A STUDY ON THE ROLE OF COMPETENCY MAPPING WITH REFERENCE TO RYDON INDUSTRIES PVT LTD, COIMBATORE

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ABSTRACT

Human Resource Management is the process of bringing people and organizations together so that the goals of each are met. Nowadays, it is not possible to show a good financial or operating report unless your personal relations are in order. Over the years, highly skilled and knowledge-based jobs are increasing while low-skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures, and philosophy due to the global alignment of Indian organizations. There is a need for multi-skill development. Competency Mapping is the process of identifying key competencies for an organization, its jobs, and functions within it. Competency Mapping is important and is an essential activity. Every well-managed firm should have well-defined roles and a list of competencies required to perform each role effectively. Competency Mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for confirmed employees of an organization; it can also be done for contract workers or for those seeking employment to emphasize the specific skills that would make them valuable to a potential employer. These kinds of skills can be determined when one is ready to do the work. Competency Mapping is one of the most accurate means of identifying the job and behavioural competencies of an individual in an organization. Competency is a set of knowledge, skills, and attitudes required to perform a job effectively and efficiently. A competency is something that describes how a job might be done excellently. A competency only describes what has to be done, not how. A core competency is something that cannot be copied and it is the pillar upon which an individual rests.

INTRODUCTION

Competency mapping is being used since 1960s. It has been used in instructing in the USA where states of skills were to be well-perused with the incorporated training, personalization and field understanding. Capabilities are additionally recognized as qualities of person. Competency mapping was fundamentally utilized in the UK for taking care of the development of business-related principles of execution. Meaning of 'Competency Mapping' Competency mapping orders a man's advantages and disadvantages. The objective of competency mapping is to enable the individual to well acknowledge oneself and to call attention to where calling development should be focused. As per Portrayal,

competencies are come about because of definite occupation families inside the association and are as often as possible amassed about sorts, for example, approach, connections, development, initiative, hazard taking, basic leadership, passionate knowledge, etc. In the world of cut throat competition today, the policy making, the objective setting, the manufacturing, the research and development, the promotional strategies adopted by the companies, the competitors' strategies, everything needs to be given a good concern. For this it becomes important to understand and consider the competencies required by each employee to justify his /her position in the organization and for the growth of the organization as well. Today, when measuring organization's performance, its better results, reference is not given to the material resources, but to human resources and their competencies. Thus, development of competencies has become one of the key priorities of the organization. Competencies are a combination of observable and applied knowledge, skills, attitudes, abilities, motives and traits required to perform a specific job in an effective manner.

The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmers.

Also, competency mapping is a strategic HR frame work for monitoring the performance. Employee hard skill, knowledge and abilities are not sufficient to achieve the desired performance. What is additionally needed is employee's soft skills like attitude, mind-set values, belief and commitment. Thus, competency is the sum of knowledge, skills, attitude and personality of an individual as required performing current and future organizational roles. Competency also denotes motives, self-concept, traits and desired behavior. Competency mapping identifies an individual's strengths and weaknesses. The aim is to enable the person to better understand him or herself and to point out where career development efforts need to be directed. Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes

1.1 OBJECTIVES OF THE STUDY

Competency Mapping is a development process in a strategic direction to achieve business goals. It is a combination of knowledge, skills, and attitude that is reflected in job behaviour that can be observed, measured, and evaluated. It also allows an individual to successfully perform a task or activity within a specific functional job. Competencies are coachable, observable, and measurable.

- To investigate the various competency skills possessed by employees based on their position in the organization.
- To analyses the competency mapping of the organization,
- To assess individual employees' levels of competency
- To evaluate the demographic factors and overall perception towards competency mapping among employees,
- To contribute suggestions to improve the level of competency of an employee.

1.2 NEED FOR THE STUDY

- The study is mainly conducted to learn about the perception of competency mapping for the employees and also to ascertain the benefits to the organization of using competency mapping.
- Competitiveness in the sector will be largely determined by the industries' ability to innovate and upgrade. industry will definitely benefit. Edify has strong domestic competition, home-based suppliers, and demanding local customers.
- It is a crucial fact that labour costs, duties, interstate commerce, and economies of scale are the most important determinants of competitiveness. However, productivity and capacity utilization are the primary determinants of competitiveness and have a significant impact on national precipitate income.

1.3 SCOPE OF THE STUDY

The study is mainly conducted to know about the perception of competency mapping for the employees in the Rydon industries Pvt Ltd at Coimbatore and also to ascertain the benefits to the organization using competency mapping. In this regard, the researcher opines to conduct the study to find out the positives and negatives existing in the manufacturing sector and contribute necessary innovative suggestions/ recommendations to the management for the benefit of the employees and organizations as well. Competency mapping is done by identifying the gap between required level of competencies and existing level of competencies

1. 4 LIMITATIONS OF THE STUDY

Gaining employees was difficult at the initial stages of the study as the employees were not aware of the topic of the study

- Some employees were not able to understand the questionnaire as it was new to the organization. To solve this problem and to make it understandable to all, the questionnaires had to be made in simple language and also with day-to-day activities.
- Respondents were reluctant to give unbiased opinion fearing of the management.
- The data was collected from the plant through questionnaires. The respondents were not able to spend the desired time with the researcher.
- The Rater's decision on the employees was the final one. The problems like central tendency and other partially towards the staff may be present

2. Review of Literature

2.1

A research study Mrs. ANUSHA PRABHA. P (2018), has undertaken **A STUDY ON COMPETENCY MAPPING WITH SPECIAL REFERENCE TO SRI SARAVANA INDUSTRIES**, Coimbatore. this study is mainly based personnel development needs are clearly identified through competency mapping and evaluation. a candidate's disability refers to a candidate's ability to develop based on the required skills found in the exam. skill mapping was also useful for Sri Coimbatore Saravana industries. many have been hired for it by the HR manager. efforts that benefit employees and businesses the aim of the study is to learn more about the concept of skill mapping and determine the level of awareness about skill mapping among Sri Saravana employees. Coimbatore industries is a company based in Coimbatore, Tamil nadu. as a valuable tool for human resources, the descriptive research approach is used

to investigate capacity mapping. a total of 150 sample blocks were obtained from the company's employees. this method is based on skill. programs like involving all staff in the decision-making process

2.2

A research study, Mrs. NEHA BUTT (2020), has undertook **COMPETENCY MAPPING IN ORGANISATIONS – A REVIEW STUDY**. this study is mainly in today's competitive environment, where human resources are the most valuable asset of a company. each person has his or her own unique personality. as a result, it is important to fully develop these systems in order to gain competitiveness. one tool for mapping your skills is called skill mapping. it is used to learn about key traits such as an employee's knowledge, skills, and attitudes. system. this method is used to measure individual and team performance alike. the study article examines skill mapping, kinds, and the process of identification and embedding. individuals' abilities in the job.

2.3

A research study Mr. ISHTIAK (2012) has undertaken **A STUDY ON COMPETENCY MAPPING: A TOOL FOR HR EXCELLENCE**. this study is mainly based competency mapping is an essential and effective process. every company that is managed efficiently needs to be better, and to perform each role effectively, a list of restricted responsibilities and skills is needed. a list like this should be used. recognition of all requests for recruitment, performance management, promotions, placements, and training. before performing a task or doing it, it is essential to demonstrate relevant work skills. this data helps identify individuals with the skills needed for the job. job-related skills that help you do your job better. it is often not enough to have these skills to function better. it is very important to surround the skills with the necessary knowledge and attitude. the purpose of this article is to look at its implications.

2.4

A research study, Mr. RUTA S. DESAI and Mr. ARUN MOKASHI (2020), has undertaken a study on **COMPETENCY MAPPING: A LITERATURE REVIEW**. this study is mainly based any company's most precious resource is its people. can act based on their abilities employee-related applications, training and development, remuneration, and performance management are all part of an integrated human resource system. an integrated system having access to the human resources that link these areas of emphasis will give you a sense of power and convenience. when it comes to competency, there is a system that allows you to make the greatest use of your talents. benefit. there are several advantages for both the firm and the individual. skills have been sketched out. the application of skill mapping is discussed in this review article. the advantages of skill and system mapping were explored.

2.5

A research study Mr R. YUVARAJ (2011), has undertaken a study entitled, **COMPETENCY MAPPING – A DRIVE FOR INDIAN INDUSTRIES**. this study is mainly based HRM is a method of bringing individuals and companies together to accomplish mutual goals. if your employee relations aren't in order, you won't be able to provide a strong financial or performance statement these days. for many years, the number of skilled and knowledge-based occupations has increased while the number of low-skilled professions has decreased. future capacity mapping with suitable HRM efforts is required. as a result

of global alignment, Indian organizations are experiencing changes in their systems, management cultures, and philosophy. Indian systems are used. multiple skill improvements are required. the practice of identifying critical talents, roles, and tasks inside an organization is known as competency mapping. competency mapping is a vital and crucial function. every well-run business should have a list of well-defined personalities and talents.

2.6

A research study Mrs. SMITHESH G and DR. A. SHAMEEM, has undertaken **A STUDY ON COMPETENCY MAPPING AND ITS IMPACTON DELIVERABLES WITH RESPECT TO THE REALITY SECTOR**. A study is based an integrated approach to human resources that connects these focus areas can enable an organization to make the best use of competencies while achieving competitive advantage. personnel, training and development, performance management, and compensation applications are all part of the organization. a holistic approach to men the resources that link these areas of emphasis can aid in the improvement of a firm. using abilities to obtain a competitive edge organization and planning when it comes to competency mapping, individuals may get a lot of advantages. five critical abilities in HR were defined by Brockbank, ulrich, and james (1997). strategic contribution, personal credibility, human resource distribution, and HR technology and knowledge in business Becker et al. and Becker et al. (2001) suggested, however, that strategic human resource performance management is the sixth competence. general intentions the goal of this research is to figure out what function mapping plays and how it affects human resources. it is possible to provide it.

2.7

A research study Mrs. S. MANJU, DR. D. JAYANTHI, Mrs. N. KOWSALYA (2020), has undertaken COMPETENCY **MAPPING AMONG THE ITES SECTORS**: A study among the ITES employees in coimbatore. this study is based on the practice of defining an organization and/or core competencies is known as skill mapping. systematically integrating certain talents throughout a job and several procedures. the purpose of this research was to see how successful it was. learning about the personnel sector at ITES firms in coimbatore through competency mapping also, find out how to specialize in skill components. employee conduct must be in line with the organization's strategy and values. the study came to the same conclusion. ITES and a descriptive study approach gathered 120 responses from working personnel. the influence of competency mapping on understanding the firm is significant. setting clear, attainable goals based on the needs and goals of respondent's management is responsible for inspiring and finding personnel who can improve their performance. adjusted by the department of human resources through motivation and related training and delivery. development for staff.

2.8

A research study Mrs. SHOBHA BHARDWAJ, Mr AJAY JAIN, Mrs. NAMITA GUPTA, Mr PRAVEEN KUMAR PAND (2020) has undertaken, **COMPETENCY MAPPING BASED ON IDENTIFYING THE IMPACT OVER THE PRODUCTIVITY OF SMES**. the purpose of this study

is to determine the compatibility of small-to-medium-sized capacity. the reason behind this is choosing a manufacturing industry for small to medium-sized businesses don't want them to pick contemporary varieties. due to several fallacies, such as increased productivity and HR practices in their company, there is no immediate benefit to the corporation in adopting this. training can include things like squandering time. skill development via practice competency mapping is one of the most precise approaches for large-scale use. companies that focus on quantity. smaller businesses can achieve the same outcome. if their personnel are adequately trained in this HR approach, they will be successful. their findings should be used to further their growth. the competency mapping approach is sometimes used by businesses. employee performance evaluation with ease and according to pre-established criteria, creation of a competency framework etc.

2.9

A research study Mr VIKRAM SINGH CHOUHAN AND Mr SANDEEP SRIVASTAVA (2014) has undertaken. **UNDERSTANDING COMPETENCIES AND COMPETENCY MODELING — A LITERATURE SURVEY**. A study about knowledge-based economy, a company's performance is mainly determined by the quality of its human resources. companies consider their skilled employees to be a valuable resource. performance companies on labor efficiency as well as the assessment and development of their employees. a consistent foundation for keeping up with global competitiveness. companies exist for clear economic and business reasons. has always valued its employees' abilities. in today's society, which is defined by speed, as a result of this drastic shift, acquiring skills has become a vital element of an individual's identity. organizational planning the competency mapping approach aids in the company's clear development. they have a plan in place to help their staff improve their abilities. it encourages employees to achieve their full potential. within the framework of the system, gone are the days when there was a colossal amount of information available.

2.10

A research study Mrs. N. ANISHA (2012) has undertaken. **COMPETENCY MAPPING OF THE EMPLOYEES**. A study about HRM is a method of bringing individuals and companies together to accomplish mutual goals. if your staff connections aren't in order, a good fund may or may not display a functional report. for many years, it has been incredibly efficient and effective. low-skilled job occupations are on the decline, while knowledge-based jobs are on the increase. talent: the process of defining critical competencies for an organization, roles, and activities is known as competency mapping. that's within that. competency mapping, a popular buzzword in any sector, is not difficult. it appears a talent or skill is at the heart of any effective procedure. in this article, it explains why competencies are required and how they are measured as employee competencies in the organization.

3. RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

A Research Design is the arrangement of conditions for the collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. The research is descriptive research as it includes surveying and fact-finding. The research was not done before for the organization. The research was supposed to explore details for further studies.

Competency analysis begins with the identification of the workforce competencies required to perform the organisational business activities. Once the competencies are identified, a mapping between the targeted and actual value of competencies is required to measure, analyse, and predict the future capability of competencies and take necessary corrective and preventive action to either enhance or maintain the current capability.

Identifying the tasks, skills, knowledge, and attitude required to perform various organisational roles can be used in formulating a job description. assessing employees' current level of competency and activities like planning career development and coordinating competency development.

3.2 METHOD OF COLLECTION

The structured questionnaire method is what I used to complete the survey. There are two types of data collection. They are:

PRIMARY DATA:

- Primary data refers to the pure and the fresh data which are collected for the first time.
- Primary data was collected through face-to-face interviews while filling up questionnaires (400 respondents).

SECONDARY DATA:

- Secondary data refers to the data which are already collected by some researchers in the past and is available in published or unpublished form.
- The secondary data for this study has been obtained from international journals and publication of the ESI Corporation

3.3 SAMPLE UNIT

Employees of Rydon Industries Pvt. Ltd is consider as sample unit of study.

3.4 SAMPLE SIZE

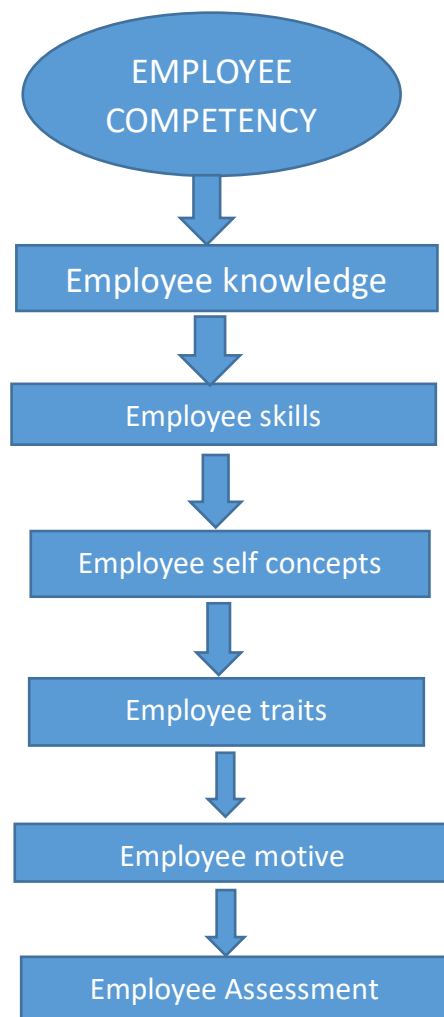A sample size of this study is 400.

3.5 SAMPLING METHOD

Researcher made use of simple random sampling technique to collect data.

3.6 TOOLS FOR DATA ANALYSIS

The data is collected through questionnaire. Questionnaire is one of the common research instruments that has a series of questions framed for the purpose of collecting information from respondents through survey or statistical study. Questionnaire is also one of the popular research methods because it offers fast, efficient and inexpensive means of gathering large amount of information from sizeable sample volumes. These tools are particularly effective for measuring subject behaviour, preferences, intentions, attitudes and opinions.

3.7 PROPOSED MODEL

```
          EMPLOYEE
         COMPETENCY
              |
              v
      Employee knowledge
              |
              v
       Employee skills
              |
              v
    Employee self concepts
              |
              v
       Employee traits
              |
              v
       Employee motive
              |
              v
     Employee Assessment
```

3.8 DATA ANALYSIS AND INTERPRETATION

- WEIGHTED AVERAGE METHOD
- REGRESSION
- ANOVA
- CORRELATION
- CHI-SQUARE

3.9 SCALING METHOD

Likert five point scaling method is used for this study

S. No	Factor of Distribution	Number of Respondents	Weighted Score
1	Highly Satisfied	151	37.8
2	Satisfied	203	50.7
3	Neutral	46	11.5
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
Total		**400**	**100**

3   DATA ANALYSIS AND INTERPRETATION

4.1 Table showing the respondents Job Related skill

Weighted Average Total: 1705
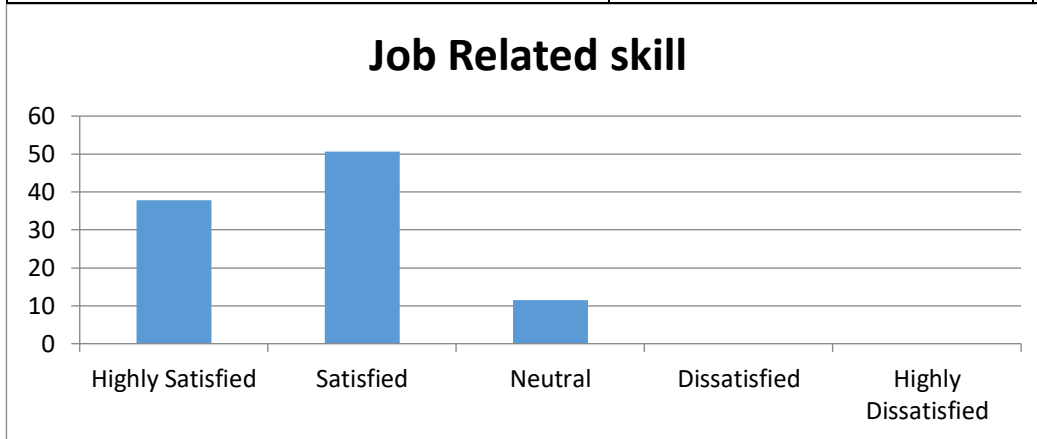
Weighted Average: 4.2625

Overall opinion of the Factor: Satisfied

INFERENCE

The above table shows that from the weighted score of job-related skills, the total respondents are 37.8% highly satisfied, 50.7% satisfied, 11.5% neutral, 0% dissatisfied, and 0% highly dissatisfied.

Chart showing the Respondents Opinion towards Job Related skill

S. No	Factor of Distribution	Number of Respondents	Weighted Score
1	Highly Satisfied	127	31.8
2	Satisfied	202	50.5
3	Neutral	71	17.8
4	Dissatisfied	0	0
5	Highly Dissatisfied	0	0
Total		**400**	**100**

Job Related skill

4.2 Table showing the respondents Result Focus
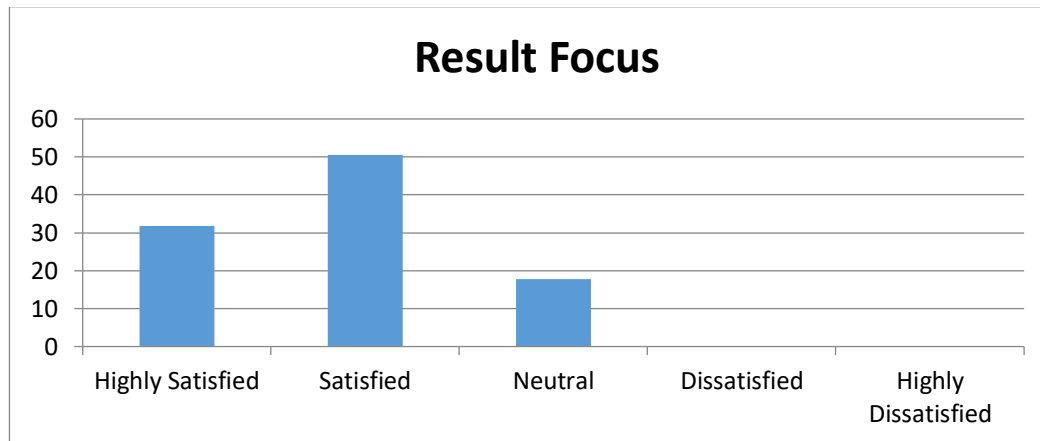
Weighted Average Total:1252

Weighted Average :3.13

Overall opinion of the Factor: Satisfied

INFERENCE

The above table shows that from the weighted score of the result focus, total respondents are 31.8% highly satisfied, 50.5% satisfied, 17.8% neutral, 0% dissatisfied, and 0% highly dissatisfied.

Chart showing the Respondents Opinion towards Result Focus

REGRESSION

HYPOTHESIS STATEMENT

NULL HYPOTHESIS

H_O: There is no significance relationship between Interpersonal effectiveness and Team working.

ALTERNATIVE HYPOTHESIS

H_1: There is a significance relationship between Interpersonal effectiveness and Team working.

4.3 table shows relationship between Interpersonal effectiveness and Team working.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Team working	.	Enter

a. Dependent Variable: Interpersonal effectiveness

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.030ᵃ	.001	-.002	.981

a. Predictors: (Constant), Team working

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	.347	1	.347	.361	.548ᵇ
	Residual	382.650	398	.961		
	Total	382.997	399			

a. Dependent Variable: Interpersonal effectiveness

b. Predictors: (Constant), Team working

Coefficients

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	2.050	.131		15.669	.000

Team working	.039	.065	.030	.601	.548

a. Dependent Variable: Interpersonal effectiveness

INFERENCE

From the above table the calculated significance value is 0.000%. which was below the significance level of 0.05%. hence interconnection of H1 is truly fit and it is acceptable and H0 is reject

ANOVA

HYPOTHESIS STATEMENT
H0: There is no significant relationship between Planning skill and Logical decision.
H1: There is a significant relationship between Planning skill and Logical decision

4.4 table showing relationship between Planning skill and Logical decision

Descriptive

Planning skill

				95% Confidence Interval for Mean	
				Lower Bound	Upper Bound
Highly Satisfied	181	1.65	.679	.050	1.55	1.75
Satisfied	202	1.62	.629	.044	1.54	1.71
Neutral	17	1.82	.393	.095	1.62	2.03
Total	400	1.65	.644	.032	1.58	1.71

Descriptive

Planning skill

Highly Satisfied	1	3

Satisfied	1	3
Neutral	1	2
Total	1	3

ANOVA

Planning skill

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.642	2	.321	.772	.463
Within Groups	164.948	397	.415		
Total	165.590	399			

INFERENCE

From the above table it is observed that Planning skill and Logical decision expected value is (.772) is lesser than the significance value (.463). Hence, the Null hypothesis is accepted.

Therefore, there is no significant relationship between Planning skill and Logical decision, hence the Null hypothesis (H0) accepted and Alternative hypothesis (H1) rejected

CORRELATIONS

HYPOTHESIS STATEMENT

H0: There is no interconnection between Risk taking ability and Decision-making process.

H1: There is an interconnection between Risk taking ability and Decision-making process.

4.5 table shows that the interconnection between Risk taking ability and Decision-making process.

Correlations

		Risk taking ability	Decision making process
	Pearson Correlation	1	.017

	Sig. (2-tailed)		.734
	N	400	400
	Pearson Correlation	.017	1
	Sig. (2-tailed)	.734	
	N	400	400

INFERENCE

From the above table the calculated significance value is 0.000% which was below the significance of 0.05%. hence interconnection of H0 is truly fit and it is acceptable and H1 is reject.

CHI- SQUARE

HYPOTHESIS STATEMENT

H_O: There is no significance relationship between Management skill and Accomplishing goals.

H_1: There is a significance relationship between Management skill and Accomplishing goals.

4.6 Table showing relationship between Management skill and Accomplishing goals.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percente	N	Percent	N	Percent
Management skill * Accomplishing goals	400	100.0%	0	0.0%	400	100.0%

Management skill * Accomplishing goals Crosstabulation

Count

	Accomplishing goals		
	Highly Satisfied	Satisfied	Neutral

Management skill	Highly Satisfied	87	77	11	175
	Satisfied	24	68	5	97
	Neutral	56	40	20	116
	Dissatisfied	12	0	0	12
Total		179	185	36	400

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	52.157[a]	6	.000
Likelihood Ratio	55.581	6	.000
Linear-by-Linear Association	.088	1	.767
N of Valid Cases	400		

a. 1 cells (8.3%) have expected count less than 5. The minimum expected count is 1.08.

INFERENCE

From the above table, the calculated significance value is.000, which is above the significance level of 0.05%. Therefore, there is a significant relationship between management skills and achieving goals. Hence, H1 is acceptable. H0 is not acceptable.

5. FINDINGS

- In the job-related skills, the total respondents are 37.8% highly satisfied, 50.7% satisfied, 11.5% neutral, 0% dissatisfied, and 0% highly dissatisfied.

- In the result focus, total respondents are 31.8% highly satisfied, 50.5% satisfied, 17.8% neutral, 0% dissatisfied, and 0% highly dissatisfied.
- There is a significance relationship between Interpersonal effectiveness and Team working.
- There is no significant relationship between Planning skill and Logical decision
- There is no interconnection between Risk taking ability and Decision-making process
- There is a significance relationship between Management skill and Accomplishing goals

6. SUGGESTIONS

A number of options are available for defining competencies and evaluating individuals against those competencies. To make the proper choices in defining and rating competencies is thoughtful to determine how it is structured and used for learning, performance management, and succession planning systems.

- Management may make sure that they ensure their employees that they are ready to spend time and money on employee development.
- Some of the qualities of the employees are untapped because they are not allowed to use their creativity or not given a chance to use it. The management must give every employee a chance to use their creativity, which will help them to enhance their decision-making competency.
- Since most of the employees belong to the middle-aged and elderly generation, it is the best time for the management to improve the core competencies needed for the employees in the organization, as this is the experienced period of the career of most of the employees.
- The organisation should create awareness about competency mapping and its uses among the employees through various programs.
- The organisation should enhance the employee's competencies through various training and development programs.
- The HR manager can take the initial steps to teach about the range of methods for assessing the employee's competencies.

7. CONCLUSION

Skill development by Competency mapping is one of the most accurate means of identifying the technical and behavioural competencies of an individual in an organization. Competency mapping should not be seen as a reward. All the stakeholders must see in the exercise an opportunity for long-term growth. Competency mapping is not only done for confirmed employees of an organization; it can also be done for contract workers or for those seeking employment to emphasise the specific skills that would make them valuable to a potential employer. Competency is a set of knowledge, skills, and attitudes required to perform a job effectively and efficiently. A competency is something that describes how a job might be done excellently. A capability only describes what has to be done, not how. A core competency is something that cannot be copied, and it is the pillar upon which an individual rests. The present study has attempted to identify gaps in the competency levels of manufacturing professionals working in two manufacturing firms in Coimbatore. The gaps are found to be high among the employees. These could be developed by giving training and personality development classes to the employees.

Human resource and organisational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competency models provide direction to the organisation and its employees to plan their development needs. Competency development processes bring in management commitment and use an integrated approach. Feedback on the competency development activities provides inputs for improvement of people processes and builds benchmark data to select appropriate tools for use in the future.

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BOOKS:

1. Boyatzis wrote the first empirically-based and fully-researched book on competency model development. It was with Boyatzis that job competency came to be widely understood to mean 'an underlying characteristic of a person that leads to or causes superior or effective performance' (Yeung, 1996).

2. Competency Modeling Matures The Work of Richard Boyatzis. Patricia McLagan's work was advanced by Richard Boyatzis book The Competent Manager: A Model for Effective Performance (Boyatzis, 1982).

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