A study on Mapping Core Competencies and development of Employees for Excellence
with reference to HCL Technologies

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ABSTRACT

In today's competitive world it is becoming very important to build on the competitive activities of the business, particularly regarding what competencies a business needs to have in order to compete in a specific environment. In performing or carrying out work, it is essential that the required job skills first be articulated. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Yet often to perform well, it is not enough just to have these skills. It is also critical to complement the skills with the necessary knowledge and attitudes. These skills, knowledge and attitudes required for the work are usually collectively referred as competencies. This article is a pilot study done in-depth for assessing the competencies possessed by the employees in an unbiased manner, also to find out the gap between the present competencies and expected competencies of the employees at HCL Technologies, Chennai.

Introduction

The competency framework serves as the bedrock for all HR applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results. Competencies and skills management have been highly linked to the efforts of companies to create a setting for the empowerment of their workforce in order to increase a competitive advantage, innovation, effectiveness (houtzagers, 1999). This article is organized as follows in the first section we provide a short introduction about competency mapping and core competencies, next we provide an in-depth study on the mapping of core competencies of the employees for the present and required competencies at HCL Technologies, where

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hypothesis were set and conclusions were drawn, the competency aspects taken for the study is 15 aspect which are as follows: 1. Drive for results 2.Process management 3. Functional Expertise 4. Personal effectiveness 5. Innovation 6.Team effectiveness7. Customer service 8. Self development 9. Analytical thinking 10. Physical ability 11. Knowledge 12.Aptititude 13. Motivation14. Communication, 15. Leadership. For the purpose of selecting sample for the present study Chennai region was selected, simple random sampling was used to collect the data and the sample size was 50 , these 50 samples was taken from the population of 500 employees with a structured questionnaire. In this pilot study gaps were assessed between required and existing levels of competencies. All the 50 employees were assessed on their 15 aspects and the Test Statistics used for the study is t-test, ANOVA and graphs employees and were from middle level.

Definition of competencies

- According to Boyatzis (1982). He described competencies as underlying characteristics of an individual, which are, causally (change in one variable cause change in another) related to effective job performance.

- According to Marrelli (1998) 1 "competencies are measurable human capabilities that are required for effective work performance demands".

- According to Dubois (1998) 2 "Competencies are those characteristics-knowledge, skills, mindsets, thought patters, and the like-that, when used either singularly or in various combinations, result in successful performance".

- According to Perrenaud (2000) "A capacity to mobilize diverse cognitive resources to meet a certain type of situation.

- Jackson and Schuler (2003) "Competencies are defined as the skills, knowledge, abilities and other characteristics that someone needs to perform a job effectively".

Competency Mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. Competency mapping is important and is an essential exercise. Every well-managed firm should: have well-defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placement and training needs identification.

Core competence

The concept of core competency was first brought by Selznick (1957) who used distinctive competency to depict the corporate advantage through various value activities. Competency is the most important

actor to complete a specific task. McClelland (1973) indicated that competency is one of the key factors that affect learning efficiency and is more efficient than intelligence (IQ) to predict the output of learning.McLagan (1983) indicated that competency is the trait and knowledge that undergrounds the effective work. Thornston (1992) also illustrated that competency is a bunch of behavior characters related to work performance. Spencer and Spencer (1993) proposed the iceberg theory that competency includes both implicit and explicit traits that are related to understanding and prediction of work performance. Competency was further categorized into five groups: motive, trait,self-concept,knowledge and skill.Prahalad and Hamel indicated the linkage between core competence and corporate competitive advantage. However , there is no consensus on defining competency given that multiple of them has been stated(Lahti,1999) that highlights a close linkage to the strategic thinking, therefore the concept of core competence is derived from the competency that highlights a close linkage to the strategic thinking, therefore the concept of core competency even though originated from individual level can be easily linked to organizational level. From then on, strategy management combined the concept of core competence with resource base essence into strategic thinking and implementation process (Barney and Wright, 1998, Mueller, 1996). This implies that only the resources and capability transformed into core competency can become competitive strength (De Saa-**Peerez and Garcis-Falcon, 2002).**

Types of Competency

There are four types of competency:

1. Employee Core Competency

Competency that relate to organization's values, mission and strategy; these are competencies that reflect organizational core capabilities and should be possessed by all employees regardless of their function.

Example: Customer satisfaction; quality orientation

2. Managerial Competency

Competencies that relate to skills needed to perform managerial work and process; it deals with the interaction process either with individual or group of people. Typically generic in nature, these competencies are common skills sets required by most companies; are not necessarily industry specific, and are not confined to managerial positions. In typical organizations, managerial competencies will play greater emphasis as the position progresses within the organization.

In general, managerial competency could be divided into two categories:

Human Competency

An ability to work with, understand and motivate other people as individuals or in group. It relates to the individual's expertise in interacting with others in a way that will enhance the successful completion of the task at hand.

Examples: interpersonal skills; developing people.

Conceptual Competency

An ability to understand the degree of complexity in a given situation and to reduce that complexity to a level at which specific courses of action can be derived.

Example: problem solving and decision making

3. Technical/Functional Competency

Competencies that pertain to specific bodies of knowledge and skills required to perform the defined activities in an industry, function or job. It include the abilities to use the procedures, techniques and knowledge of a specialized field.

Example: sales ability, behavior interview technique.

4. Personal Attribute

Competencies that relate to inherent personal characteristics (e.g. motives, self image, self concept, etc.) and potentially affect work attitude and performance.

Example: tolerance for stress, achievement motivation.

Competency life cycle and core application areas

The competency life cycle is the aggregation of four macro-phases which aim at the continuous enhancement and development of individual and organizational competencies. The four macro-phases are as follows: competency mapping; competency diagnosis: competency development and competency monitoring.

Competency mapping aims to provide the organization with an overview of all the necessary competencies in order to fulfill its targets, which are defined by the organizational business plan, the projects requirements, the group needs and the job role requirements. The required proficiency level for each job profile is defined in this phase as well.

The second phase is competency diagnosis, meaning an instance of the current situation of the competencies and equivalent proficiency level that each individual employee possesses. A skill gap analysis is also essential in the phase, in order to define the gap between the number and level of competencies that the employees possess, in comparison with the number and level of competencies required by the organization, according to their job role.

Competency development is the third phase and it deals with the scheduling of activities so as to increase the number and proficiency level of competencies that the employees should have, according to the previous two phases and the skill gap analysis.

The last phase is the monitoring of competencies, i.e a continuous examination of the results achieved by the competency development phase.

Research Methodology

To assess the competency of the employees, questionnaire containing 109 competency

subcategories, outlined earlier in the 15 broad categories, were distributed to the employees in the organization. All the employees were asked to evaluate the existing competencies and their expected competencies required for the job. Each competency was assessed on a 5 point scale -Very Poor (scale 1), Poor (scale2), neutral (scale 3), Good (Scale 4), Excellent (scale 5). And the same employees were asked to assess their expected competencies on a 5 point scale- Very low (scale 1) , Low (scale 2),Neither low nor high(scale 3), High (scale 4), Very High (scale 5). But the very high (scale 5) is only taken as the expected competencies of all the employees.

Sex and 15 Aspects

In view of the above discussions the following hypothesis have been formulated. For all the 15 aspects there were nearly 15 hypothesis set for sex and 15 aspects of competency, but there is no reason to reject the null hypothesis, that is drive for results is the same for male and female employees of HCL. For Drive for results the Sig. value of t-test is .246 and since it is greater than .05 it is not rejected similarly for process management Sig. value is .848, functional expertise Sig. value is .114,personal effectiveness Sig. Value is .684, Innovation Sig. value is .530, Team effectiveness Sig. value is .185, Customer Service Sig. value is .822, Self development Sig. value is .886, Analytical thinking Sig. value is 1.000, Physical ability Sig. value is .778, knowledge Sig. value is 1.000,Aptitute Sig. value is .027, Motivation Sig. value is .568, communication Sig. value is .868, Leadership Sig. value is .271. If the null hypothesis is rejected, then the Sig. Value of t-test would be less then .05 otherwise there is no reason to reject

the hypothesis, hence we can conclude that the 15 aspects of competency is same for male and female employees of HCL.

Test statistics: Hypotheses is tested using independent sample t-test.

Age and 15 Aspects

For all the 15 aspects there were nearly 15 hypothesis set for age and 15 aspects of competency, also only two groups of ages are only taken for the study that is first group is 21-30 and the second group is 31-40. but there is no reason to reject the null hypothesis for Drive for results, Process management, Functional expertise, Innovation, Team effectiveness, Customer Service, Self development, Analytical thinking, Physical ability, knowledge, Aptitude, , Motivation, Communication and Leadership since it is very clear from the Table: 1 that all the Sig. values of these 14 aspects are greater than .05 and hence is not rejected but whereas the one aspects of competencies i.e., for Personal effectiveness the Sig. Value is .024 which is less than .05 hence the null hypothesis is rejected and alternative hypothesis is accepted which means the personal effectiveness defer between 2-030 and 31-40 age group of employees in HCL . For which the Following hypothesis has been formulated:

Test Statistics: Hypothesis is tested using independent sample t-test.

1.Null Hypothesis (Ho): *Personal effectiveness will be the same for employees of age group between 20-30 and 31-40 of employees in HCL Technologies.*

Alternative Hypothesis (H1): *Personal effectiveness will defer between 20-30 and 31-40 of employees in HCL Technologies.*

Table 1 : T-Test

	Age	N	Mean	SD	SE	t	df	Sig. (2-tailed)
Drive for results	20-30	42	3.8000	.36957	.05703	.615	46	.541
	31-40	6	3.7000	.39497	.16125			
Process management	20-30	44	3.5909	.43978	.06630	-.221	48	.826
	31-40	6	3.6333	.44572	.18196			
Functional expertise	20-30	44	3.7159	.56443	.08509	-.145	48	.886
	31-40	6	3.7500	.27386	.11180			
Personal effectiveness	20-30	44	3.6227	.50156	.07561	-2.420	21.920	**.024**
	31-40	6	3.8667	.16330	.06667			
Innovation	20-30	44	3.6136	.57933	.08734	.171	8.647	.868
	31-40	6	3.5833	.37639	.15366			
Team effectiveness	20-30	44	3.6477	.52915	.07977	.636	48	.528
	31-40	6	3.5000	.57009	.23274			
Customer Service	20-30	44	3.6455	.51915	.07826	.208	48	.836
	31-40	6	3.6000	.30984	.12649			
Self development	20-30	44	3.7879	.51384	.07746	.968	48	.338
	31-40	6	3.5556	.80737	.32961			
Analytical thinking	20-30	44	3.6136	.60869	.09176	-.807	48	.423
	31-40	6	3.8333	.75277	.30732			
Physical ability	20-30	44	3.7841	.47493	.07160	-.612	48	.544
	31-40	6	3.9167	.66458	.27131			
Knowledge	20-30	44	3.7045	.55320	.08340	-1.933	48	.059
	31-40	6	4.1667	.51640	.21082			
Aptitude	20-30	44	3.7121	.46916	.07073	.218	48	.828
	31-40	6	3.6667	.55777	.22771			
Motivation	20-30	44	3.6761	.51314	.07736	-.912	12.208	.380
	31-40	6	3.7917	.24580	.10035			
Communication	20-30	43	3.6473	.44723	.06820	-.698	47	.489
	31-40	6	3.7778	.22771	.09296			
Leadership	20-30	44	3.7045	.49003	.07388	1.427	47	.160
	31-40	5	3.3333	.99303	.44410			

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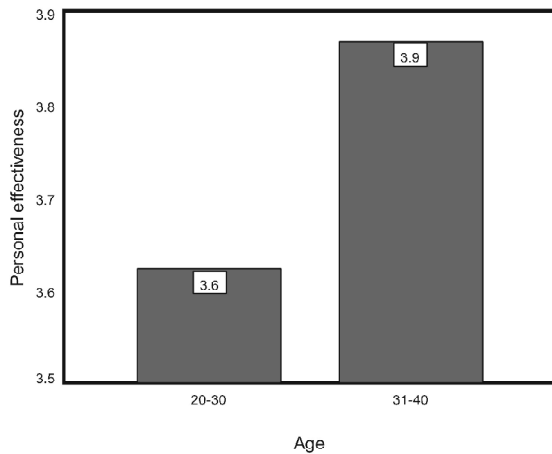with reference to HCL Technologies*

Figure 1 : Age Vs Personal Effectiveness

Qualification and 15 Aspects

For all the 15 aspects there were nearly 15 hypothesis set for the qualification possessed by the employees also only two groups of ages are only taken for the study that is first group is 21-30 and the second group is 31-40, but there is no reason to reject the null hypothesis that is drive for results is the same for the employees with the qualification i.e.UG,PG,and PHD of HCL For drive for results the Sig. value of one way anova is **.560** and since it is greater than .05 it is not rejected similarly for process for process management Sig. value is **.764**, functional expertise Sig. value is **.802**,personal effectiveness Sig. Value is **.284**, Innovation Sig. value is **.358**, Team effectiveness Sig. value is **.141**, Customer Service Sig. value is **.416**, Self development Sig. value is **.299**, Analytical thinking Sig. value is **.061**, Physical ability Sig. value

is **.396**, knowledge Sig. value is **.614**,Aptitute Sig. value is **.878**, Motivation Sig. value is **.459**, communication Sig. value is **.512**, Leadership Sig. value is **.103**. . If the null hypothesis is rejected, then the Sig. Value of t-test would be less then **.05** otherwise there is no reason to reject the hypothesis, hence we can conclude that the 15 aspects of competency is same for the employees with the qualification i.e.UG,PG,and PHD of HCL .Hence conclusion can be drawn by saying irrespective of the qualification possessed by the employees all of them have all the 15 aspects.

Test statistics: Since there are three groups i.e. UG, PG, PHD, one-way anova is used to test the hypothesis

Income and 15 Aspects

For all the 15 aspects there were nearly 15 hypothesis set for the income and 15 aspects of competencies, also only three groups are only taken for the study that is first group is <20 , and the second group is 20-40 and the third group is 41-60 but there is no reason to reject the null hypothesis for Drive for results, Process management, Functional expertise, Personal effectiveness, Innovation, Team effectiveness, Self development, Analytical thinking, Physical ability, knowledge, Aptitude, , Motivation, and Leadership since it is very clear from the Table: 1 that all the Sig. values of these 13 aspects are greater than

.05 and hence is not rejected but whereas the one aspects of competencies i.e., for Customer service the Sig. Value is **.005,**and for communication the Sig. value is **.029**, which is less than .05 hence the null hypothesis is rejected and alternative hypothesis is accepted which means the Customer service and Communication vary among the employees with different income levels. For which the Following hypothesis has been formulated:

Test Statistics: Hypothesis is tested using one way ANOVA.

1. Null Hypothesis (Ho): *Irrespective of the income level employees of HCL aim for customer service.*

Alternative Hypothesis (H1): *Customer services vary among employees with different income levels.*

2.Null Hypothesis (Ho): *Irrespective of the income level employees of HCL aim for communication.*

Alternative Hypothesis (H1): *Communications vary among employees with different income levels.*

This is well explained with the help of a graph: 2 and graph 3.

Table 2 : Variation in Communication and Customer service among income groups

| | Income | | | | | | | | | | | | | |
| | < Rs. 20 K | | | | 20-40 K | | | | 41-60 K | | | | | |
	N	Mean	SD	SE	N	Mean	SD	SE	N	Mean	SD	SE	F	Sig.
Drive for results	5	3.88	.18	.08	20	3.77	.37	.09	25	3.78	.40	.08	.177	.839
Process management	5	3.48	.50	.22	20	3.60	.46	.10	25	3.62	.42	.08	.197	.822
Functional expertise	5	3.60	.55	.24	20	3.85	.65	.15	25	3.64	.42	.08	.991	.379
Personal effectiveness	5	3.60	.55	.24	20	3.72	.53	.12	25	3.61	.43	.09	.327	.723
Innovation	5	3.70	.45	.20	20	3.75	.66	.15	25	3.48	.47	.09	1.406	.255
Team effectiveness	5	3.80	.27	.12	20	3.78	.63	.14	25	3.48	.44	.09	2.094	.135
Customer Service	5	3.72	.39	.17	20	3.89	.56	.13	25	3.42	.35	.07	5.974	**.005**
Self development	5	3.80	.45	.20	20	3.80	.72	.16	25	3.72	.42	.08	.127	.881
Analytical thinking	5	3.70	.45	.20	20	3.80	.73	.16	25	3.50	.54	.11	1.332	.274
Physical ability	5	3.50	.50	.22	20	3.93	.49	.11	25	3.76	.48	.10	1.684	.197
Knowledge	5	4.00	.71	.32	20	3.88	.56	.13	25	3.62	.53	.11	1.681	.197
Aptitude	5	3.53	.45	.20	20	3.68	.57	.13	25	3.76	.40	.08	.505	.607
Motivation	5	3.75	.43	.19	20	3.83	.53	.12	25	3.57	.45	.09	1.593	.214
Communication	5	3.83	.24	.11	20	3.82	.47	.11	25	3.51	.37	.07	3.841	**.029**
Leadership	5	3.93	.19	.08	20	3.79	.73	.16	25	3.51	.38	.08	2.164	.126

Marital Status and 15 Aspects of Competency

For all the 15 aspects there were nearly 15 hypothesis set for the married and unmarried and 15 aspects of competencies, also only two groups are taken for the study that is first group is married , and the second group is unmarried ,but there is no reason to reject the null hypothesis for Drive for results, Process management, Personal effectiveness, Team effectiveness, Self development, Physical ability, knowledge, Aptitude, Communication and Leadership since it is very clear from the Table: 3 that all the Sig. values of these 10 aspects are greater than .05 and hence is not rejected but whereas some of the aspects of competencies i.e., for Functional expertise the Sig. value is .025, innovation the Sig. value is .000 , Customer Service the Sig. Value is .000,Analytical thinking the Sig. value is .012,and for Motivation the Sig. value is .036 which is less than .05 hence the null hypothesis is rejected and alternative hypothesis is accepted which means in all the five competencies of unmarried employees score higher compare to the married employees and hence can conclude that married employees of HCL Technologies are less competent than the unmarried employees.

Test Statistics: Hypothesis is tested using independent sample t-test.

1. Null Hypothesis (Ho): In functional expertise there is no significant difference between the mean values of the married and unmarried employees of HCL.

Alternative Hypothesis (H1): In Functional expertise there is significant difference between the mean values of the married and unmarried employees of HCL

2. Null Hypothesis (Ho): In innovation there is no significant difference between the mean values of the married and unmarried employees of HCL.

Alternative Hypothesis (H1): In innovation there is significant difference between the mean values of the married and unmarried employees of HCL

3. Null Hypothesis (Ho): In customer service there is no significant difference between the mean values of the married and unmarried employees of HCL

Alternative Hypothesis (H1): In customer service there is significant difference between the mean values of the married and unmarried employees of HCL

4. Null Hypothesis (Ho): In Analytical thinking there is no significant difference between the mean values of the married and unmarried employees of HCL

Alternative Hypothesis (H1): In Analytical thinking there is significant difference between the mean values of the married and unmarried employees of HCL

5. Null Hypothesis (Ho): In Motivation there is no significant difference between the mean values of the married and unmarried employees of HCL

Alternative Hypothesis (H1): In Motivation there is significant difference between the mean values of the married and unmarried employees of HCL

Table 3 : Differeces amount marital status of employer with value factors

GROUP STATISTICS								
	Marital Status	N	Mean	SD	SE	t	df	Sig.(2-tailed)
Drive for results	Married	27	3.7778	.36934	.07108			
	Unmarried	21	3.8000	.37947	.08281	-.204	46	.839
Process management	Married	28	3.5286	.43278	.08179			
	Unmarried	22	3.6818	.43495	.09273	-1.240	48	.221
Functional expertise	Married	28	3.5714	.46576	.08802			
	Unmarried	22	3.9091	.56980	.12148	-2.306	48	**.025**
Personal effectiveness	Married	28	3.5714	.44126	.08339			
	Unmarried	22	3.7545	.51615	.11004	-1.352	48	.183
Innovation	Married	28	3.3571	.44840	.08474			
	Unmarried	22	3.9318	.51859	.11056	-4.199	48	**.000**
Team effectiveness	Married	28	3.5179	.44058	.08326			
	Unmarried	22	3.7727	.60705	.12942	-1.720	48	.092
Customer Service	Married	28	3.4071	.37111	.07013			
	Unmarried	22	3.9364	.48358	.10310	-4.381	48	**.000**
Self development	Married	28	3.7143	.42275	.07989			
	Unmarried	22	3.8182	.68797	.14668	-.658	48	.514
Analytical thinking	Married	28	3.4464	.53297	.10072			
	Unmarried	22	3.8864	.65341	.13931	-2.623	48	**.012**
Physical ability	Married	28	3.7857	.43946	.08305			
	Unmarried	22	3.8182	.56790	.12108	-.228	48	.821
Knowledge	Married	28	3.6607	.51015	.09641			
	Unmarried	22	3.8864	.61590	.13131	-1.417	48	.163
Aptitude	Married	28	3.7262	.41627	.07867			
	Unmarried	22	3.6818	.54895	.11704	.325	48	.746
Motivation	Married	28	3.5625	.48412	.09149			
	Unmarried	22	3.8523	.45421	.09684	-2.158	48	**.036**
Communication	Married	28	3.5893	.39928	.07546			
	Unmarried	21	3.7619	.45207	.09865	-1.415	47	.164
Leadership	Married	27	3.5432	.37437	.07205			
	Unmarried	22	3.8182	.70130	.14952	-1.756	47	.086

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Years of Service and 15 Aspects of Competencies

For all the 15 aspects there were nearly 15 hypothesis set for the years of service and 15 aspects of competencies, for the aspect of years of service only employees with less than 10 years are considered for the analysis. Out of fifteen aspects , 8 aspects differences are found among employees with less than 5 years of experience and among employees of 5 -10 years of experience , but there is no reason to reject the null hypothesis for Drive for results, Process management, Functional expertise ,Team effectiveness, Self development, Physical ability, Aptitude since it is very clear form the **Table:4** that all the Sig. value of these 7 aspects are greater than **.05** and hence is not rejected but whereas some of the aspects of competencies i.e for Personal effectiveness the Sig. value is **.017**,Innovation the Sig. value is **.007**,Customer service the Sig. value is **.000**, Analytical thinking the Sig. value is **.001** , knowledge the Sig. value is **.015** ,Motivation the Sig. value is **.016** ,Communication the Sig. value is **.028** ,Leadership the Sig. value is **.015** .is less than **.05** hence the null hypothesis is rejected and alternative hypothesis is accepted which means in all the five competencies of unmarried employees score higher compared to the married employees of HCL Technologies.

Test Statistics: Hypothesis is tested using independent sample t-test.

1. Null Hypothesis (Ho): In personal effectiveness there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In personal effectiveness there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

2. Null Hypothesis (Ho): In Innovation there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Innovation there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

3. Null Hypothesis (Ho): In Customer service there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Customer service there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

4. Null Hypothesis (Ho): In Analytical thinking there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Analytical thinking there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

5. Null Hypothesis (Ho): In Knowledge there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Knowledge there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

6. Null Hypothesis (Ho): In Motivation there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Motivation there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

7. Null Hypothesis (Ho): In Communication there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Communication there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

8. Null Hypothesis (Ho): In Leadership there is no significant difference between the mean values of employees working for <5years and those with 5-10 years.

Alternative Hypothesis (H1): In Leadership there is significant difference between the mean values of employees working for <5years and those with 5-10 years.

FINDINGS OF THE STUDY

1) Finally there is no significance difference between male and female employees of HCL in all the fifteen aspects covered in the present study.

2) There is Significance difference between 20-30 and 31-40 age groups of employees in HCL only on personal effectiveness.

3) Finally there is no significance difference among the employees with different qualifications such as UG, PG and PHD. in all the fifteen aspects covered in the present study.

4) There is Significance difference between < 20K, 20-40K, and 41-60K income groups of employees in HCL on Customer service and Communication.

5) There is Significance difference found between married and unmarried group of employees in HCL on Functional expertise, Innovation, Customer service, Analytical thinking, Motivation.

6) There is Significance difference found between the employees working for <5yrs and 5-10 yrs in HCL on functional expertise, Innovation, Customer service, Analytical thinking, Motivation.

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Table 4 : Service Difference among various factors

GROUP STATISTICS								
	Year of Service	N	Mean	SD	SE	t	df	Sig.(2-tailed)
Drive for results	< 5 Yrs	15	3.8400	.37947	.09798			
	5-10	32	3.7688	.37368	.06606	.606	45	.547
Process management	< 5 Yrs	16	3.7000	.45019	.11255			
	5-10	33	3.5333	.42622	.07420	1.261	47	.214
Functional expertise	< 5 Yrs	16	3.9375	.62915	.15729			
	5-10	33	3.6212	.46821	.08151	1.978	47	.054
Personal effectiveness	< 5 Yrs	16	3.8875	.47311	.11828			
	5-10	33	3.5394	.45411	.07905	2.483	47	**.017**
Innovation	< 5 Yrs	16	3.9063	.61152	.15288			
	5-10	33	3.4545	.47374	.08247	2.842	47	**.007**
Team effectiveness	< 5 Yrs	16	3.7500	.67700	.16925			
	5-10	33	3.5606	.44647	.07772	1.171	47	.248
Customer Service	< 5 Yrs	16	4.0375	.44553	.11138			
	5-10	33	3.4545	.41010	.07139	4.538	47	**.000**
Self development	< 5 Yrs	16	3.8750	.74907	.18727			
	5-10	33	3.6970	.43592	.07588	1.052	47	.298
Analytical thinking	< 5 Yrs	16	4.0625	.62915	.15729			
	5-10	33	3.4545	.52087	.09067	3.578	47	**.001**
Physical ability	< 5 Yrs	16	3.9375	.54391	.13598			
	5-10	33	3.7273	.46922	.08168	1.396	47	.169
Knowledge	< 5 Yrs	16	4.0000	.63246	.15811			
	5-10	33	3.6061	.44647	.07772	2.520	47	**.015**
Aptitude	< 5 Yrs	16	3.8125	.51595	.12899			
	5-10	33	3.6364	.44381	.07726	1.235	47	.223
Motivation	< 5 Yrs	16	3.9219	.42543	.10636			
	5-10	33	3.5758	.49008	.08531	2.539	33.928	**.016**
Communication	< 5 Yrs	15	3.8667	.43278	.11174			
	5-10	33	3.5758	.40417	.07036	2.262	46	**.028**
Leadership	< 5 Yrs	16	3.9479	.75454	.18863			
	5-10	32	3.5365	.37801	.06682	2.531	46	**.015**

Conclusion

At the all levels, competency management identifies and acquires or builds the competencies needed immediately to manage the routine, day-to-day work of the organization. The study conclusively reveals the positive relationship between male and female employees in all the fifteen aspects also there is a positive relationship between the qualifications of the three groups and all the fifteen aspects covered in the study. The t-test analysis also reveals that there is significant difference between the two groups of employees on personal effectiveness also Significance difference were found between married and unmarried group of employees in HCL on Functional expertise, Innovation, Customer service, Analytical thinking, Motivation . The one way ANOVA reveals that the Income groups of employees in HCL on Customer service and Communication defers , Significance difference found between the employees working for <5yrs and 5-10 yrs in HCL on functional expertise, Innovation, Customer service, Analytical thinking and Motivation , which could be contracted by means of giving training and personal development classes to the employees so that they can bridge the gap and excel in their job by giving outstanding performance which is very much essential for the employee as well as the organization. One of the other main aspect of this task is that it plays a vital role in the self improvement of the employees own skills. However in one way or the other this study also tells us that every organization has to design and implement their own appropriate competency framework, which may help it to face the competitive world.

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