

A Comparative Study Of Competency Mapping In Managing Remote Employees And Their Performance

Nakul R^{1*}, Dr Manoj Kumara.N. V²

^{1*}Research Scholar, Department of Management Sciences, Maharaja Research Foundation, MET, Mysore,

²Associate Professor & Research Guide, Department of Management Sciences, Maharaja Institute of Technology Mysore, Email: manokumara_mba@mitmysore.in

Citation: Nakul R, Dr Manoj Kumara.N. V. et al. (2024), A Comparative Study Of Competency Mapping In Managing Remote Employees And Their Performance..., *Educational Administration: Theory And Practice*, 30(4), 2935-2944,

Doi: 10.53555/kuey.v30i4.1960

ARTICLE INFO ABSTRACT

The shift towards remote work has accelerated due to technological advancements and the COVID-19 pandemic, offering benefits like increased productivity but also posing challenges such as loneliness and disconnection among employees. This necessitates a mental shift for managers to focus on outcomes rather than traditional metrics, fostering trust, clear communication, and investing in tools for collaboration. Employees must adapt routines and seek support to thrive in remote environments. Addressing these challenges can lead to a positive remote work culture benefiting both employees and organizations.

Keywords: Remote Working, Behavioral Competency, Technical Competency, Leadership Competency, Competency Mapping, Employee Performance.

I. Introduction:

Employees may now work from anywhere and are more productive when doing so from home thanks to technology. To cut real estate costs and draw top personnel, more and more firms are offering remote jobs. Following the COVID-19 global pandemic in 2020, many businesses that previously permitted some remote works are now compelled to implement full-time remote operations with decentralized workforces. Working remotely has its drawbacks, and many remote workers experience loneliness and a sense of alienation from their coworkers and the corporate culture. Deadlines, corporate morale, and general productivity suffer when these emotions are left unresolved. A mental shift is necessary, especially for more conventionally inclined managers, to manage remote workers effectively. At first, corporate owners who are accustomed to gauging employee productivity based on their "desk time" and outward signs of activity could find the transition to remote work strange and awkward. In the beginning, as they adjust to big changes in their daily schedules, employees may also feel out of sorts. It makes sense that way. Even though everyone appears to understand what "work from home" means, not everyone has done it. Additionally, there are undoubtedly advantages and disadvantages to working remotely.

II. Literature Review:

In "Competency Mapping: A Gap Analysis" by **Kaur, Jaideep & Kumar Vikas (2004)**¹ the research, the upper level lacked in practical competencies, the middle level was in need of managerial skills and a primary level manager was in the need of human skills. **Balaji S, D. Vimala (2012)**² in their research "Competency Mapping in Adecco Service Organizations, Chennai" finds out the competencies required to work during a specific role inside a job, occupation, organization, or business. Competency models are absolutely appropriate for human resources. They're position models at the center of every competency-based human resource application is proved in "Competencies and Competency Models: Development and Applications" by

¹JaideepKaur&Vikas Kumar (2013) "Competency Mapping: A Gap Analysis" International Journal of Education and Research, January 2013 Vol.1, No.1, pp: 1-9

²Balaji S, D. Vimala (2012) Competency Mapping in Adecco Service Organizations, Chennai.

Chouhan Vikram Singh Dr. Sandeep Srivastava (2012)³. “Examining the Relationships Between Personality, Coping Strategies, and Work–Family Conflict” by **Boris B. Baltes, Ludmila S. Zhdanova, Malissa A. Clark (2011)**⁴ tends to perceive stressful situations as threatening and difficult. These tendencies might potentially explain why these personality traits had a direct effect on perceptions of WIF. **Gary Hamel and C.K. Prahalad (1994)**⁵ in their book *Competing for the Future* wrote, ‘core competencies transcend any single business event within the organization’ organizations have to identify, develop and manage organizational core competencies that drive large enterprise critical projects. **Spencer and Spencer (1993)**⁶ in their work *Competence at Work* have defined competency as ‘an underlying characteristic of an individual that is casually related to criterion-referenced effecting and/or superior performance in a job situation’. **Hogg (1993)**⁷ defined competency as competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another.’ **Jain, V.K.**⁸ in his study on “*Competency Mapping in Indian Industries*”, Explored exists of positive relationships in the skills and will of the people. There was a great degree of cooperation between the superiors and subordinates. Some of the employees possessed greater skills as compared to their willingness to apply these skills. Thus, competencies and competency models are viable tools that can be utilized to prepare the current and future workforce and retain skilled incumbents. **Sinha et al (2017)**⁹, study on “*Applied Competency Mapping to Information Technology Sector*” It was largely inferred from this study that there exists a certain level of competency among the employees. It was identified that employees could be slightly improved in terms of their communication, knowledge level, and team orientation. The organization needs to set more specific goals in order to improve the achievement orientation of the employees. **Katz [1994]**¹⁰ in his study on *Competency Mapping* grouped competencies under three categories including Technical, Managerial, and Behavioural (Human). **Solomon [2013]**¹¹ in his study on *Competency mapping* has tried to explore the level of Competency prevailing among the executives of the public sector. The results of the study show that nearly half of the respondents have a moderate level of managerial HR and general competencies. **Yuvaraj [2011]**¹² has explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability, and attitude. **John Flanagan (1954)**¹³ grounded the Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies. The idea of testing the competencies, required for efficient performance at a position, was proposed by **David McClelland**¹⁴ in the early 1970’s. The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Some of the definitions are given below. **Boyatzis (1982)**¹⁵ described competencies as underlying characteristics of an individual, which are causally (change in one variable causes change in another) related to effective job performance. **Albanese (1989)**¹⁶ Competencies are personal characteristics that contribute to effective managerial performance.

³Chouhan Vikram Singh Dr. Sandeep Srivastava (2012), *Competencies and Competency Models: Development and Applications*.

⁴Boris B. Baltes • Ludmila S. Zhdanova Malissa A. Clark (2011), *Examining the Relationships Between Personality, Coping Strategies, and Work-Family Conflict*

⁵Gary Hamel and C.K. Prahalad (1994) in their book *Competing for the Future* wrote; published - July 1994

⁶Spencer L. & Spencer S. (1993). *Competence at Work: Model for Superior Performance*. John Wiley & Sons, New York.

⁷Hogg B. (1989). *Realizing the Potential of Your Employees through Assessment and Development*. London: Tata- McGraw-Hill Training Series

⁸“*Competency Mapping in Indian Industries*” by Jain, V.K(1995)

⁹https://www.researchgate.net/publication/315487443_APPLYING_COMPETENCY_MAPPING_IN_THE_INFORMATION_TECHNOLOGY_SEC

¹⁰Katz, R. L. (1994). Skills of an effective administrator. *Harvard Business Review*, 33, 33–42

¹¹Du Gay, P., Soloman, G., & Rees, B. (2013). The conduct of management and the management of conduct: Contemporary

managerial discourse and the constitution of the competent ‘manager. *Journal of Management Studies*, 33, 263–282.

¹²Yuvaraj, R. (2011). *Competency Mapping – A Drive for Indian Industries*. *International Journal of Scientific and Engineering Research*, 2 (8), 1-7.

¹³Flanagan, John C. *Psychological Bulletin*, Vol. 51, No. 4, July 1954. ^ Jump up to: Page 327. ^ "Charged with recruiting other psychologists

¹⁴McClelland D.C. (1975). *A Competency Model for HR Management Specialists to be used in the Delivery of the Human Resource Management Cycle*. McBer, Boston.

¹⁵Boyatzis, R. (1982). *The Competent Manager*. New York: John Wiley

¹⁶Cited by 175 – Albanese, R. (1989), "Competency-based Management Education", *Journal of Management Development*, Vol. 8 No. 2, pp.

In 2022, **Barbara Chomałowska¹⁷, Iwona Janiak-Rejno, and Agnieszka Żarczyńska-Dobiesz** conducted a survey to identify essential competencies for Generation Z remote workers post-COVID-19. With 310 participants, the study emphasized skills like tech proficiency, time management, problem-solving, self-motivation, and commitment, offering insights for HR managers to enhance employee performance in virtual settings.

In 2022, **Karolina Oleksa-Marewska¹⁸** and Joanna Tokar explored leadership's impact on healthcare providers' emotional well-being during the COVID-19-induced hybrid work mode. Their study of 135 healthcare employees across seven countries identified key leadership strategies and competencies, highlighting adaptability as the primary factor influencing emotional well-being in hybrid work environments. In 2023, **Yushafidi Bin Yusof et al.¹⁹** unveiled a data analytics strategy for optimizing technical talent competencies at PETRONAS Upstream. Addressing challenges in oil and gas, the approach identifies competency gaps, guides targeted training, and enhances talent management, with potential sector-wide benefits.

In their 2023 study, "Women Working from Home: Higher Performance and Satisfaction or More Stress?" by **Wattenberg et al.**, findings from a German survey (n = 247) highlight gender-specific stress and success factors in remote work, emphasizing work design competencies, manager agreements, and colleague relationships.

III. Competency management

Competency Management is a method of administration that entails identifying the abilities, know-how and proficiency that an employee must possess to be successful in their role and make a positive contribution to the business. Competencies are the beliefs, knowledge, and skills that belong to an individual or a community. Employee competencies can be identified by management, needs for achieving goals in each function within the organization can be identified, and these results can be combined to optimize work processes. The collection of observable, quantifiable knowledge, skills, personal qualities, and abilities that contribute to improved employee performance and eventually lead to organizational success is known as competence.

Competency Mapping of Employees:

Every employee in a perfect workplace is aware of their list of competencies in each of the four areas (which will total between 10-15 competencies) and constantly works to increase those competencies. The most successful businesses use this common knowledge of abilities to guide all of their employees' decisions regarding recruitment, training, and career advancement.

1. Recruitment: When hiring, evaluate potential employees based on these qualities. You may pick whom to recruit and who not to hire by defining the skills of your organization. Share the performance standards for each competency. The offer letter itself contains a list of our competencies.
2. Training: When it comes to training, design learning pathways based on the competencies you have identified.
3. Appraisals: Determine the degree to which each employee is proficient in each competency by using manager assessments, evaluations, and 360-degree feedback. Inform each employee of the outcomes.
4. Promotions and professional advancement: Decisions regarding promotions should be based on the employee's skill levels with each competency. For instance, software engineers should be aware of the proficiency thresholds they must reach in each skill to advance to the position of senior software engineer. Clarify everything.

IV. Statement of the Problem:

In the changing business scenario in which the advancement of technology enables one to perform work anywhere and at any time, competencies play a very crucial role in the role effectiveness of the employee. Competency mapping is considered to be easier when employees are working on-site, but it becomes complicated when it's for employees who are working from home or in a remote workplace. competency mapping may not be more effective when compared to traditional physical workplaces and employees'

¹⁷ Barbara Chomałowska, Iwona Janiak-Rejno, & Agnieszka Żarczyńska - Dobiesz. (2022). Essential competencies for Gen Z remote workers – research results. *Scientific Papers of Silesian University of Technology. Organization and Management Series*, 2022(162), 87–100. <https://doi.org/10.29119/1641-3466.2022.162.4>

¹⁸ Karolina Oleksa-Marewska Burcu Mucan Özcan, Süleyman Emre Özcan, Umut Burak Geyikçi, Asena Altın Gülöva, & Fatih Mehmet Sancak. (2023). Increasing the Personal Development of White-Collar Employees for Sustainable Employability. *Sustainability*, 15(19), 14554–14554. <https://doi.org/10.3390/su151914554>

¹⁹ Yushafidi Bin Yusof et al D. Das, & S. Dash. (2015). Executive Performance Appraisal System in Indian Organisations: A Case Study of an IT Company.

performance. The present study aims to identify the correlation between competency mapping in managing remote employees and their performance. Therefore, an attempt is made to study competency mapping in managing remote employees.

Objectives of the study:

1. To understand the set of competencies required for managing remote work employees.
2. To correlate the competency mapping for managing remote work employees and their performance.

VI. A conceptual model for Competencies for Managing Remote Work

In order for businesses and people to benefit from remote work, the workplace needs to maintain an open communication culture. Any team's health and success are based on how well members communicate with one another. The following are the top abilities managers must exhibit to provide the best assistance for their remote workers.

Set of Competencies required for Remote Team Managers to improve the productivity of remote employees:

1. Establish precise standards.
2. Treat remote team members as if they're on-site.
3. Trust your team.
4. Pay attention to your objectives rather than your action.
5. Schedule video-based coaching.
6. Develop a communication plan.
7. Connect employees' goals with yours.
8. Use technology to build community.
9. Prioritize relationships.
10. Reward achievement.

One should understand how to handle remote workers if one wants to succeed as a manager. It can be difficult, but it can be condensed to these essential abilities.

1. Establish precise standards.

Everyone defines "fast" and "well" differently depending on their personal perspective. Make sure you let your team members know what you expect of them, whether that means synchronizing schedules or providing concrete examples. It will not only make the move from the office to remote work easier, but it will also keep everyone's production levels at the same level.

2. Treat remote team members as if they're on-site.

Ensure that the people you work with remotely have the same level of access to you as those you encounter at the water cooler, across from whom you have lunch, and in the hallways. Make a virtual chat room similar to a Slack channel where people can talk about anything without getting annoyed if the topic changes from work to Stranger Things and back. Remote workers may become disengaged and their productivity may suffer if they believe they are denied the same level of access to you as on-site staff.

3. Trust your team.

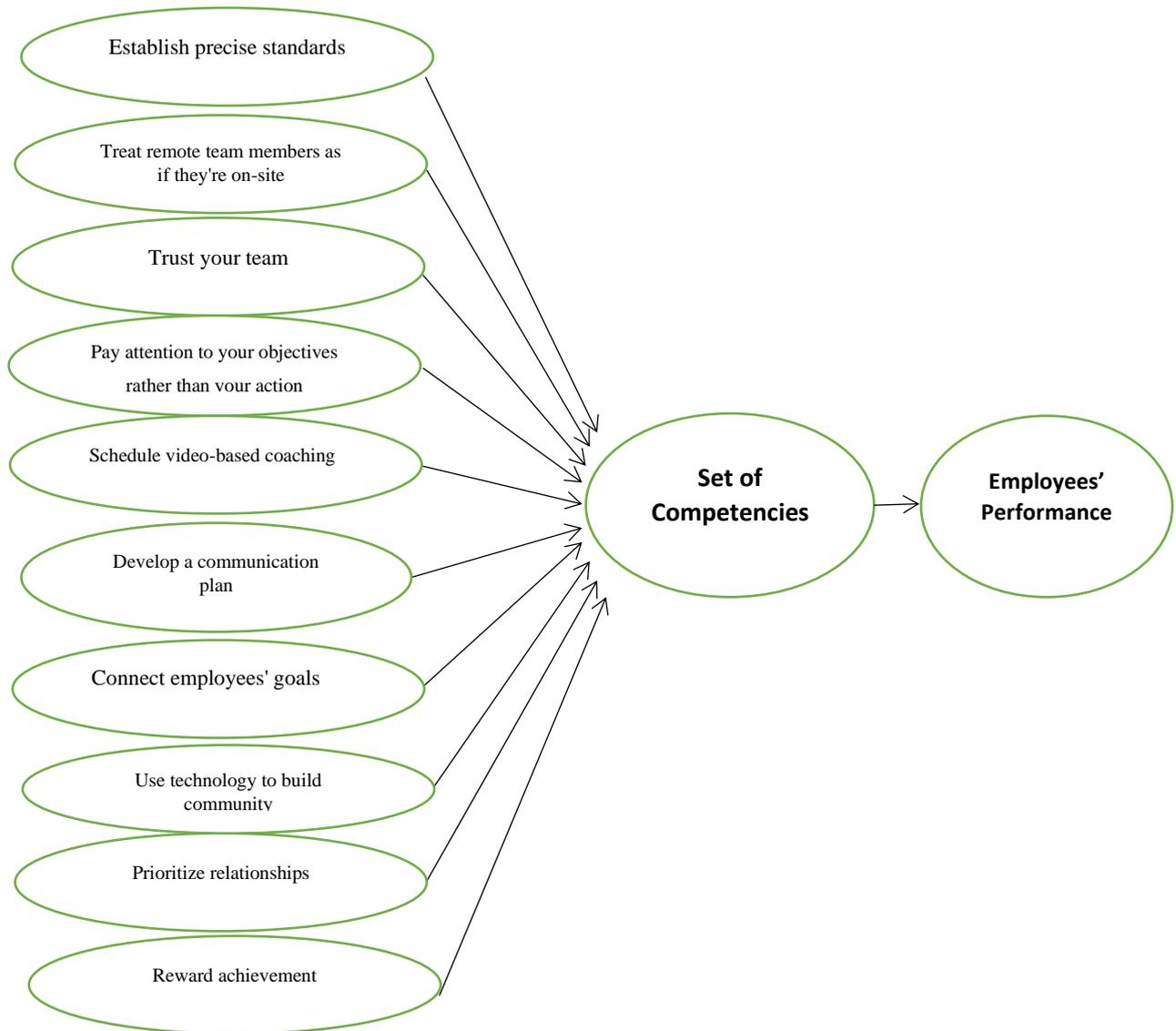
Because they are unsure if the task will be completed at the same caliber as if they were in the office, several businesses are hesitant to adopt a remote workforce. In fact, a two-year Stanford research found that remote workers produced twice as much as those who worked in offices.

Set up rules for remote work that you are comfortable with, such as the requirement that emails be returned within 24 hours and the use of texting for urgent situations, to help you overcome this phobia. These may also be included in a policy governing remote employment. You'll feel more at ease with their absence from the office once you've explained these rules to your remote staff.

4. Pay attention to your objectives rather than your action.

It's crucial to control your expectations and maintain your focus on the broader picture when switching from exclusively in-office to remote personnel. Teach yourself to focus on what is being achieved rather than the minutiae of what is being done.

Great work if your team is accomplishing the objectives you've established. If not, you might investigate further to see precisely which elements of your remote team are lacking. Most of the time, it's a communication problem that can be resolved by having an honest conversation with your remote employee.



5. Schedule video-based coaching

Face-to-face communication is crucial, particularly for remote workers. If you don't schedule face-to-face communication times, there may be a lot of stillness and distant workers may start to wonder how they're doing. You may maintain communication by scheduling a regular cadence of video conversations, which is 30% more successful for communication than audio-only arrangements. To make your online interaction feel inclusive and natural, employ video conferencing software, such as the Meeting Owl Pro.

6. Develop a communication plan.

Developing a communication plan is the first step in remotely managing a productive team. First, make the necessary arrangements for the weekly formal report-ins. Think about using a tool like 15Five to check in. Second, establish standards for everyday requirements. Some people function best with a to-do list, but others want more freedom. Understanding what is urgent can help you reduce inefficiencies even further and ultimately increase production.

Always keep in mind that not all remote workers are built the same way. There is no need to be afraid of communication strategy trials. Instead of choosing a general approach that might restrict the productivity of your otherwise sharpest staff, you'll ultimately be glad you took the effort to customize your means of communication to each particular employee.

7. Connect employees' goals with yours

The world is quickly moving toward a workforce that values learning and skill development over stability. This is especially true for businesses that employ a significant number of remote or hybrid workers. While tying them to the objectives of the business, show a genuine interest in the educational and personal aspirations of your staff.

When your workforce feels that their work for your firm is directly related to their personal ambitions, engagement and performance remain significantly higher. Additionally, since no one other than their dog can look over their shoulders, it will prevent your remote workers from keeping a tab open on LinkedIn.

8. Use technology to build community.

The creation and maintenance of a community is essential to the retention of an engaged remote worker. Create a location for commemorating significant occasions, such as employee birthdays, company anniversaries (such as months or years of service), and local honors using the technology at your disposal. Being deliberate about building community aids in the creation of a business culture that fosters connection, whether it be through a shared calendar for celebrations only or a newsletter celebrating hump day.

9. Prioritize relationships

Any team, including remote ones, should prioritize teamwork and bonding. The finest managers make an extra effort to establish a personal connection with distant workers. They inquire about the families and interests of the employees at the proper check-in period.

Allow time at the conclusion of team video conference meetings for open, informal interactions that the entire team can use to forge, bolster, and maintain those interpersonal ties that are essential to a company's continued peak performance.

10. Reward achievement.

When you're at an office, it's simple to acknowledge a team member's dedication and hard work. Finding the right time to do this, however, might be challenging if your staff is dispersed throughout the nation or even working in several time zones. Finding a means to appreciate a job well done is crucial, though.

Remote workers need to feel valued in the same way they would if they were working only in-office, whether that means sending out a team-wide email or posting a message on a business messaging app. Consider using a technology like TINY pulse, which enables employees to commend anyone else at the organization for a job well done in a signed or anonymous manner.

Then, you can utilize this technique to recognize people who go above and beyond to assist others and who consistently receive positive feedback from coworkers.

Remote employment is becoming increasingly appealing to both businesses and individuals due to the simplicity and speed of digital communication. Remote employees can soon become unproductive if managers don't take extra steps to interact with them and have a conversation with their hybrid team. However, managers have a decent possibility of encouraging cooperation, dedication, and cohesion if they use the aforementioned competencies.

The skills needed to manage remote workers successfully are similar to those needed for on-site management positions.

VII. Research Methodology:

The structured questionnaire was designed and the data was collected. The population of the study was the employees who work for the IT sector in Mysore Hootagalli Industrial Area. The study collected 60 data sets from IT Employees. The sampling technique used for this study is convenience sampling.

Statement of Hypothesis:

1. H₀: The performance of employees is influenced by the set of competencies required for managing remote work employees.

H₁: The performance of employees is not influenced by the set of competencies required for managing remote work employees

2. H₀: There is a correlation between the competency mapping for managing remote work employees and their performance.

H₁: There is no correlation between the competency mapping for managing remote work employees and their performance

VIII. Data analysis & Interpretation:

The data collected from the respondents were tabulated and analyzed below to explore the objectives of the study.

Profile of the respondents:

The data is collected from the respondents as required by the research instrument which includes age groups, gender, education, monthly income, occupation, marital status, and number of dependents.

Table No.01: SOCIO-DEMOGRAPHIC VARIABLES OF THE RESPONDENTS

Sl.No.	Socio-Demographic Variables	Categories	Respondents(N=60)	Per cent(%)
1	Gender	Male	36	60.2
		Female	24	39.8
2	Age Group	18 years to 25 years	23	37.88
		26 years to 35 years	15	25.00
		36 years to 45 years	18	30.00
		46 years to 55 years	4	7.12
		56 years and above	-	-
3	Qualification	Diploma	-	-
		Graduation	19	30.86
		Post-Graduation	41	69.14
		Doctoral	-	-
4	Monthly Income	Up to Rs.10,000	-	-
		Rs. 10,001 to Rs.50,000	24	48.07
		Rs.50,001 to Rs.1,00,000	36	52.00
		Rs.1,00,001 to Rs.1,50,000	-	-
		More than Rs.1,50,000	-	-
5	Marital Status	Unmarried	9	15
		Married	47	77.84
		Separated, widow/Widower	4	6.63
6	Occupation	Technical	24	48.07
		Non-Technical	36	52.00
7	Employment Type	Permanent	23	37.88
		Contract	15	25.00
		Consultant	18	30.00
		Trainee	4	7.12
8	Overall experience Work	Less than 5 years	42	69.83
		6 years to 10 years	10	16.66
		11 years to 20 years	8	13.33
		21years to 30 years	-	-
		30 years & more	-	-

***Source: Compiled by Researcher.**

Hypothesis No: 01: To understand the set of competencies required for managing remote work employees. Mean Score analysis was conducted to study the set of competencies required for managing remote work employees, it gives the highest and least factors which affect the competency set for a successful management of remote work employees.

TableNo.02: Mean Score Analysis of set of competencies required for managing remote work employees		
Sl. No.	Variables	Mean
1	Set clear expectations.	4.5106
2	Treat remote team members as if they're on-site.	4.4826
3	Trust your team.	4.4626
4	Focus on goals, not activity.	4.4586
5	Schedule video-based coaching.	4.0696
6	Create a communication strategy.	3.9989
7	Connect employees' goals with yours.	3.9909
8	Use technology to build community.	3.8711
9	Prioritize relationships.	3.7193
10	Reward achievement.	3.4649

***Source: Compiled by Researcher.**

It can be observed from the table no.02 that the respondents perceived more with the variable “Set clear expectations” as it scores the highest mean score, which is followed by “Treat remote team members as if they're on-site”, “Trust your team” and “Focus on goals, not activity”. Next is followed by the variables “Schedule video-based coaching”, “Create a communication strategy”, “Connect employees' goals with yours”, “Use technology to build community”, “Prioritize relationships”, and the last three variables preferred were “Reward achievement”

Hypothesis No: 02::Correlation and regression analysis:

Regression analysis to check the influence of competency mapping for managing remote work employees and their performance.

To check the impact of competency mapping for managing remote work employees and their performance, competency mapping is considered as the independent variable and remote work employees and their performance is considered as a dependent variable. The results of correlation and regression are shown in the following tables with interpretation.

Correlations Coefficient	Set of Competencies	Competency Mapping
Set of Competencies	-	.262**
Competency Mapping	.262**	-

** . Correlation is significant at the 0.01 level (2-tailed).

***Source: Compiled by Researcher.**

The above table shows a moderate coefficient correlation between the set of competencies and Competency Mapping. The correlation is found significant at 99% of level of confidence.

Table No.03: Regression Model Analysis considering Competency Mapping to Employees' Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	3.032	.130		23.273	.000	2.776	3.288
Competency Mapping	.212	.040	.262	5.274	.000	.133	.290

a. Dependent Variable: Employees' Performance
 b. Linear Regression through the Origin

Employees' Performance = 3.032 + Competency Mapping(0.212)

***Source: Compiled by Researcher.**

The above table shows the regression model analysis considering competency mapping to Employees' performances. Competency Mapping is an independent variable that is expected to influence the dependent variable; the linear regression analysis shows that there is a correlation between buying competency mapping and Employees' performances.

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	8.321	1.000	8.321	27.817	.000 ^b
Residual	113.076	378.000	.299		
Total	121.397	379.000			

a. Dependent Variable: Employees' Performance
 b. Predictors: (Constant), Competency Mapping

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.262 ^a	.69	.066	.547	.69	27.817	1.000	378.000	.000

a. Predictors: (Constant), Competency Mapping
 b. Dependent Variable: Employees' Performance

***Source: Compiled by Researcher.**

The above table shows further supported by a significant relationship between the listed dependent and independent variables (p=0.000). the model summary in the tables concludes that there is a significant R square change which shows that 69% of the variations in the regression model can be explained.

IX. Results and Discussions

The demographic factors that contributed to the study of Competency Mapping for Managing Remote Work employees and their performance were as follows:

- Among 60 respondents surveyed, 60.2% were male and 39.8% were female.
- Majority of the respondents (37.88%) are between 18 – 25 years.
- Most respondents are postgraduates with 69.14%.
- It can be observed that 48.07% of the respondents are between Rs.10,001/-Rs. 15,000/-.
- The collected data on marital status showed that 77.84% were married and 6.63% were separated.
- It is observed that 32.25% of the respondents were Full time salaried.
- 69.83% of the respondents possess experience less than 5 Years.
- The Result of Pearson's correlation test between the competency mapping and employees' performance is found that there is a significant correlation between the variables. Also, it is evident that there is a high positive correlation ($r=0.637$) between Correlation test competency mapping and employees' performance.
- Pearson's correlation test between the competency mapping and employees' performance, it is found that there is a significant correlation between the variables. Also, it is evident that there is a high positive correlation ($r=0.515$).
- It can be seen that the R^2 value is 0.761, which shows 76.1 % of variance of individuals savings decisions can be predicted by his/her financial literacy level. The result of F-test is also significant with (F-value of 0.000). Thus, it may conclude that a financial literacy level of individuals does have a statistically significant impact on their savings decision.
- The R^2 value is 0.690, which shows 69 % of variance of set of competencies can be predicted by his/her financial literacy level. The result of F-test is also significant with F-value of 0.000; this indicates that model is statistically significant at a confidence level of 99%. It is evident that set of competencies of the manager does have a statistically significant impact on employees' performances.

X. Conclusions:

With changing business scenarios and new challenges emerging in the competitive world, successful performance in any job/task has taken a critical place, for organizational success. Competency mapping is one such process that helps in identifying and mapping competencies required for successful performance in a particular role. Competency mapping and assessment has gained paramount importance in organizations, for keeping people development strategies and processes in sync with organizational growth & objectives and maximizing the utilization of human potential. Determine in bringing system and human resource to create the synergy of human resources and its role in the effective implementation of competency mapping as a strategic tool for organizational growth, this has created exigency in identifying the significant role of behavioural traits of a human resource to enhance competitiveness in the workforce who work from home or from the remote workplace.

The study illustrates the need of considering a set of competencies as a major factor in managing remote work employees.

References:

1. Yuvraj, R. (2011). Competency Mapping – A Drive for Indian Industries. *International Journal of Scientific and Engineering Research*, 2 (8), 1-7.
2. Gaspar, Robert (2012). A Study on the Perception of Human Resource Executives on Competency Mapping for the Superior Results. *International Journal of Social Science Tomorrow*, 1 (8).
3. Kansal, J., Jain, N., Satyawali, P.K., and Ganju, A. (2012). Competency mapping in knowledge-based organizations. *International journal of management*, 3 (2), 279-290.
4. Kodwani, Amitabh Deo (2009). Competency Mapping. *Paradigm (Institute of Management Technology)* 13 (2), 117-118.
5. Barney Erasmus, Vadm Pieter Locdolff and FilipHammann (2010) "Competencies for Human Resource Development" *International Business & Economics Research Journal (IBER)*, 20th December 2010, Vol. 9, Issue 8.
6. Jain V K, Singhal K C and Singh U C (1997), "HRD Climate in Indian Industry", *Productivity*, 37(4): 628-639.
7. Katz, Daniel (1994), "Study of Competency Mapping", *Harvard Business Review*.
8. Maria Gonzalez, (1999), "Shifting the Performance Curve", *Ivey Business Journal*, July/August, 18-23.
9. McClelland, David (1973), "Talent and Society, Achievement Motive, The Achieving Society, Motivating.

-
10. Economic Achievement and Power The Inner Experience", American Psychologist.Md.IshtiaqUddin, et. al. (2012) "Competency Mapping: A Tool for HR Excellence", European Journal of Business and Management, Vol 4, No.5.
 11. Mufeed S.A (2006) The need for a focus on key elements of HRD climate in Hospitals- an Empirical study, Management of Labor Studies XLRI, Jamshedpur Vol. 31 PP 57-65.
 12. Rao, T.V. Readings in Human Resource Development, Oxford & IBH Publishing Co. Pvt. Ltd., New Delhi, 1991.*****