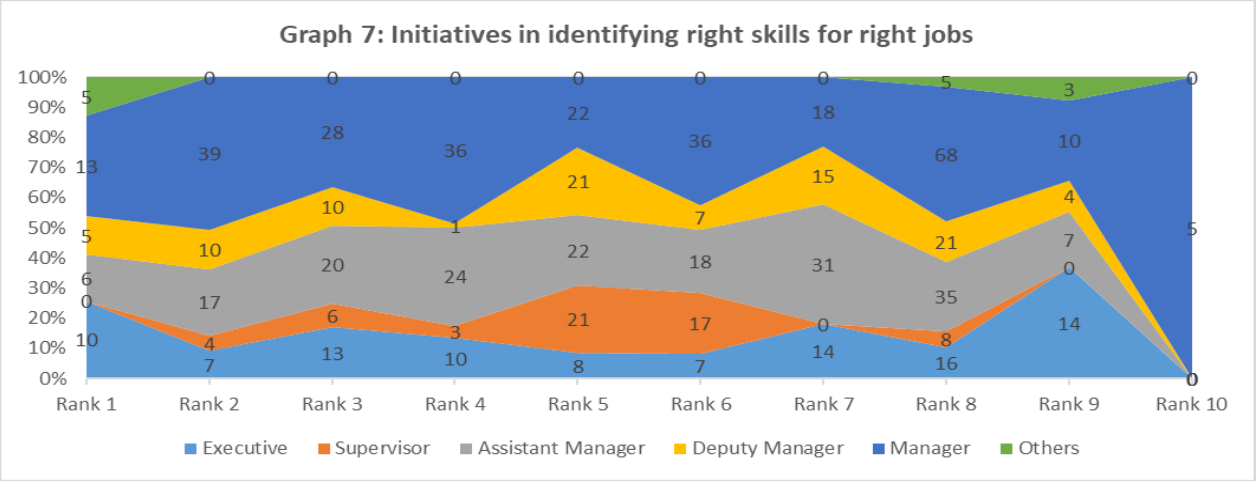


The above table shows the rank given by employees on the statement "coordination from cross functional department achieve through competency mapping". Out of 720 employees working in automobile companies, 71

have awarded Rank 1 and 42 have awarded Rank 2. The highest number of employees have awarded Rank 5. Rank 10 was given by least number of employees (9). Rank 3 and Rank 4 were given by equal number of employees (101). 51 employees credited 6th rank, 77 employees credited 7th rank, 98 employees credited 8th rank and 9th rank was given by 40 employees.

Table 7: Initiatives in identifying right skills for right jobs

		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Initiatives in identifying right skills for right jobs	Rank 1	10	0	6	5	13	5	39
	Rank 2	7	4	17	10	39	0	77
	Rank 3	13	6	20	10	28	0	77
	Rank 4	10	3	24	1	36	0	74
	Rank 5	8	21	22	21	22	0	94
	Rank 6	7	17	18	7	36	0	85
	Rank 7	14	0	31	15	18	0	78
	Rank 8	16	8	35	21	68	5	153
	Rank 9	14	0	7	4	10	3	38
	Rank 10	0	0	0	0	5	0	5
Total		99	59	180	94	275	13	720

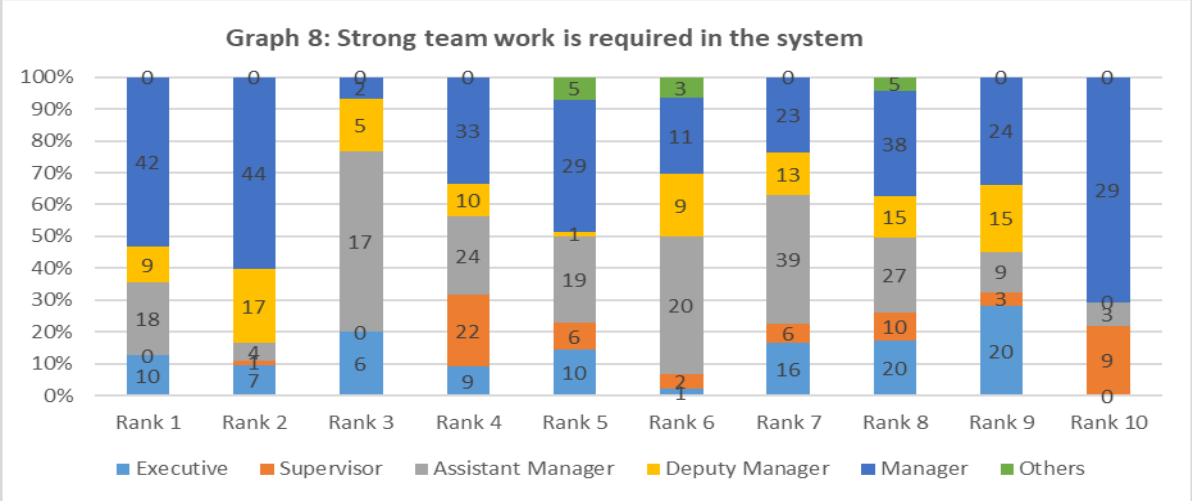


The above table describes about rank awarded by employees on initiatives in identifying right skills for right job. Majority of employees (153) out of 720 working in automobile companies awarded Rank 8. Rank 10 was awarded by only five employees. Rank 1 was credited by 39 employees. Rank 2 and 3 were given by equal number of employees (77) and Rank 4 was given by 74 employees. 94 Employees of them awarded 5th rank, 85 awarded 6th rank, as well as 78 employees awarded 7th rank. 9th rank was given by 38 employees.

Table 8: Strong team work is required in the system

		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Strong team work is required in the system	Rank 1	10	0	18	9	42	0	79
	Rank 2	7	1	4	17	44	0	73
	Rank 3	6	0	17	5	2	0	30

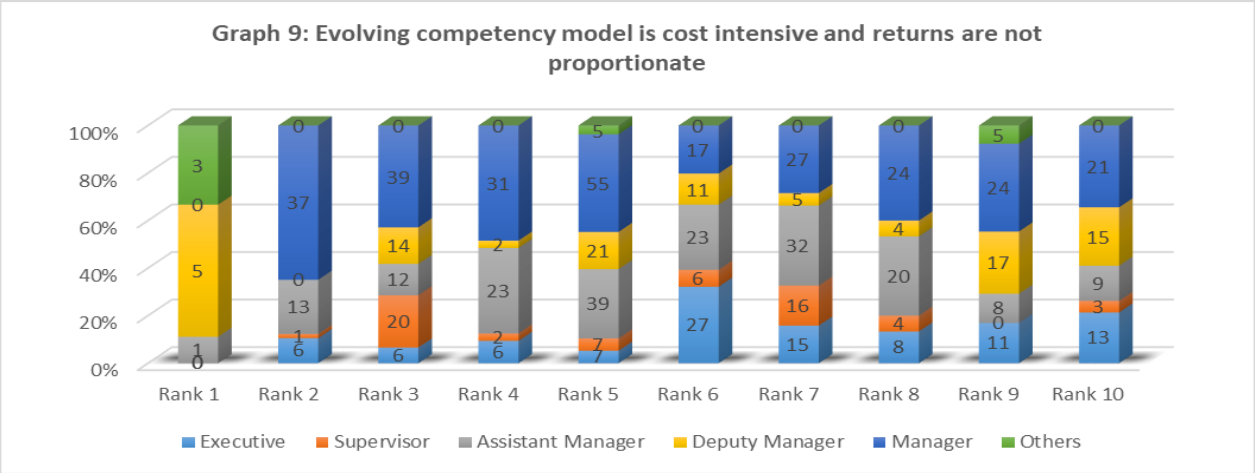
	Rank 4	9	22	24	10	33	0	98
	Rank 5	10	6	19	1	29	5	70
	Rank 6	1	2	20	9	11	3	46
	Rank 7	16	6	39	13	23	0	97
	Rank 8	20	10	27	15	38	5	115
	Rank 9	20	3	9	15	24	0	71
	Rank 10	0	9	3	0	29	0	41
Total		99	59	180	94	275	13	720



The above table gives information on whether strong team work is required in the system. Out of 720 employees working in automobile companies, 79 awarded Rank 1, 73 awarded Rank 2, 30 awarded Rank 3 and maximum number of employees (115) awarded Rank 8. Ranks 4, 5, 6, and 7 were given by 98, 70, 46, and 97 employees. 71 employees credited Rank 9 and 41 awarded Rank 10.

Table 9: Evolving competency model is cost intensive and returns are not proportionate

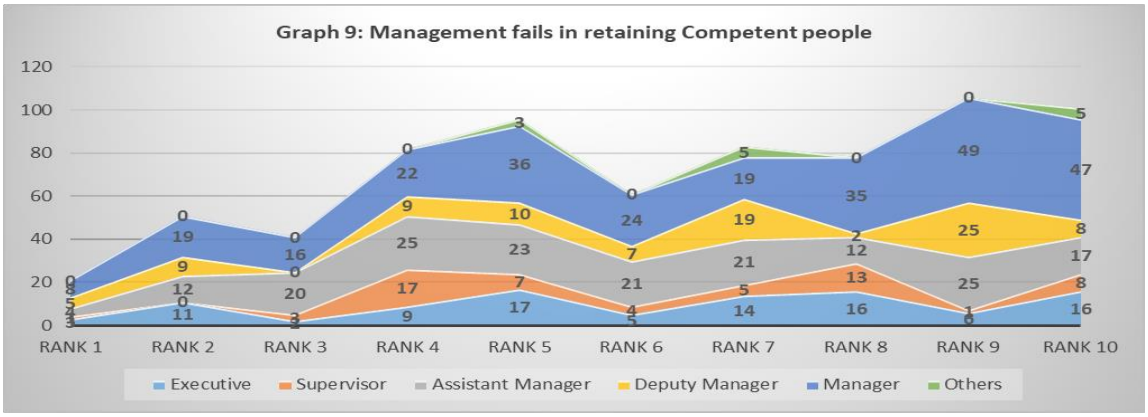
		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Evolving competency model is cost intensive and returns are not proportionate	Rank 1	0	0	1	5	0	3	9
	Rank 2	6	1	13	0	37	0	57
	Rank 3	6	20	12	14	39	0	91
	Rank 4	6	2	23	2	31	0	64
	Rank 5	7	7	39	21	55	5	134
	Rank 6	27	6	23	11	17	0	84
	Rank 7	15	16	32	5	27	0	95
	Rank 8	8	4	20	4	24	0	60
	Rank 9	11	0	8	17	24	5	65
	Rank 10	13	3	9	15	21	0	61
Total		99	59	180	94	275	13	720



The above table states about whether evolving competency model is cost intensive and returns are not proportionate. Out of 720 employees working in automobile companies, the highest number of employees (134) credited Rank 5, whereas the least number of employees (9) credited Rank 1. Rank 2 was given by 57 employees. Ranks 3 and 4 were given by 91 and 64 employees respectively. From Rank 6 to 10 were given by 84, 95, 60, 65, and 61 employees respectively.

Table 9: Management fails in retaining Competent people

		Designation						Total
		Executive	Supervisor	Assistant Manager	Deputy Manager	Manager	Others	
Management fails in retaining Competent people	Rank 1	3	1	4	5	8	0	21
	Rank 2	11	0	12	9	19	0	51
	Rank 3	2	3	20	0	16	0	41
	Rank 4	9	17	25	9	22	0	82
	Rank 5	17	7	23	10	36	3	96
	Rank 6	5	4	21	7	24	0	61
	Rank 7	14	5	21	19	19	5	83
	Rank 8	16	13	12	2	35	0	78
	Rank 9	6	1	25	25	49	0	106
	Rank 10	16	8	17	8	47	5	101
Total		99	59	180	94	275	13	720



The above table states the ranking given by employees on management fails in retaining competent people. Rank1, Rank 2, and Rank 3 were given by 21, 51, and 41 employees respectively out of 720 employees working

in automobile companies. Majority of employees awarded Rank 9 followed by 101 employees who awarded Rank 10. 82 employees of them credited 6th, 96 of them credited 5th, 61 of them credited 6th, 83 employees credited 7th, and 78 employees of them credited 8th rank.

Table 10: Number of Variables used in the study

Number of variables in the model:	45
Number of observed variables:	20
Number of unobserved variables:	25
Number of exogenous variables:	24
Number of endogenous variables:	21

It is inferred from the table that number of variables used is 45 and the observed variables are 20 and unobserved variables are 25 with 21 as exogenous variables and 21 as endogenous variables.

Number of distinct sample moments:	210
Number of distinct parameters to be estimated:	46
Degrees of freedom (210 - 46):	164

The model is recursive. Sample size = 720
Computation of degrees of freedom (Default model) Result (Default model)
Minimum was achieved Chi-square = 1099.256
Degrees of freedom = 164
Probability level = 000

Table: 11 Variance between Managerial Perception on Competency Mapping (MPCM), Competency Mapping in Human Resource Development (CMHRD & Competency Mapping in Career Development (CMCD)

Questions		Variables	Estimate	S.E.	C.R.	P
ECJP	<---	MPCM*	.104	.051	2.058	.040
ECJP	<---	CMHRD	.072	.425	.171	.865
ECJP	<---	CMCD**	.788	.439	1.796	.072
Q16_19	<---	MPCM	1.000			
Q16_15	<---	MPCM	1.085	.040	26.820	***
Q16_13	<---	MPCM	.976	.040	24.216	***
Q16_8	<---	MPCM	.778	.039	19.797	***
Q16_7	<---	MPCM	.900	.042	21.490	***
Q17_19	<---	CMCD	1.000			
Q17_17	<---	CMCD	1.033	.041	25.110	***
Q17_16	<---	CMCD	1.027	.043	23.931	***
Q17_13	<---	CMCD	1.057	.047	22.263	***
Q17_5	<---	CMCD	1.052	.043	24.528	***
Q18_17	<---	CMHRD***	1.000			
Q18_16	<---	CMHRD	.916	.036	25.400	***
Q18_15	<---	CMHRD	1.035	.035	29.791	***
Q18_13	<---	CMHRD	.973	.035	27.903	***

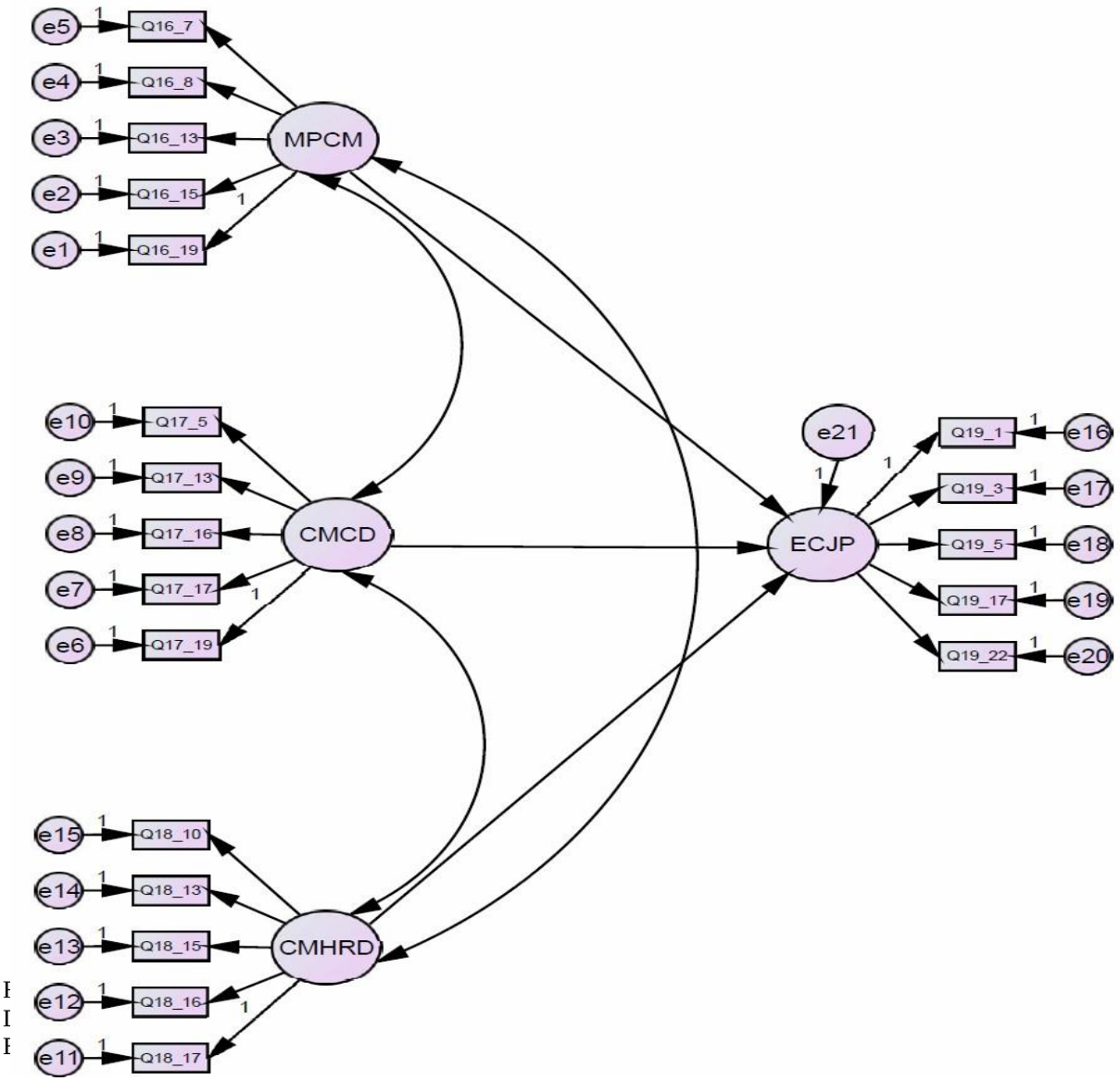
Q18_10	<---	CMHRD	1.008	.039	26.159	***
Q19_1	<---	ECJP****	1.000			
Q19_3	<---	ECJP	.954	.033	28.933	***
Q19_5	<---	ECJP	.972	.032	30.392	***
Q19_17	<---	ECJP	.975	.036	27.231	***
Q19_22	<---	ECJP	.980	.036	27.443	***

Data compiled from Questionnaire and used SPSS AMOS25
*Managerial Perception on Competency Mapping (MPCM),
**Competency Mapping in Career Development (CMCD),
***Competency Mapping in Human Resource Development (CMHRD) and
****Effectiveness of Competency Model on Managerial Job Performance (ECJP).

The average variance extracted for each construct was as follows: **.104 is for** Managerial Perception on Competency Mapping **(MPCM), .072 is for** Competency Mapping in Human Resource Development (**CMHRD), .788 is for** Competency Mapping in Career Development **(CMCD).** The model is tested based on the following constructed model which is shown in the table given below

13. RESULTS AND DISCUSSIONS

In order to ascertain the effectiveness of competency model on their job performance the researcher has taken the following variables for constructing the model. These variables are Managerial Perception on Competency Mapping (MPCM), Competency Mapping in Career Development (CMCD), Competency Mapping in Human Resource Development (CMHRD) and Effectiveness of Competency Model on Managerial Job Performance (ECJP).



This study conducted model fitness for the CFA based on model fit indices, absolute fit indices, and incremental fit indices for the SEM. Included here is the ratio of chi-square statistic to degree of freedom ($\chi 2$ /df), goodness fit index (GFI), normed fit index (NFI), root mean square error of approximation (RMSEA), Tucker-Lewis index (TLI) and comparative fit index (CFI). The CFA model's chi-square value was 1099.256 ($p < .001$) and the model's degree of freedom was 2. The fitness indices for the CFA model demonstrated that the model fit was good. The absolute fit indices for the model were calculated as follows: .875 is the GFI, 1099.256 is the minimum value of the discrepancy function (CMIN)/degree of freedom (DF) and .089 is the calculated value for RMSEA, here the incremental fit indices were .913 was NFI, .913 was TLI and .993 was CFI. As goodness of-fit for a model is acceptable only if the GFI, NFI, TLI, and CFI are more than .90 and RMSEA is less .089. This study has used here these indexes for the purpose of measuring the goodness-of-fit of the model.

TABLE: 12 GOODNESS OF-FIT FOR A MODEL

		Variables	Estimate	S.E.	C.R.	P	Label
MPCM	<-->	CMCD	.349	.026	13.587	***	
CMCD	<-->	CMHRD	.427	.028	15.112	***	
MPCM	<-->	CMHRD	.342	.024	14.043	***	

Sub Table:12.1

Iteration		Negative eigenvalues	Condition #	Smallest eigenvalue	Diameter	F	NTries	Ratio
0	e	10		-1.055	9999.000	12205.233	0	9999.000
1	e*	18		-2.020	3.675	5929.654	19	.327
2	e*	9		-.243	.474	4540.168	6	.917
3	e	2		-.245	.915	2429.866	5	.948
4	e	0	10572.198		.894	1354.778	5	.785
5	e	0	16781.194		.228	1228.044	5	.000
6	e	1		-.003	1.217	1182.380	1	.346
7	e	0	50626.806		.592	1110.588	15	1.118
8	e	0	78789.191		.194	1100.344	1	1.150
9	e	0	48564.466		.156	1099.285	1	1.081
10	e	0	46879.597		.013	1099.256	1	1.016
11	e	0	48267.449		.004	1099.256	1	.998
12	e	0	48743.098		.000	1099.256	1	1.000

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	46	**1099.256**	164	.000	6.703
Saturated model	210	.000	0		
Independence model	20	12592.256	190	.000	66.275

Sub Table:12.2

Model	RMR	GFI	AGFI	PGFI
Default model	.024	**.875**	.840	.683
Saturated model	.000	1.000		
Independence model	.367	.130	.039	.118

Sub Table:12.3

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	**.913**	.899	.925	**.913**	.925
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Sub Table:12.4

Model	PRATIO	PNFI	PCFI
Default model	.863	.788	.798
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Sub Table:12.5

Model	**NCP**	**LO 90**	**HI 90**

Default model	935.256	834.027	1043.953
Saturated model	.000	.000	.000
Independence model	12402.256	12037.657	12773.162

Sub Table:12.6

Model	**FMIN**	**F0**	**LO 90**	**HI 90**
Default model	1.529	1.301	1.160	1.452
Saturated model	.000	.000	.000	.000
Independence model	17.514	17.249	16.742	17.765

Sub Table:12.7

Model	**RMSEA**	**LO 90**	**HI 90**	**PCLOSE**
Default model	.089	.084	.094	.000
Independence model	.301	.297	.306	.000

Sub Table:12.8

Model	**AIC**	**BCC**	**BIC**	**CAIC**
Default model	1191.256	1194.024	1401.901	1447.901
Saturated model	420.000	432.636	1381.643	1591.643
Independence model	12632.256	12633.459	12723.841	12743.841

Sub Table:12.9

Model	**ECVI**	**LO 90**	**HI 90**	**MECVI**
Default model	1.657	1.516	1.808	1.661
Saturated model	.584	.584	.584	.602
Independence model	17.569	17.062	18.085	17.571

Sub Table:12.10

Model	**HOELTER .05**	**HOELTER .01**
Default model	128	137
Independence model	13	14

Sub Table: Sub Table:12.11

Minimization:	.015
Miscellaneous:	1.529
Bootstrap:	.000
Total:	1.544

While considering the relationship between demographics variables and competence factors, all the related framed hypothesis are rejected because of its significant result. Hence, there is a significant association between the demographic variables and competency mapping of IT professionals working in 500 respondents of IATF certified automobile industry. Among the four dimensions of the competence factors, all the factors are having a significant positive association with competence factors.

13.1 INFERENCES FROM THE SEM MODEL

Although tremendous research and practice over the years has been conducted to improve the performance appraisal and performance management processes in organizations, dissatisfaction with the process is still observed. More than 90 percent of the managers, employees and HR heads are of the opinion that their performance management processes fail to deliver the expected results; many believe the process to be inaccurate and/or ineffective. This study discusses whether competency-based performance meets the expectations of all stakeholders – employee, manager, top management, HR in achieving their objective of performance measurement.

The competency of managing others has a significant positive relationship with the competencies of oral communication, group work ability, written communication, team work and influencing others at significance level of 0.01.

It is highly significant for the management competency model used in industrial and manufacturing organizations to be consisted of competencies with significant positive relationships. The conceptual model and structural equation modeling had two results: classification of more significant components of each variable and verifying the hypotheses on significant relationships among factors affecting management competency model. Among all variables of management competency model, the variable of business management has the biggest relationship with management model and the variables on managing other and managing self-have the second and third highest relationship with management competency model.

Table No: 13: The executive perceptions on competency mapping towards employability skills and Comparison of mean perception score among different company

Perception								
Name of the company	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
VIP	210	51.0571	23.25697	1.60488	47.8933	54.2210	26.00	130.00
RBL	137	42.4234	7.29496	.62325	41.1908	43.6559	26.00	69.00
AAL	88	44.6136	9.74436	1.03875	42.5490	46.6783	26.00	72.00
TGS	60	46.4167	11.61719	1.49977	43.4156	49.4177	26.00	72.00
TVS	55	48.1818	10.83733	1.46131	45.2521	51.1116	26.00	69.00
VTI	38	49.1316	11.00656	1.78550	45.5138	52.7493	26.00	69.00
MAT	38	42.3158	9.46431	1.53531	39.2049	45.4266	26.00	72.00
JKT	28	43.2143	8.46062	1.59891	39.9336	46.4950	26.00	58.00
TTL	18	47.4444	12.29166	2.89717	41.3319	53.5569	26.00	72.00
HMI	18	44.4444	12.01578	2.83215	38.4691	50.4198	26.00	72.00
SCV	15	45.0667	11.63410	3.00391	38.6239	51.5094	26.00	69.00
ALL	15	50.1333	8.98305	2.31941	45.1587	55.1080	26.00	62.00
Total	720	46.7528	15.34209	.57177	45.6302	47.8753	26.00	130.00

ANOVA					
Perception					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8612.784	11	782.980	**3.451**	**.000**
Within Groups	160625.211	708	226.872		
Total	169237.994	719			

The above table reveals that the executive perceptions on competency mapping towards employability skills among the participants working in the different organizations are significantly varied from each company as per the F value of 3.451 with the P value of <0.001.

14. SUGGESTIONS AND RECOMMENDATIONS

1. Employee engagement as business partners, by making the employees as shareholders in the company. Once a core set of organization- wide competencies are identified and embedded in all jobs, there should be flexibility at the division level to develop additional competencies that may be unique to that division.
2. Use a competency- based approach as a system wide framework for attracting and retaining talent, increasing and leveraging diversity, and creating a high performing, engaged organization. Define and incorporate specific competencies for critical roles such as leader, manager, HR professional, researcher, etc.
3. For successful implementation of CM, provide necessary and sufficient training for competency

developers, practitioners, and users. HR balanced score card need to be developed in order to measure the effectiveness of HR efforts in terms of competency development, training, OD intervention

4. Corporate Social Responsibility need to be mapped to ensure that organisation not only making profit, but also contributing to the society. Critical leaders' competencies need to be well defined.

15. CONCLUSION

From the above study it is concluded that an employability skill of employees on different jobs at different levels helps in achieving individual and organizational goals through descriptive HR competency model in the organization. Hence, competency mapping in automobile companies are aligned as per the requirement of QMS to achieve the total quality management. IATF quality standards in certified automobile industry ensures competency development of people in the organization. ISO/TS: 16949 certifications in automobile industry is considered as a passport to enter into the global market with quality tag to meet the customer expectations with guaranteed products. Quality is the buzz word in the international market to sustain and survive in the cut throat competition posed by Globalization. Therefore, automobile companies are striving to edge the competitors by standardizing the process, people and product. Hence, competency mapping helps in identifying the employee competency / skill gap between actual and expected, so that the organization rectify the grey areas for corrective action. Continual improvement through adequate training and development enhances the capability of human resource in an organization to deliver their best to all the stakeholders, which results in organizational excellence.

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