



# An Empirical Investigation On Competency Mapping In Monitoring The Performance Appraisal In It Sector

Dr. N. Mohan<sup>1\*</sup>, Dr. T. Saravanan<sup>2</sup>, Dr. G. Malathi<sup>3</sup>, Dr. C. Saraswathi<sup>4</sup>,

<sup>1\*</sup>Director and Professor, Faculty of MBA & MCA, Vasavi Vidya Trust Group of Institutions, Salem District. [mohanmgmt@gmail.com](mailto:mohanmgmt@gmail.com)

<sup>2</sup>Associate Professor and Head, Department of Commerce PA and IT, Kaamadhenu Arts and Science College, Sathyamangalam, Erode District. [saravanant@kascathy.ac.in](mailto:saravanant@kascathy.ac.in)

<sup>3</sup>Assistant Professor, Department of Management Studies (MBA), Gobi Arts & Science College, Gobichettipalayam, Erode District. [malathig@gascgobi.ac.in](mailto:malathig@gascgobi.ac.in)

<sup>4</sup>Assistant Professor – III, School of Management Studies, Bannari Amman Institute of Technology, Sathyamangalam, Erode District. [saraswathic@bitsathy.ac.in](mailto:saraswathic@bitsathy.ac.in)

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## ARTICLE INFO

## ABSTRACT

In the rapidly evolving landscape of the Information Technology (IT) sector, effective performance appraisal systems are indispensable for ensuring organizational success. However, despite their importance, many IT organizations struggle with monitoring performance appraisals effectively due to various challenges. One significant challenge lies in the lack of a comprehensive competency mapping framework tailored specifically to the unique demands of the IT sector. In the IT sector, where roles range from software development to cyber security and project management, the diversity and complexity of competencies necessitate a nuanced approach to performance appraisal. Yet, many organizations in the IT sector grapple with defining and evaluating these competencies accurately. The primary issues faced by IT organizations in performance appraisal monitoring are the ambiguity surrounding job roles and expectations. With technology evolving at a rapid pace, job roles within the IT sector are continually evolving, leading to a lack of clarity regarding the core competencies required for each role. This ambiguity makes it challenging for managers to assess employee performance objectively and provide meaningful feedback during appraisals. The dynamic nature of the IT sector poses challenges in keeping competency frameworks up-to-date. Traditional performance appraisal systems often rely on static competency models that fail to adapt to the changing demands of the industry. As new technologies emerge and skill requirements evolve, outdated competency frameworks become obsolete, rendering performance evaluations ineffective in gauging employees' true capabilities. The IT sector is characterized by a diverse workforce comprising individuals with varying educational backgrounds, technical expertise, and career aspirations.

**Keywords:** Employee Career Development, Employee Engagement and Retention, Performance Metrics and KPIs, Succession Planning, Talent Acquisition and Recruitment Strategies

## Introduction

The competency paradigm in the Indian IT sector underscores the importance of a multifaceted skill set for success. Beyond technical proficiency, it values soft skills like communication, adaptability, and teamwork. This approach acknowledges the industry's evolution towards client-centric solutions and global collaboration. Indian IT companies prioritize competency development through training, mentorship, and ongoing learning initiatives. By fostering a workforce adept in both technical and interpersonal domains, the competency paradigm equips organizations to navigate the complexities of the digital age, innovate effectively, and sustain competitiveness in the global IT landscape. Chouhan and Srivastava (2014) involved the systematic identification, analysis, and description of these competencies to inform various human resource management processes such as recruitment, selection, training, performance management, and succession planning. By understanding these different dimensions, organizations can develop more

comprehensive competency models that capture the full range of capabilities required for success in various roles. The paper also discusses the process of competency modeling, which involves several key steps such as identifying the purpose and scope of the competency model, gathering data through job analysis and stakeholder consultations, analyzing and prioritizing competencies, and validating the competency model through empirical research. Competency modeling helps organizations create structured frameworks that provide a common language for describing and evaluating performance, facilitating more effective talent management practices. In training and development, competency models guide the design of targeted programs that address skill gaps and enhance employee performance. However, despite these challenges, competency modeling remains a valuable tool for organizations seeking to optimize their human capital management practices and achieve strategic objectives. By synthesizing existing research and highlighting key trends and best practices, the paper offers a comprehensive understanding of how organizations can leverage competency modeling to enhance talent management processes, improve employee performance, and drive organizational success in today's dynamic and competitive business environment.

### Theoretical framework

The framework proposed by Sharma and Jain is the result of a case study analysis conducted within the IT sector. It aims to provide a structured approach to competency mapping that addresses the unique challenges and requirements of IT professionals and organizations. The framework encompasses several key components:

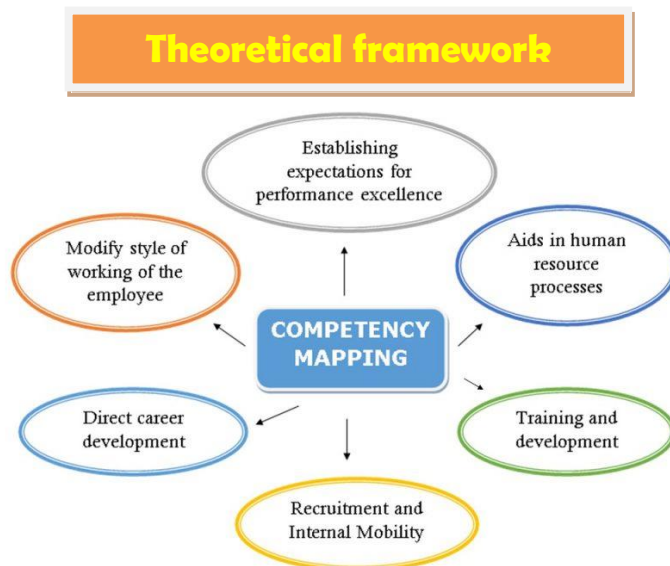
**Identification of Core Competencies:** The first step in the framework involves identifying the core competencies essential for success in the IT sector. Through their case study analysis, Sharma and Jain demonstrated the practical application of the competency mapping framework in real-world IT organizations. By adopting this structured approach, IT organizations can enhance their talent management practices, better align their workforce with organizational goals, and ultimately drive business success in a highly competitive and dynamic industry.

**Customization for IT Roles:** The framework emphasizes the need to customize competency mapping for different roles within the IT sector. IT organizations typically have diverse job roles, such as software developers, system administrators, project managers, and cyber security specialists. Competency mapping must be tailored to the specific requirements of each role, taking into account the unique skill sets and responsibilities involved.

**Alignment with Organizational Goals:** Sharma and Jain highlight the importance of aligning competency mapping efforts with the strategic goals and objectives of the organization. Competencies identified should directly contribute to achieving business outcomes and supporting the organization's mission and vision. This alignment ensures that competency mapping initiatives are not only relevant but also drive value for the organization.

**Integration with Talent Management Processes:** The framework advocates for integrating competency mapping with talent management processes such as recruitment, performance management, training, and career development. By incorporating competency assessments into these processes, organizations can make more informed decisions regarding hiring, promotion, and employee development, thereby maximizing the potential of their IT workforce. As the IT industry evolves rapidly, competency requirements may change over time. Therefore, organizations must regularly review and update their competency frameworks to ensure they remain relevant and effective in assessing the skills and capabilities of IT professionals.

Figure: 01



### **The Competency Paradigm in the Indian IT sector**

The Competency Paradigm in the Indian IT sector epitomizes a holistic approach to talent management, emphasizing a blend of technical prowess, soft skills, and adaptability crucial for success in a rapidly evolving industry landscape. As a global hub for IT services and innovation, India's IT sector stands out for its emphasis on competency development to drive organizational excellence and meet the demands of a dynamic market. At the core of the competency paradigm lies the recognition that success in the IT sector extends beyond technical proficiency. While technical skills such as programming languages, software development methodologies, and IT infrastructure management are foundational, Indian IT companies also prioritize soft skills like communication, teamwork, problem-solving, and adaptability. This acknowledgment reflects the sector's evolution from a focus on pure technical capabilities to a more nuanced understanding of the factors driving organizational success. In the Indian IT sector, competency development begins early, often during the recruitment and onboarding process. Companies meticulously assess candidates not only for their technical acumen but also for their aptitude in areas such as critical thinking, creativity, and collaboration. Once onboarded, employees undergo continuous training and development initiatives aimed at enhancing their competencies in alignment with organizational goals and industry trends. One of the distinguishing features of the competency paradigm in the Indian IT sector is its emphasis on adaptability and innovation. This culture of continuous learning is fostered through a combination of formal training programs, self-paced learning modules and knowledge-sharing platforms. Moreover, Indian IT companies recognize the importance of nurturing leadership competencies at all levels of the organization. While technical expertise may open doors, leadership skills such as strategic thinking, decision-making, and team management are essential for driving projects, inspiring innovation, and navigating complex business challenges. The competency paradigm also extends beyond individual development to encompass team dynamics and organizational culture. Indian IT companies place a premium on fostering collaborative work environments where teams can leverage diverse skill sets, perspectives, and experiences to deliver innovative solutions. Cross-functional collaboration, agile methodologies, and a focus on outcomes rather than processes are hallmarks of this approach. Traditional one-size-fits-all competency frameworks often fail to account for this diversity, leading to unfair assessments among employees. Without a tailored approach to competency mapping, organizations struggle to harness the full potential of their workforce and retain top talent. As custodians of sensitive data and critical systems, IT professionals are entrusted with significant responsibilities. Therefore, organizations prioritize ethical decision-making, data privacy, and cyber security competencies to uphold trust and credibility in an increasingly interconnected world.

### **Competency in Performance Appraisal Systems: Enhancing Organizational Effectiveness**

Competency-based performance appraisal systems provide a structured framework for evaluating employee performance against predefined competencies, thereby facilitating objective assessments and informed decision-making. In this essay, we will explore the significance of competency in performance appraisal systems, its key components, benefits, challenges, and best practices, with a focus on its application in contemporary organizational settings. Kumar and Pandey (2016) delve into the quantitative assessment of IT competencies for performance appraisal. The study addresses the growing need within the IT sector to develop robust methods for evaluating employee performance that accurately reflect the complex skill sets and competencies required in the field. Traditional performance appraisal methods often fall short in capturing the nuances of IT roles, which can encompass a wide range of technical, interpersonal, and problem-solving abilities. The development and validation of a quantitative assessment tool specifically tailored to assess IT competencies. The study employs a quantitative research methodology to gather data from IT professionals working in various roles and organizations. The survey incorporates validated measures of various competencies identified in the literature, allowing participants to self-assess their proficiency levels in each competency. Additionally, the survey includes demographic questions to capture relevant information about participants' roles, experience levels, and organizational contexts. The researchers then distribute the survey to a sample of IT professionals drawn from different organizations and job roles. Participants are asked to complete the survey, providing ratings of their proficiency levels in each competency area. The findings of the study reveal insights into the IT competencies deemed most critical for performance appraisal purposes. These findings contribute to the development of a validated assessment tool that organizations can use to evaluate and measure IT competencies systematically. The study highlights the importance of aligning performance appraisal practices with organizational goals and strategic objectives. By incorporating validated competency assessments into performance appraisal processes, organizations can ensure that evaluations are fair, objective, and reflective of the skills and capabilities valued in the IT sector. This alignment fosters a culture of continuous learning and development, enabling IT professionals to enhance their competencies and contribute effectively to organizational success. By employing rigorous research methods and statistical analysis techniques, the study provides a robust framework for evaluating and measuring IT competencies, thereby facilitating more accurate and meaningful performance evaluations in the IT sector.

### **Strategic significance of competency mapping for organizational growth.**

By systematically identifying and assessing employee competencies, organizations can identify talent gaps, develop succession plans, and allocate resources more effectively. Competency mapping also enables organizations to tailor training and development programs to address specific skill deficiencies and ensure that employees have the capabilities needed to drive organizational success. Awasthi and Sharma (2016) explored the role of competency mapping as a strategic tool for employee development and organizational growth. The paper begins by emphasizing the importance of employee development in today's competitive business environment. As organizations strive to adapt to evolving market trends and technological advancements, investing in the continuous development of their workforce becomes imperative. This includes identifying core competencies relevant to different job roles, assessing employee proficiency levels in these competencies, and developing competency frameworks to guide employee development efforts. Competencies may encompass technical skills, such as industry-specific knowledge or software proficiency, as well as soft skills like communication, leadership, and problem-solving abilities. By linking competency assessments to performance evaluations, organizations can provide more targeted feedback to employees, identify areas for improvement, and align individual development goals with organizational objectives. The paper also emphasizes the importance of leadership support and organizational commitment in driving successful competency mapping initiatives. Organizational commitment to employee development demonstrates a long-term investment in the workforce and contributes to higher levels of employee satisfaction, retention, and productivity. Competency mapping serves as a roadmap for identifying talent gaps, aligning employee skills with organizational goals, and implementing targeted development initiatives that maximize individual and organizational performance.

### **Competency mapping through the lens of gap analysis.**

The study emphasizes the importance of conducting a thorough analysis of competency requirements at both the individual and organizational levels. This involves not only identifying technical skills but also assessing behavioral competencies such as communication, teamwork, adaptability, and leadership. Jaideep and Vikas Kumar (2012) explored competency mapping through the lens of gap analysis. The gap analysis approach adopted involves comparing the current competencies of employees with the desired competencies for their respective roles. This comparison helps identify gaps or discrepancies that need to be addressed through training, development programs, or recruitment strategies. By bridging these competency gaps, organizations can improve overall performance, productivity, and employee satisfaction. Organizations must ensure alignment between individual competencies and organizational goals to maximize performance and drive business success. The research offers valuable insights into the practical application of competency mapping and gap analysis in contemporary HR practices. Johansson and Wallo (2020) delve into the unique role and competencies of interactive researchers within the field of manufacturing technology management. The paper begins by providing context on the evolving landscape of manufacturing technology management, highlighting the increasing importance of interactive research approaches in addressing complex challenges faced by industry. Interactive research differs from traditional research methods by emphasizing active engagement with stakeholders, including industry partners, policymakers, and end-users, throughout the research process. The key characteristics and activities associated with interactive researchers' work. These include conducting collaborative research projects with industry partners, facilitating knowledge exchange and co-creation between researchers and practitioners, and translating research findings into practical solutions that can be implemented within organizations. Successful interactive research projects often involve teams of researchers with diverse backgrounds, including engineering, management, social sciences, and design. This interdisciplinary approach enables researchers to bring different perspectives to problem-solving and leverage a broader range of expertise to address complex challenges effectively. The paper discusses several case studies and examples of interactive research projects within the manufacturing technology management domain. These examples illustrate how interactive researchers collaborate with industry partners to develop innovative solutions, improve manufacturing processes, and enhance organizational performance. By showcasing real-world applications of interactive research, Johansson and Wallo demonstrated the value and impact of this approach in driving industrial innovation and competitiveness. By exploring the collaborative nature of interactive research, the study highlights the importance of building partnerships between academia and industry to address pressing challenges and create actionable knowledge that benefits both research and practice. As manufacturing continues to evolve in response to technological advancements and market demands, interactive research approaches will play an increasingly vital role in driving innovation, sustainability, and competitiveness within the industry.

### **HR-managerial competencies in driving bottom-line results**

HR managers with strong change management skills can facilitate the implementation of new strategies, processes, and technologies, ensuring a smooth transition and minimizing resistance within the workforce. This ability to effectively manage change directly influences the organization's ability to achieve its bottom-line goals. The study also addresses the need for ongoing development and evaluation of HR-managerial competencies. As the business landscape evolves, HR managers must continuously update their skills and knowledge to stay relevant and effective. Organizations can support this development through training



programs, mentoring, coaching, and performance evaluations that provide feedback on competency gaps and areas for improvement. Kannan and Ragavan (2013) underscored the significance of HR-managerial competencies in driving organizational success. Their competencies, therefore, significantly impact the effectiveness of these HR functions and, ultimately, the bottom-line results of the organization. By clearly defining and aligning these competencies with organizational objectives and performance indicators, organizations can ensure that HR managers possess the skills and capabilities necessary to drive business results. This mapping process involves identifying key competencies such as leadership, communication, strategic thinking, problem-solving, and change management, among others. The study highlights the role of HR-managerial competencies in fostering employee engagement and organizational culture. By cultivating a culture of trust, collaboration, and continuous improvement, HR managers contribute to enhancing employee satisfaction and retention, which, in turn, positively impact bottom-line results. By mapping these competencies to organizational objectives, fostering employee engagement and organizational culture, and effectively managing strategic initiatives and change, HR managers can significantly impact business performance.

### **The role of competency mapping in talent management and succession planning**

The study highlights several challenges associated with implementing competency mapping for IT professionals. One significant challenge is the rapidly evolving nature of technology and the IT industry. New technologies, programming languages, and methodologies emerge frequently, requiring IT professionals to continuously update their skills and knowledge. Gupta and Verma (2017) identified unique challenges and require tailored strategies for successful execution. Competency mapping must adapt to these changes to remain relevant and effective in assessing the capabilities of IT professionals accurately. Another challenge is the diverse skill set required in the IT field. IT professionals may specialize in various areas such as software development, cyber security, database management, or network administration, each requiring distinct competencies. Mapping these diverse competencies accurately can be challenging, especially in large IT organizations with complex organizational structures and roles. The study discusses the challenge of aligning competency mapping with the strategic objectives of the organization. IT departments play a crucial role in supporting and enabling business objectives through technology solutions. The study suggested leveraging technology-enabled tools and platforms for competency mapping in the IT domain. These tools can streamline the mapping process, facilitate the assessment of technical skills and proficiency levels, and provide analytics and insights to support decision-making regarding skill development, training, and talent management. The researchers advocate for a continuous learning and development culture within IT organizations.

### **Comprehensive review of competency mapping in IT organizations**

The importance of selecting the most appropriate methods based on the organization's size, complexity, and culture, as well as the specific requirements of IT roles and functions. By addressing the significance, challenges, methodologies, and best practices associated with competency mapping, the review offers a comprehensive understanding of how organizations can effectively manage and develop their IT workforce to drive business success in an increasingly digital and competitive environment. Singh and Tiwari's (2020) context of IT organizations, where technology and skill requirements evolve rapidly, competency mapping plays a vital role in talent management, training, and organizational development. The study examined various aspects of competency mapping in IT organizations, including its significance, challenges, methodologies, and best practices. They highlight the importance of competency mapping in aligning the skills and capabilities of IT professionals with organizational goals and strategic objectives. By accurately identifying the competencies required for different roles within the IT department, organizations can enhance recruitment processes, optimize training programs, and improve workforce productivity and performance. The key findings of the review are the dynamic nature of competencies in the IT industry. Technological advancements, changing market trends, and evolving job roles necessitate continuous updates to competency frameworks and mapping methodologies. The importance of adopting flexible and adaptive approaches to competency mapping that can accommodate these changes and ensure relevance and effectiveness in assessing IT professionals' skills and capabilities. The review also discusses the challenges associated with competency mapping in IT organizations. These challenges include the complexity of IT roles and skill sets, the need for specialized technical knowledge, and the rapid obsolescence of certain skills due to technological advancements. The review examines various methodologies and tools used for competency mapping in IT organizations, ranging from traditional approaches such as job analysis and expert panels to more modern techniques such as competency-based interviews, assessments, and simulations. Patel and Desai's (2018) Performance appraisal is a critical aspect of human resource management, providing valuable insights into employee performance and facilitating informed decision-making regarding rewards, promotions, and training. In the context of the rapidly evolving IT industry, traditional performance appraisal methods may fall short in accurately assessing the complex skills and competencies required for success. The article begins by discussing the challenges associated with traditional performance appraisal methods in the IT sector. These challenges include the rapidly changing nature of technology, the diverse skill sets required for

different IT roles, and the need for continuous learning and development. Traditional methods such as ranking, rating scales, and forced distribution may not effectively capture the nuances of IT professionals' performance or provide meaningful feedback for improvement. In response to these challenges, Patel and Desai propose competency-based performance appraisal as a strategic solution for the IT sector. Competency-based appraisal shifts the focus from generic performance metrics to specific competencies aligned with organizational goals and job requirements. These competencies may include technical skills (e.g., programming languages, software development methodologies), soft skills (e.g., communication, problem-solving), and behavioral competencies (e.g., teamwork, adaptability). Overall, Patel and Desai argue that competency-based performance appraisal offers several advantages for the IT sector, including improved alignment with organizational goals, more accurate assessment of employee performance, and targeted development initiatives.

### **Competency mapping in performance management and career development.**

The process, components, and strategic implications of competency mapping, the paper highlights how organizations can leverage this approach to enhance individual and organizational performance in today's dynamic business environment. Kumar and Bhanu (2022) explore the concept of employee development through competency mapping. Employee development refers to the process of enhancing these competencies through training, coaching, and other learning interventions to improve individual and organizational performance. The paper begins by providing an overview of competency mapping as a strategic tool for human resource management. Competency mapping helps organizations identify the core competencies needed for different roles within the organization and assess employees' proficiency levels in these competencies. By understanding the gap between current and desired competencies, organizations can tailor employee development initiatives to address skill deficiencies and support career growth. As organizations strive to adapt to evolving market trends and technological advancements, investing in employee development becomes imperative for maintaining a skilled and agile workforce. Competency mapping serves as a foundation for designing targeted development programs that align with organizational goals and address the specific needs of employees. Competencies may encompass technical skills, such as industry-specific knowledge or software proficiency, as well as soft skills like communication, leadership, and problem-solving abilities. The paper concludes by emphasizing the strategic importance of employee development through competency mapping for organizational success.

### **The role of competency mapping in enhancing organizational efficiency.**

The paper also highlights the importance of ongoing evaluation and refinement of competency mapping processes. As organizational needs and priorities evolve, competencies may change, requiring organizations to periodically review and update their competency frameworks. Saxena and Gujral (2018). Additionally, regular feedback and performance evaluations help ensure that competency mapping remains relevant and effective in driving organizational efficiency. By systematically identifying, assessing, and developing employee competencies, organizations can optimize their human capital management practices and drive performance and success in today's competitive business landscape. As organizations strive to remain competitive and adapt to changing market conditions, the ability to effectively identify and leverage employee competencies becomes crucial.

### **Significance of Competency Mapping**

Performance appraisal systems enable organizations to identify skill gaps and development needs, allowing them to tailor training and development initiatives to address specific areas of improvement. By identifying and assessing the competencies required for success in specific roles, these systems help ensure that employees' efforts contribute directly to the attainment of strategic priorities. Moreover, competency frameworks provide a common language and set of standards for evaluating performance across different levels and functions within the organization, fostering consistency and fairness in the appraisal process. By providing employees with constructive feedback based on their demonstrated competencies, these systems facilitate continuous learning and professional growth, enhancing overall workforce capabilities and adaptability. Competency-based performance appraisal systems serve as a basis for various talent management processes, including recruitment, selection, promotion, and succession planning. By assessing candidates' competencies against job requirements, organizations can make more informed hiring decisions, ensuring the right fit between individuals and roles.

### **Research objectives and Methodology**

To enhance organizational effectiveness, foster employee growth and development, and ultimately drive business success in a rapidly evolving technological landscape. By using quantitative analysis techniques, the researchers aim to identify the key competencies relevant to IT roles and develop a reliable and valid assessment instrument for performance appraisal. The study begins by conducting a comprehensive review of existing literature on IT competencies and performance appraisal methods. Drawing upon insights from previous research and industry best practices, These competencies may include technical skills such as

programming languages, database management, and system architecture, as well as soft skills such as communication, teamwork, and problem-solving. Total sample size is 150 from various IT sector using convenient sampling technique. Mann-Whitney U test and Kruskal Wallis test was used for analysis. Saxena and Gujral (2018) discussed the significance of competency mapping as a strategic tool for enhancing organizational efficiency. Competency mapping involves identifying and assessing the skills, knowledge, and abilities required for effective job performance within an organization. By systematically mapping these competencies, organizations can align employee skills with organizational goals, improve performance, and drive efficiency. The

### Analysis and interpretation

Competency mapping plays a crucial role in this process by providing a framework for assessing candidates' skills, knowledge, and abilities during the recruitment and selection process. Competency mapping serves as the foundation for performance management systems by defining the competencies that employees are expected to demonstrate in their roles. Performance management and appraisal processes assess employees' performance against these competencies, providing feedback, recognition, and developmental opportunities based on their achievements and areas for improvement.

**Table 1: Factors influencing Competency mapping in monitoring the performance appraisal**

Factors	Mean	Std. Deviation	Mean Rank	Rank
Employee Career Development	3.41	1.037	3.10	3.01
Employee Engagement and Retention	3.37	1.065	4.66	4.09
Performance Metrics and KPIs	1.90	0.653	2.85	3.71
Succession Planning	3.59	0.853	3.80	3.62
Talent Acquisition and Recruitment Strategies	3.29	0.824	3.15	4.78
Feedback Mechanisms	2.93	1.109	3.44	3.17

The result of the descriptive statistics shows that the respondents consider Talent Acquisition and Recruitment Strategies (4.78) as a successful competency mapping in monitoring the performance appraisal. Secondly, they feel that Employee Engagement and Retention (4.09) also helps them. In this perspective, it has been identified that the respondents are seeking Performance Metrics and KPIs (3.71). Succession Planning (3.62) helps to inculcate the employees continuously. Feedback Mechanisms (3.17) and Employee Career Development (3.01) are rated by the respondents as fifth and sixth.. Ramola and Rangnekar (2020) elucidated how these HR processes are interrelated and how they collectively contribute to organizational success. The paper begins by discussing the strategic importance of talent acquisition in securing skilled and qualified individuals who can contribute to organizational goals. Effective talent acquisition practices involve identifying the competencies required for various roles within the organization and recruiting candidates who possess these competencies. Competency mapping informs these talent development initiatives by identifying the competencies required for advancement and assessing employees' readiness to take on new responsibilities. By aligning these processes and ensuring consistency and continuity throughout the employee lifecycle, organizations can maximize the effectiveness of their talent management efforts and drive sustainable growth and success. By understanding how these HR processes are interconnected and how they collectively contribute to organizational success, organizations can develop more strategic and integrated approaches to talent management that foster employee engagement, development, and performance.

### Relationship between the nature of the respondents and their opinion towards the performance appraisal

The research aims to investigate the correlation between the characteristics of participants and their viewpoints on the performance evaluation. For which the workers' gender and salary are seen as vital factors. The role of competency mapping in effective skill mapping, particularly in the context of international business operations. Competencies may vary depending on the specific requirements of different markets, industries, and job roles.

**Table 2: Gender of the respondents and their opinion on the performance appraisal**

Factors	Gender	N	Mean Rank	Z / Sig.
Employee Career Development	Male	87	78.22	-0.521 / 0.560
	Female	63	71.75	
Employee Engagement and Retention	Male	87	76.49	-0.037 / 0.617
	Female	63	74.13	
Performance Metrics and KPIs	Male	87	79.72	-0.165 / 0.862
	Female	63	69.67	
Succession Planning	Male	87	82.01	-0.610 / 0.772
	Female	63	66.52	

Talent Acquisition and Recruitment Strategies	Male	87	79.21	-0.593 / 0.529
	Female	63	70.38	
Feedback Mechanisms	Male	87	76.91	-0.121 / 0.816
	Female	63	73.55	
	Total	150		

The Table 2 shows that male respondents prefer Employee Career Development (78.22), Employee Engagement and Retention (76.49), and Succession Planning (82.01), Talent Acquisition and Recruitment Strategies as good strategies (79.21). Whereas, female respondents opt Performance Metrics and KPIs (69.67) as the most important factors influencing competency mapping in monitoring the performance appraisal. The results of the Mann-Whitney U test show that respondents' opinions about various influencing variables do not substantially change depending on their gender. The Z values that were computed fall between 1.96 and -1.96. Therefore, it is recognized that respondents' opinions on differing opinions of performance appraisals are not influenced by their gender.

**Table 3: Income of the respondents and their opinion on the performance appraisal**

Factors	Level of income	N	Mean Rank	Chi-Square value (df-2) / Sig.
Employee Career Development	Less than 50000	45	68.61	0.017 / 0.961
	50000 -100000	65	81.68	
	More than 100000	40	73.20	
Employee Engagement and Retention	Less than 50000	45	76.57	0.387 / 0.824
	50000 -100000	65	64.85	
	More than 100000	40	91.61	
Performance Metrics and KPIs	Less than 50000	45	79.39	0.081 / 0.960
	50000 -100000	65	82.73	
	More than 100000	40	59.38	
Succession Planning	Less than 50000	45	70.52	2.421 / 0.298
	50000 -100000	65	67.90	
	More than 100000	40	90.95	
Talent Acquisition and Recruitment Strategies	Less than 50000	45	88.51	5.154 / 0.076
	50000 -100000	65	69.94	
	More than 100000	40	81.15	
Feedback Mechanisms	Less than 50000	45	84.90	1.506 / 0.471
	50000 -100000	65	70.24	
	More than 100000	40	73.48	
	Total	150		

The income level of the respondents and its relationship with the opinion of the respondents shows that less income group respondents have high mean rank for Talent Acquisition and Recruitment Strategies (88.51) and Feedback Mechanisms (84.90). The middle income group respondents feel Employee Career Development (81.68) and Performance Metrics and KPIs (82.73) are influencing factor. The high income group feels Employee Engagement and Retention (91.61) and Succession Planning (90.95)/ The Chi-Square values from the Kruskal Wallis test show that there is no significant difference in the mean ranks of the performance appraisal according to the level of income. The significance values are more than 0.05. It is determined that respondents' opinions on performance reviews are mostly consistent regardless of their financial level. Overall, the findings demonstrated that there is no discernible difference in employees' opinions of their performance assessments based on their gender or income level. Singh and Malhotra (2016) explored the strategic significance of competency mapping in human resource management, particularly in the context of the global market. The paper begins by discussing the evolving nature of the global market and the increasing importance of talent management in achieving organizational success. In today's interconnected and rapidly changing business environment, organizations must adapt to new challenges and opportunities brought about by globalization, technological advancements, and shifting consumer preferences. Competencies may encompass technical skills, such as industry-specific knowledge or language proficiency, as well as soft skills like cross-cultural communication, adaptability, and global mindset. Competency mapping enables HR professionals to identify talent gaps, develop targeted recruitment and training programs, and implement performance management strategies that align with organizational goals.

## Discussion

Competency mapping serves as a strategic tool for aligning employee skills with organizational goals, improving performance, and driving organizational success. The review examines the methodologies, tools,



and frameworks used for competency mapping, as well as the challenges and best practices associated with its implementation. Worlikar and Aggrawal (2017) conducted a comprehensive review of competency mapping practices in organizations. The study aims to provide insights into the current state of competency mapping practices, as well as identify trends, challenges, and best practices in this field. The paper begins by providing an overview of competency mapping and its significance in human resource management. The study identifies several common methodologies and tools used for competency mapping, including job analysis, behavioral event interviews, competency-based assessments, and 360-degree feedback. These methodologies help organizations gather information about the competencies required for different roles within the organization and assess employees' proficiency levels in these competencies. Competency frameworks provide a structured framework for identifying and categorizing competencies, as well as defining proficiency levels and behavioral indicators associated with each competency. The paper also discussed the challenges associated with competency mapping in organizations, such as the complexity of defining and measuring competencies, resistance to change from employees, and the need for ongoing evaluation and refinement of competency frameworks.

### Conclusion

The competency paradigm in the Indian IT sector represents a comprehensive framework for talent management that goes beyond technical skills to encompass a broad spectrum of competencies essential for organizational success. By fostering a culture of continuous learning, adaptability, collaboration, and ethical conduct, Indian IT companies are not only staying ahead of the curve but also setting new standards for excellence in the global IT industry. Competency mapping serves as a strategic tool for human resource management, enabling organizations to identify, assess, and develop the skills and abilities necessary for success. Kaur and Kumar's study underscores the importance of gap analysis in this process, emphasizing the need for a comprehensive understanding of competency requirements and a proactive approach to addressing skill gaps. Another critical issue in performance appraisal monitoring within the IT sector is the lack of alignment between individual goals and organizational objectives. In many cases, performance appraisals focus solely on technical competencies, overlooking essential soft skills such as communication, collaboration, and adaptability, which are crucial for driving innovation and achieving business goals. As a result, employees may feel disconnected from the broader organizational mission, leading to disengagement and reduced productivity. The reliance on subjective assessments and biases further complicates performance appraisal monitoring in the IT sector. Managers may inadvertently favor certain employees or overlook others based on personal biases or subjective impressions, undermining the fairness and credibility of the appraisal process. Without robust mechanisms to mitigate biases and ensure objectivity, performance appraisals may fail to accurately reflect employees' contributions and potential for growth. The effectiveness of performance appraisal systems in the IT sector is contingent upon addressing the challenges associated with competency mapping. By developing tailored competency frameworks that align with organizational goals, account for the dynamic nature of the industry, and foster inclusivity and objectivity, IT organizations can enhance the accuracy, fairness, and effectiveness of performance appraisal monitoring, ultimately driving organizational success in an increasingly competitive market.

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