

Competency Mapping: A Strategic Perspective in Employee Retention



Shivanjali, Mitushi Singh, Tripti Singh

Abstract: Employee retention is one of the most important factors in today's time of the strong competition that the companies are facing. In such a scenario it becomes necessary to understand that employee can be retained only if their competencies are developed and utilized in the right direction. This study focuses on studying the factors related to competency mapping that help in retaining the talent and also help in the development of the organization. A combination of descriptive and conclusive research design was adopted to describe and report the related phenomena. The questionnaire developed has 6 constructs viz. Abilities, Skills, Motives, Behaviour, Personal Characteristics and Commitment. This questionnaire was developed using 38 items and was given to 200 respondents from 11 IT firms. Correlations, regressions and descriptive analysis were carried out. AMOS was used for the SEM analysis. The findings of the research show that there are various factors which contribute to the employee retention of the employees. The most important of all the factors is the right utilization of skills followed by motives, commitment, ability. Behaviour, and personal characteristics do not have effect on the employee retention of the employees. This study focuses on the employees working who are working in the IT companies. Hence the output of this study contributes to the existing explanation of importance of competency mapping in employee retention. The paper investigates the differences in the levels of different factors related to the competency mapping. The paper contributes in better understanding of the factors that affect employee retention and the study further contributes in the same through an empirical research.

Keywords: Competency, Competency Mapping, Employee retention, Information technology.

I. INTRODUCTION

HRM is the procedure of hiring the suitable candidate, at the appropriate job and train them so that they can be a resourceful asset to the organisation. HRM is the way towards procuring and creating representatives with the goal so that they turn out to be more profitable (Noe, 2006), but, function of HR is not limited to finding a suitable candidate, it is much deeper, one has to understand the employability skills which are needed for the particular job profile. It is essential for HR practitioner to map these skills with the job descriptions, to acquire resourceful human capital. Hence, identifying and mapping the employability Skills and Competences becomes an important task.

Revised Manuscript Received on 30 July 2019.

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Retrieval Number: A2196058119/19@BEIESP

DOI: 10.35940/ijrte.A2196.078219

Journal Website: www.ijrte.org

Increasing employee efficiencies would help the organisation in retaining their employees. As it incurs time and plethora of efforts to identify the right candidate. Competency Mapping may be defined as a procedure of identifying the important capabilities of an organization, also the occupations and capacities inside it. Every firm ought to have all around characterized parts and rundown of skills to operate successfully. Competency mapping recognizes a qualities and deficiencies of human capital to enable to comprehend and demonstrate where vocation improvements endeavours are need to be coordinated (Yuvaraj, 2011). It's not an employee which a company bids to retain, but it is their competencies. It is typically difficult to replace the skill set or competencies of the existing employees. Retaining employees is a basic hurdle for the organization: the amount related with recruitment, selection and preparing new workers surpass almost hundred percent of the yearly pay for the position being filled (Allen, 2010). Competence is incomplete without commitment. Commitment is at three levels viz affective, normative and continuance. To retain an employee in the organization it is important to have affective commitment. This can be developed through various employee engagement programs and developing organization citizenship behaviour. As retention is not just about holding employee in the organization. Retention, is truly the willingness of the employee to display altruism behaviour in the organization. Retention of employees through rewards and recognitions, can help the organization to retain them for a definite period, but if the competencies of the employees are harnessed effectively, and then jobs are assigned, this would retain talent for a longer period of time. This research paper is an effort to understand the relationship between competency mapping and employee retention in the organization.

II. OBJECTIVES OF THE STUDY

1. To Identify the competency factors among IT professionals that affect the retention of employees.
2. To conduct an analytical study of IT professionals' competency-related factors.
3. Studying the relationship between competency factors affecting retention of employees and employee retention.

III. RESEARCH FRAMEWORK

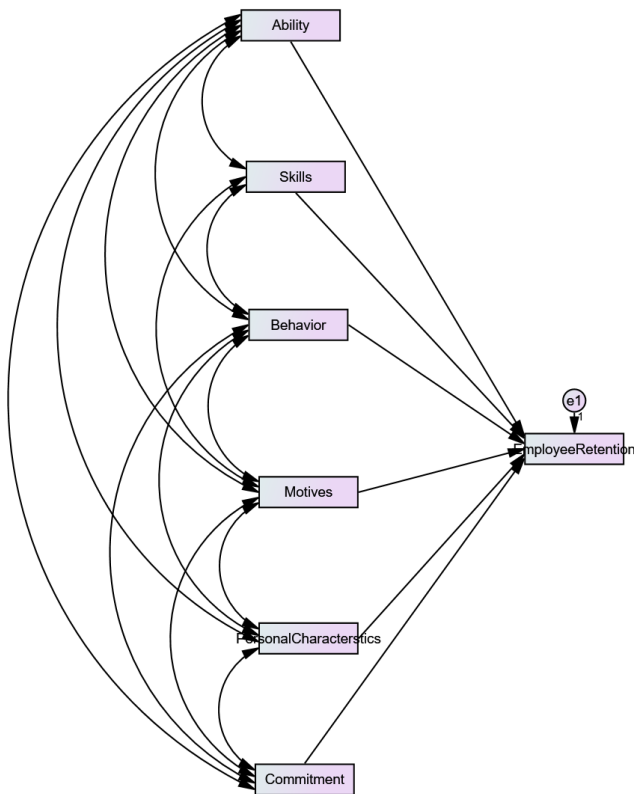
In this research, the researcher has tried to study the relationship between the variables effecting competency mapping and employee retention. For the purpose of study, the independent variables were attitude, skills, behaviour, motives, personal characteristics, commitment. The dependent variable was employee retention as shown in the model.



Published By:

Blue Eyes Intelligence Engineering
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IV. HYPOTHESES OF THE STUDY

For the purpose of study, the following research hypotheses have stated based on the review of the literature:

Hypotheses 1

H0: Ability is not responsible for employee retention among the IT professionals.

Hypotheses 2

H0: Skills are not responsible for employee retention among the IT professionals.

Hypotheses 3

H0: Behaviour is not responsible for employee retention among the IT professionals.

Hypotheses 4

H0: Motives are not responsible for employee retention among the IT professionals.

Hypotheses 5

H0: Personal Characteristics are not responsible for employee retention among the IT professionals.

Hypotheses 6

H0: Commitment is not responsible for employee retention among the IT professionals.

V. RESEARCH METHODOLOGY

Research design: The descriptive research design has been used in this study to ensure the reliability of the data collected.

Research instrument: Structured questionnaires were used for the purpose of collecting the data.

Sampling method: Nonprobability - Convenience sampling

Sample size: The questionnaire developed has 6 constructs viz. Abilities, Skills, Motives, Behaviour, Personal Characteristics and Commitment. These constructs are sorted after conducting literature review of 54 papers extracted from various databases like Inderscience, IGI Global, Emerald, Springer and Google Scholar. This questionnaire was developed using 38 items and was given to 200 respondents from 11 IT firms.

Sample unit: Employees working in information technology firms in Delhi NCR.

VI. SOURCE OF DATA

Primary data: A data has been collected through survey among the IT professionals. Pilot testing was done for which the Cronbach's alpha was calculated as 0.943 which falls under the acceptable value. The questionnaire was provided via e-mail. The questionnaire included sections namely Employee retention, Abilities, Skills, Motives, Behaviour, Personal Characteristics and Commitment. Five-point Likert scales has been used, anchored by 1 = strongly disagree and 5 = strongly agree, which indicated the level of their agreement or disagreement. The questionnaire also had a section having information about the demographics and general information of respondents.

Secondary data: Journals, books, and internet.

VII. DATA ANALYSIS TOOLS AND TECHNIQUES

The data has analyzed by the researcher using the standard statistical package namely IBM SPSS 20 and IBM SPSS AMOS 23. All the data was collected; organized and then properly tabulated for the study. Secondly, Structural Equation Modelling is applied for the purpose of evaluating the factors affecting employee retention among IT professionals.

VIII. VARIABLES IN THE STUDY

The dependent variables: Employee retention

The independent variables: Attitude, skills, behaviour, motives, personal characteristics, and commitment.

IX. LITERATURE REVIEW

Management of human resources is a process of bringing together people and organizations to meet each other's goals. A good financial or operational report cannot be shown nowadays unless your personal relationships are in order. Highly skilled and knowledge-based jobs are increasing over the years, while low skilled jobs are declining. This requires proper mapping of skills through appropriate HRM initiatives. Due to the global alignment of Indian organizations, Indian organizations are also witnessing a change in systems, management cultures and philosophy. Multi-skill development is necessary. Competency Mapping is a process in which key competencies, jobs and functions within an organization are identified. Mapping skills is important and an essential activity. Each well-managed company should have well-defined roles and a list of skills required to effectively perform each role.

Competency mapping identifies the strengths and weaknesses of an individual to help them understand themselves better and show them where career development efforts need to be directed. Competency mapping is not only done for an organization's permanent employees, but it can also be done for contract workers or job seekers to highlight the specific skills that would make them valuable to a potential employer. You can determine these kinds of skills when you are ready to do the job. Competency mapping is one of the most accurate means in an organization to identify an individual's job and behavioural competencies. Competency is a set of knowledge, skills and attitudes necessary for the effective and efficient performance of a job. A Competency is something that describes how an excellent job could be done; a Competency describes only what to do, not how to do it. Core competence is something that cannot be copied and is the pillar on which the individual rests. The biggest challenge facing organizations today is not only managing, but also retaining, these resources. Securing and retaining skilled employees plays an important role for any organization as the knowledge and skills of employees are central to the ability of businesses to be competitive economically. (BidishaLahkar Das, 2013). Challenging issues emerged as organizational skills were developed. And years have gone by in solving those issues, some of which were directly or indirectly related to the organizations ' human side. (Fatima, 2011). Four basic human needs are not met leading to employee leaving the organisation. (Branham, 2005) reorganised the importance of competencies which is a fundamental need of any employee to stay in the organisation. These needs are:

1. The Need for Trust
2. The Need to have Hope
3. The Need to feel Sense of Worth
4. The Need to feel Competent

There are many factors in the disengagement process, but one is also the difference between the job and the employee. As the theory X and Y (McGregor, 1960) states, if employees dislike its work, then they will naturally be unmotivated and dislike the work, they will avoid responsibilities (Theory X), which will eventually lead to the deliberation process and at last Disengagement.

Competency Mapping

It is a process of identifying key competencies and the jobs and functions within a company or institution. The skill required for a specific job depends on a number of factors. Factors include social culture, business nature, business environment, organizational culture, work environment, organizational structure, responsibilities and duties, nature of processes and assigned activities, attitude and motivation of colleagues, senior and subordinates. (KUMAR, 2013). Competency mapping is one of employees ' best ways to develop skills. It is also helpful in identifying an individual's job and behavioural skills within an organization. Competencies are internal tools to motivate employees, guide systems and processes, and guide business towards shared goals that enable organizations to increase value. Competencies provide a measure for integrating all major HR functions and services such as recruitment, training, performance management, remuneration, performance assessment, career & succession planning, and integrated human resource management. Competence framework services such as HR processes such as talent induction,

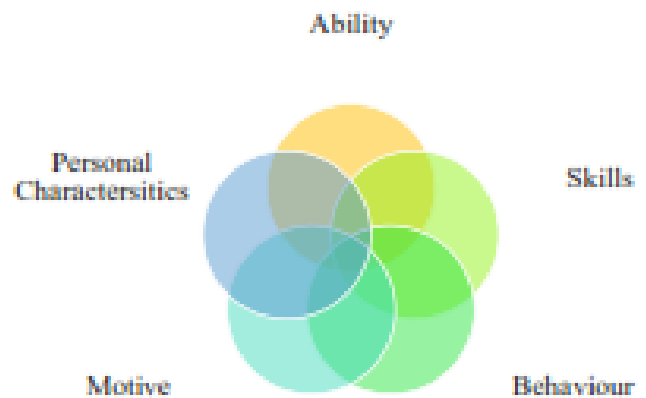
management development, assessment, and training deliver much better results. (Nair, 2018)

Importance and Benefits of Competency Mapping

(Sanghi, 2016) has mentioned in her book that competency mapping is not a new concept but has a very long history associated with it, during the year in 1911, when FW. Taylor gave the principle of scientific management which focused on reducing the complexities and increasing the efficiency of work, which needed that the worker should be doing work with full efficiency which could have been done when the worker is been assigned work according to the worker's skills and knowledge and ability to do work. Finding out the competency profiling of a particular job is not where the work of a manger ends, but aligning those job competencies with the competency of an employee is more important. but the question arises that why it is so important to map the competencies. Therefore, we need to find out the importance of mapping skills for an organization and an employee's view.

Competencies

Capabilities incorporate the gathering of achievement factors essential for accomplishing imperative outcomes in a particular occupation or work job in a specific association. Achievement factors are mixes of information, aptitudes, and traits (all the more truly called "KSA's") that are portrayed as far as particular practices, and are shown by predominant entertainers in those occupations or work jobs. Qualities include: individual attributes, characteristics, intentions, qualities or mindsets that effect a person's conduct. (Garrett, 2003)

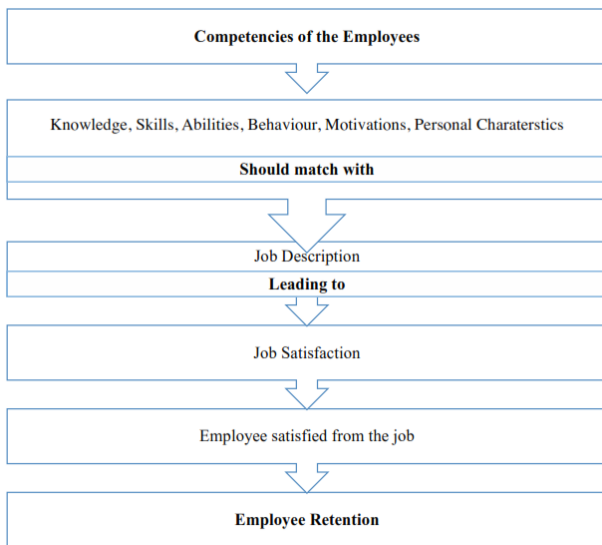


Graphical representation of competence

Hayes (1979): Competencies are the motive of generic knowledge, trait, social role, or a person's ability associated with superior job performance. Competencies combine knowledge and skill; they represent the underlying knowledge base as well as the set of skills needed for useful action. (King AW, 2001)Competency includes five basic things Ability, Skills, Behaviour, Motives and Personal Characteristics. All are important to both acquire and retain the employees in the organization. These five components help to choose the right person for the job.

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While, we perform job analysis at the time of recruitment and selection, competency mapping helps to select the right talent in the organization.



Graphical representation of competence relationship with employee retention

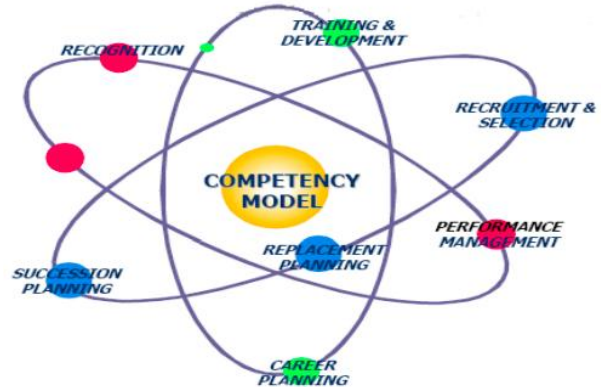
Employee Retention

Employee Retention is the capacity of an association to hold their workers. Despite this, many regard worker maintenances as identifying with the effort's managers are trying to hold representatives in their workforce. In this sense, instead of the result, maintenance becomes the techniques. A difference should be drawn between low-performing workers and best entertainers, and endeavours to hold representatives ought to be focused at profitable, contributing workers. Representative Attrition is a manifestation of more profound issues that have not been settled, which may incorporate worker fulfilment, nonattendance of an unmistakable profession way, absence of acknowledgment, poor representative supervisor connections or numerous different issues. An absence of fulfilment and promise to the association can likewise make a worker pull back and start searching for different chances. Pay does not generally assume as expansive a job in inciting turnover as is normally accepted. In hierarchical defining, the objective of bosses is for the most part to diminish worker turnover, consequently diminishing preparing costs, enlistment expenses and loss of ability and authoritative learning. By executing exercises gained from key learnings and encounters managers can enhance standards for dependability and decline the related expenses of high turnover. Be that as it may, this isn't generally the situation. Businesses can look for "positive turnover" whereby they intend to keep up just those workers whom they consider to be superior workers. It is imperative to hold the ability in the association, as enlisting cost is constantly higher at that point cost of maintenance. By holding representatives, cost of acceptance and preparing likewise drops down. Additionally, in this time of ferocious rivalry, association can't hold up under the expense of losing its ability. In addition, maintenance is a positive procedure as

representatives are the rand diplomat of the association. They are the banner bearers of the association.

Competency Implementation Areas

The mapping of competency can be applied to the areas shown in the diagram below:



Graphical representation of Areas of Implementation of Competency Mapping

One of today's biggest challenges facing organizations is managing resources and retaining employees. (BidishaLahkar Das, 2013). Challenging issues emerged as organizational skills were developed. And years have gone by in solving those issues, some of which were directly or indirectly related to the organizations ' human side. (Fatima, 2011).

X. DATA ANALYSIS AND DISCUSSION

Reliability analysis of the questionnaire

Table 1 provides an overview of the analysis of reliability.

Table 1 Reliability Statistics

Cronbach's Alpha	N of Items
.943	38

Reliability analysis was done to calculate Cronbach's Alpha to have proof of the reliability of the questionnaire. It was found that Cronbach's alpha value was 0.943.

Descriptive Statistics

The section above provides a descriptive analysis for the samples for Sections A to G. The results will be reported using the overall means for each construct and the highest means of the construct variable. The descriptive analysis has been done for all the factors related to competence. The results were defined in the tables to facilitate a clearer view of the data obtained.

Section A: Ability effecting Employee Retention

Table 2.1 provides a descriptive overview on the effect of ability on employee retention.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00001	200	1.00	5.00	3.6550	1.22206
VAR00002	200	2.00	5.00	3.8350	.87843
VAR00003	200	1.00	5.00	3.6000	1.21134
VAR00004	200	1.00	5.00	3.4500	1.26709
VAR00005	200	2.00	5.00	4.2150	.92903
VAR00006	200	1.00	5.00	3.7950	1.13109
VAR00007	200	1.00	5.00	4.0400	1.00171
Valid N (listwise)	200				

The overall means for the sample seems to show that employee retention is affected by the ability of the employees in the company to a high extent as most of the values are above average which indicates an agreement to the various statements. Further there is not much difference in the means for the different variables of the construct. For this construct, the highest mean was M=4.21 which clearly indicates that the ability to perform a work is very important.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00008	200	1.00	5.00	4.3150	.78027
VAR00009	200	1.00	5.00	3.5400	1.07432
VAR00010	200	1.00	5.00	3.6900	.87045
VAR00011	200	1.00	5.00	3.7950	.97351
VAR00012	200	1.00	5.00	3.7100	.90554
Valid N (listwise)	200				

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00013	200	1.00	5.00	3.9400	1.04492
VAR00014	200	1.00	5.00	4.0600	1.04492
VAR00015	200	1.00	5.00	3.2650	1.17545
VAR00016	200	1.00	5.00	3.1150	1.08982
VAR00017	200	1.00	5.00	3.4400	1.33239
Valid N (listwise)	200				

Section B: Skills effecting Employee Retention

Table 2.2 provides a descriptive overview on the effect of skills on employee retention. According to the data most of the values are above average which means the agreement of the statements to the employees. The highest mean was M= 4.31 which shows that high skilled employees can be retained in the organization if challenging tasks are given to them and their skills are utilized in the right direction.

Section C: Behaviour effecting Employee Retention

Table 2.3 gives an overview on the descriptive related to the effect of Behaviour on employee retention. According to the data most of the values are above average which means the agreement of the statements to the employees. The highest mean was M= 4.06 which shows that right kind of behaviour and cooperation in the organization towards the employees is the key to retaining good talent in the organization.

Section D: Motives effecting Employee Retention

Table 2.4 provides a descriptive overview on the effect of Motives on employee retention.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00018	200	1.00	5.00	3.3550	1.29900
VAR00019	200	1.00	5.00	4.1550	.96729
VAR00020	200	1.00	5.00	3.7500	1.24711
VAR00021	200	1.00	5.00	3.3650	1.16558
VAR00022	200	1.00	5.00	3.2850	1.14908
Valid N (listwise)	200				

According to the data most of the values are above average which means the agreement of the statements to the employees. Motives here refer to the reason of coming to the organization. The highest mean was M= 4.15 which shows that employees are more motivated to come to the organization is they are satisfied with their work and also there is a continuous career growth in the organization.

Section E: Personal Characteristics effecting employee Retention

Table 2.5 provides a descriptive overview on the effect of personal characteristics on employee retention.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00023	200	1.00	5.00	3.4500	1.16373
VAR00024	200	1.00	5.00	3.6550	1.32087
VAR00025	200	1.00	5.00	3.3500	1.37731
VAR00026	200	1.00	5.00	3.1700	1.38589
VAR00027	200	1.00	5.00	2.8700	1.50480
Valid N (listwise)	200				

According to the data most of the values are above average which means the agreement of the statements to the employees. The highest mean here was M= 3.65 which shows that to some extent a person behaves and manages his personal and professional life effects the employee retention.

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If the employee and his work life balance are satisfied, he is more likely to continue for a longer period of time with the same organization.

Section F: Commitment at work effecting Employee Retention

Table 2.6 provides a descriptive overview on the effect of Commitment at work on employee retention.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00028	200	1.00	5.00	3.3500	1.49623
VAR00029	200	1.00	5.00	3.9200	1.05792
VAR00030	200	1.00	5.00	3.6600	1.24586
VAR00031	200	1.00	5.00	3.3500	1.25514
VAR00032	200	1.00	5.00	3.4650	1.25565
Valid N (listwise)	200				

According to the data most of the values are above average which means the agreement of the statements to the employees. The highest mean was M= 3.92 which shows that an employee who is more committed towards his work will likely be working with a particular organization for an extended period of time as compared to others. He will be more participative in activities as well as decision making.

Section G: Descriptive analysis of Employee Retention

Table 2.7 provides a descriptive overview of employee retention.

Descriptive Statistics

	N	Min.	Max.	Mean	Std. Deviation
VAR00033	200	1.00	5.00	3.8800	1.04934
VAR00034	200	1.00	5.00	3.5750	1.17955
VAR00035	200	1.00	5.00	3.4950	1.18617
VAR00036	200	1.00	5.00	3.3000	1.20718
VAR00037	200	1.00	5.00	3.8350	.98112
VAR00038	200	1.00	5.00	4.3450	.87740
Valid N (listwise)	200				

According to the data most of the values are above average which means the agreement of the statements to the employees. The highest mean was M= 4.34 which shows that retention of employees is very important to a company's successful growth. An employee who is satisfied and motivated with always be loyal to the company. Also it is the responsibility of the company to provide the employee with challenging work and utilize their skills.

Correlation Analysis

Pearson Correlations							
	Ability	Skills	Behaviour	Motives	Personal Characteristics	Commitment	Employee Retention
Ability	1						
Skills	0.3929	1					
Behaviour	0.1678	0.1195	1				
Motives	0.3987	0.6206	0.2662	1			
PersonalCharacterstics	0.2506	-0.0135	0.465	0.2458	1		
Commitment	0.1006	-0.0898	0.3995	0.1759	0.7807	1	
EmployeeRetention	0.2092	0.3994	0.2284	0.4228	0.2754	0.3715	1
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

The table shows the correlations of all the factors used in the study. The following findings are deduced from the results of the correlation analysis; there was a significant relationship between retention of employees and factors tested in the study. The correlation coefficient of the Spearman ranged from 0.228 to 0.422 between the organizational factors and employee retention. The relationship between skill and retention of employees ($r= 0.309, p<.01$); skills and retention of employees ($r= 0.399, p<.01$); behaviour and retention of employees ($r= 0.228, p<.01$); motives and retention of employees ($r= 0.422, p<.01$); personal characteristics and retention of employees ($r= 0.275, p<.01$); commitment and retention of employees ($r= 0.371, p<.01$).

Demographics

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 26-30	34	17.0	17.0	17.0
31-35	10	5.0	5.0	22.0
36-40	6	3.0	3.0	25.0
Above 20 and below 25	127	63.5	63.5	88.5
Above 40	23	11.5	11.5	100.0
Total	200	100.0	100.0	

As per the statistics majority of the data has been collected from the employee between the age group of above 20 and below 25.

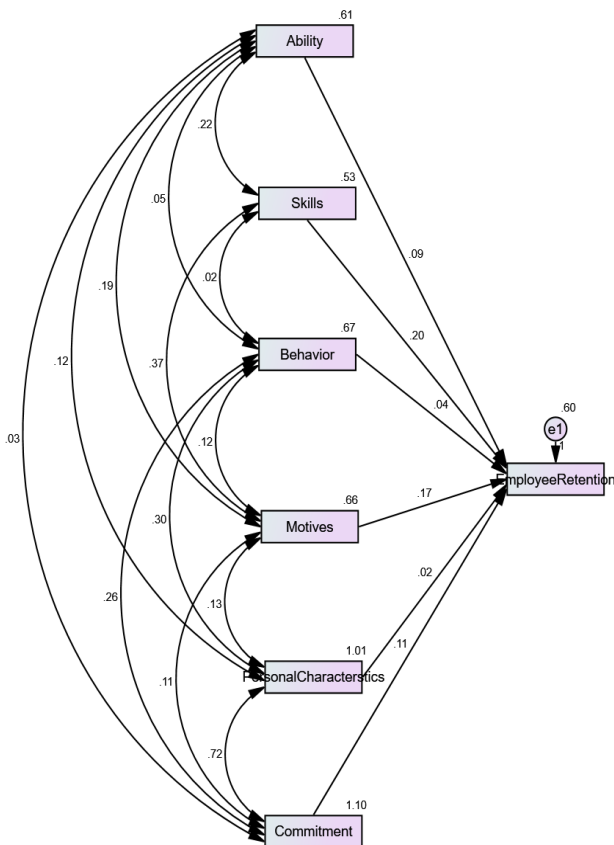
Least number of employees are between the age group of 36 – 40.

Work experience

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0-2 years	125	62.5	62.5	62.5
3-5 years	34	17.0	17.0	79.5
6-8 years	10	5.0	5.0	84.5
9-11 year	3	1.5	1.5	88.5
Above 11	10	5.0	5.0	100.0
Total	200	100.0	100.0	

Majority of the employee from whom the data has been collected have an experience of 0-2 years. There are also a few employees who have an experience of more than 11 years.

XI. SEM ANALYSIS OF THE RESEARCH HYPOTHESES



This study conducted model fitness for the CFA based on model fit indices, absolute fit indices, and incremental fit indices for the SEM. Included here is the ratio of chi-square statistic to degree of freedom (χ^2/df), goodness fit index (GFI), normed fit index (NFI), root mean square error of approximation (RMSEA), Tucker-Lewis index (TLI) and comparative fit index (CFI). The CFA model's chi-square value was 2.465 ($p < .001$) and the model's degree of freedom was 2. The fitness indices for the CFA model demonstrated that the model fit was good. The absolute fit indices for the model were calculated as follows: 0.996 is the GFI, 1.23 is the minimum value of the discrepancy function (CMIN)/degree of freedom (DF) and 0.034 is the calculated value for RMSEA, here the incremental fit indices were 0.993 was NFI, .985 was TLI and .993 was CFI. As goodness-of-fit for a model is acceptable only if the GFI, NFI, TLI, and CFI are more than .90 and RMSEA is less .10, this study has used here these indexes for the purpose of measuring the goodness-of-fit of the model.

Variance

	Estimate	S.E.	C.R.	P
Skills	.527	.053	9.975	***
Motives	.663	.066	10.074	***
Personal Characteristics	1.014	.102	9.975	***
Commitment	1.102	.110	9.975	***
Ability	.606	.060	10.026	***
Behaviour	.668	.067	9.976	***
e1	.596	.060	9.975	***

The average variance extracted for each construct was as follows: 0.61 is for ability, 0.53 is for skills, 0.67 is for behaviour, 0.66 is for motives, 1.01 is for personal characteristics, and 1.10 is for commitment. The estimate of the error variance is 0.60.

Regression weights

The research model showing the standardized weights of regression between the different constructs was shown in Figure 3. The model's regression coefficients indicate that all constructs contribute positively to the organization's retention of employees but not to a very high extent. Amongst these constructs skills (0.20) have the most dominant impact amongst these six factors followed by motives (0.17), commitment (0.11), ability (0.09), behaviour (0.03), and personal characteristics (0.02).

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			Est.	S.E.	C.R.	P
Employee Retention	<--	Skills	.203	.102	1.99	.046
Employee Retention	<--	Motives	.174	.089	1.96	.050
Employee Retention	<--	Personal Characteristic	.025	.078	.318	.750
Employee Retention	<--	Behaviour	.039	.073	.535	.593
Employee Retention	<--	Ability	.090	.078	1.15	.249
Employee Retention	<--	Commitment	.115	.072	1.59	.111

XII. HYPOTHESES RESULTS

Hypotheses 1

H0: Ability is not responsible for employee retention among the IT professionals.

Based on the revelations in the data the alternate hypothesis is supported.

Hypotheses 2

H0: Skills are not responsible for employee retention among the IT professionals.

Based on the revelations in the data the alternate hypothesis is supported.

Hypotheses 3

H0: Behaviour is not responsible for employee retention among the IT professionals.

Based on the revelations in the data the alternate hypothesis is not supported.

Hypotheses 4

H0: Motives are not responsible for employee retention among the IT professionals.

Based on the revelations in the data the alternate hypothesis is supported.

Hypotheses 5

H0: Personal Characteristics are not responsible for employee retention among the IT professionals.

Based on the revelations in the data the alternate hypothesis is not supported.

Hypotheses 6

H0: Commitment is not responsible for employee retention among the IT professionals.

Based on the revelations in the data the alternate hypothesis is supported.

XIII. CONCLUSION

Through this research we saw that competency mapping is very important for the organizations that aim at retaining

their key talent for long years. For any organizations to survive in today's ever-increasing competition the companies need to recognize the work and enhance the talents of their employees for greater employee retention and sustainability. Though the relations are not very strong based on the study but based on the conclusions of the detailed and thorough study, there are few possible implications for retention of employees. Retention of employees is achieved when the organization is focused on developing the skills and utilizing the full potential of the employees it becomes easy to retain them since they get a feeling of growth and development in the company. Also, it is found in the study that the motives to work in the company and the commitment of the employees towards the work is very important. Again, it can only be achieved if the employees are given the challenges and opportunities to handle various organizational tasks. Retention of employees matters. Organizations should understand and realize the concept of employee retention very clearly. It should also be noted that retention strategies should focus more on developing the skills of the employees and not just try to give them the right behavioural treatment. The competent employees are more productive and loyal to the organization. The study shows that the behaviour of a person in his personal life is not much related to the successful retainment of the employee if the company focuses on the application of practicing competency mapping on a regular basis. The organizations should make competency mapping as a part of their strategic approach to ensure that the employees with right skills are working at the right positions. It will not just increase the productivity but will also help in the growth of the company in the increasing competition.

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