



International Journal of Multidisciplinary and Scientific Emerging Research (IJMSERH)

Volume 14, Issue 3, July-September 2026

Impact Factor: 9.798



A Study on Competency Mapping in IT Services Sector

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ABSTRACT: This study was carried out in the IT Services Sector with the objective of understanding competency mapping practices and their role in employee performance, development, retention, and organizational effectiveness. Competency mapping is an important human resource management technique that identifies the knowledge, skills, attitudes, behaviours, and attributes required for effective job performance.

IT Services Sector is a major human resource and staffing services organization providing staffing, recruitment, payroll outsourcing, compliance management, apprenticeships, and workforce management services. Because the organization operates across different industries and job roles, identifying and matching employee competencies with job requirements is important for effective workforce management.

The study titled “A Study on Competency Mapping at IT Services Sector” examines employee perceptions regarding job-role clarity, required skills, competency assessment, training support, performance, career growth, teamwork, employee satisfaction, and retention. Primary data was collected through a structured questionnaire from 100 employees, while secondary data was obtained from the company website, annual reports, journals, books, and research papers.

The collected data was analyzed using percentage analysis, tables, charts, graphical representation, and correlation analysis. The findings indicate that employees generally have a positive perception of competency mapping. The study also found a moderate positive relationship between organizational support for competency development and employee retention ($r = 0.491$, $p = 0.047$).

Overall, the study highlights that competency mapping supports employee development, helps identify training needs and skill gaps, improves job performance, supports career growth and teamwork, and contributes to employee retention and organizational effectiveness.

I. INTRODUCTION

IT Services Sector is one among the top human resource and staffing service firms in India. The firm operates in the employment market by providing staffing, recruiting, payroll outsourcing, compliance management, and skill development services. It helps organizations in workforce planning, employee engagement, and talent acquisition while supporting employment formalization.

The human resource and staffing industry has evolved as a fast-growing industry in India because of industrialization, globalization, technology advancement, and labour mobility. Organizations increasingly outsource HR functions to staffing firms because staffing agencies help them acquire temporary, permanent, and contractual employees efficiently. IT Services is based in Bangalore and has provided employment solutions across sectors such as information technology, retail, healthcare, manufacturing, telecommunication, banking, and logistics. Its workforce management services include recruitment, staffing, payroll management, apprenticeships, compliance, and lifecycle management.

Competency mapping is particularly relevant to Team Lease because employees working in different functions require different capabilities. For example, payroll employees require analytical skills, while recruiters require strong interpersonal and communication skills. Competency mapping helps identify these requirements and supports the matching of employee capabilities with job requirements.

II. LITERATURE REVIEW

1. David McClelland (1973) – Testing for Competence rather than Intelligence

McClelland argued that intelligence tests and academic scores alone are inadequate for predicting job success. He emphasized competencies such as motivation, leadership, communication skills, and self-confidence, which helped pioneer competency assessment in organizations.

2. Richard Boyatzis (1982) – The Competent Manager

Boyatzis identified leadership, decision-making, communication, emotional intelligence, and adaptability as important attributes influencing managerial performance. His work continues to influence competency-based management.

3. Spencer and Spencer (1993) – Competence at Work

Spencer and Spencer presented the Iceberg Model, distinguishing visible competencies such as knowledge and skills from hidden competencies such as motives, attitudes, values, and personality traits.

4. Prahalad and Hamel (1990) – Core Competence of the Corporation

Their work emphasized core competencies as sources of competitive advantage and highlighted the need for organizations to identify and develop strategic capabilities.

5. Dubois (1993) – Competency-Based Performance Improvement

Dubois explained that competency-based systems can improve employee and organizational performance by identifying skill gaps and training needs and embedding competencies in recruitment and development.

6. Lucia and Lepsinger (1999) – Competency Models

They described competency models as combinations of knowledge, skills, and behaviours needed to perform jobs effectively and emphasized their linkage with organizational goals.

OBJECTIVES

- To study the competency mapping system followed at IT Services Sector.
- To identify the key competencies required for employees in different job roles.
- To analyse the impact of competency mapping on employee retention.
- To examine employee awareness regarding competency mapping practices.

III. METHODOLOGY FRAMEWORK

- Research Design: Descriptive Research Design.
- Sample Size: 100 employees.
- Sampling Method: Convenience Sampling.
- Primary Data: Structured questionnaire and personal interaction with employees.
- Secondary Data: Company website, annual reports, journals, books, and research papers.
- Tools Used: Percentage analysis, tables, charts, graphical representation, and correlation analysis.
- Study Area: Competency mapping practices at IT Services Sector.

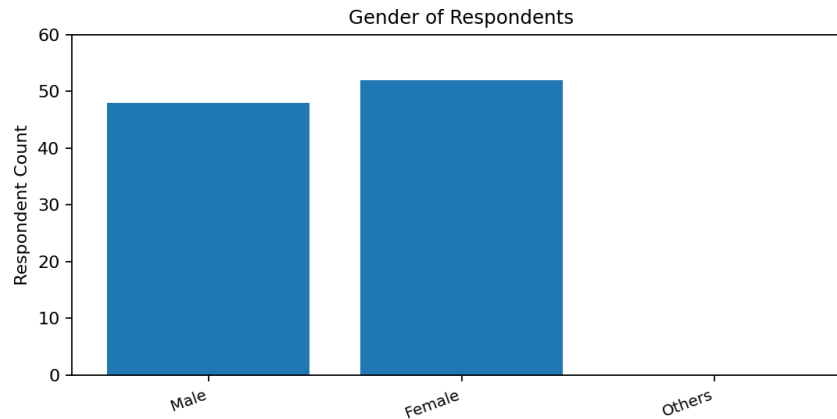
IV. ANALYSIS AND INTERPRETATION

4.1 TABLE SHOWING GENDER

Gender	Respondent Count	Percentage (%)
Male	48	48
Female	52	52
Others	0	0
Total	100	100

Analysis

Female respondents constitute 52%, while male respondents account for 48%. No respondents belong to the others category.



Interpretation

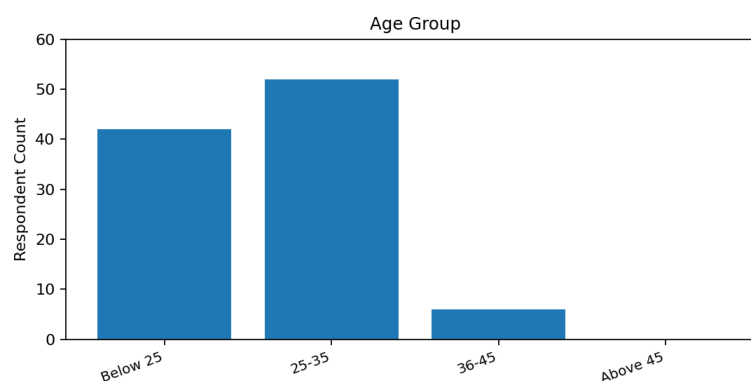
The gender distribution is nearly balanced, with female respondents forming a slightly higher proportion.

4.2 TABLE SHOWING AGE GROUP

Age	Respondent Count	Percentage (%)
Below 25 Years	42	42
25-35 Years	52	52
36-45 Years	6	6
Above 45 Years	0	0
Total	100	100

Analysis

Most respondents belong to the 25-35 years age group (52%), followed by employees below 25 years (42%).



Interpretation

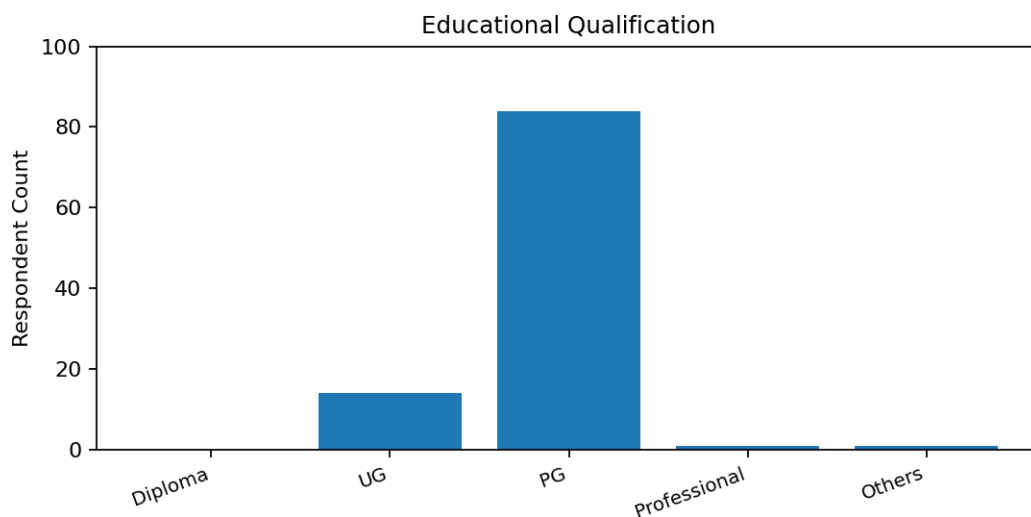
The workforce surveyed is mainly composed of young employees.

4.3 TABLE SHOWING EDUCATIONAL QUALIFICATION

Educational Qualification	Respondent Count	Percentage (%)
Diploma	0	0
Undergraduate	14	14
Postgraduate	84	84
Professional Qualification	1	1
Others	1	1
Total	100	100

Analysis

Most respondents are postgraduates (84%), followed by undergraduates (14%). Professional qualification holders and others account for 1% each.

**Interpretation**

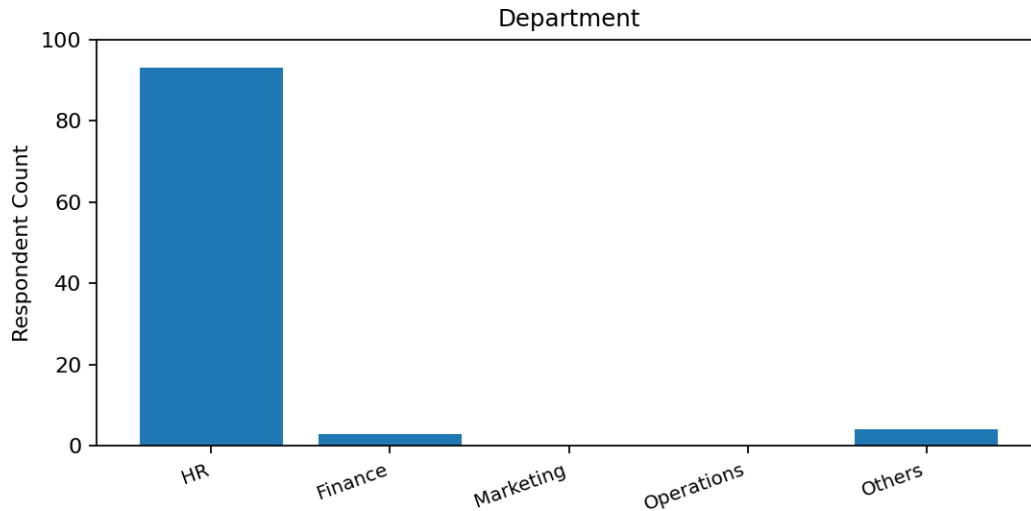
The respondents are highly educated, with postgraduates forming the clear majority.

4.4 TABLE SHOWING DEPARTMENT

Department	Respondent Count	Percentage (%)
Human Resource	93	93
Finance	3	3
Marketing	0	0
Operations	0	0
Others	4	4
Total	100	100

Analysis

The majority of respondents belong to Human Resource (93%), while Finance accounts for 3% and Others for 4%.



Interpretation

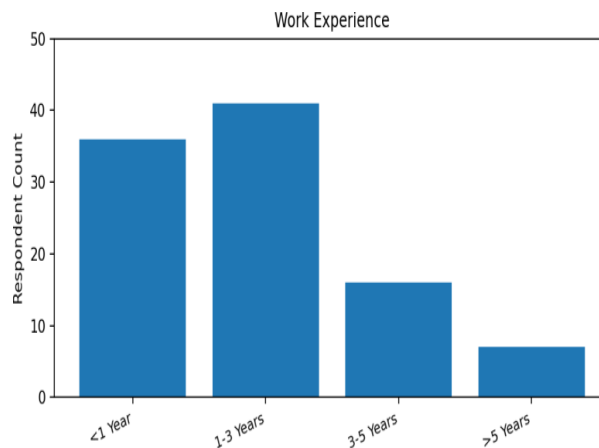
The survey is strongly concentrated in HR-related functions, which is relevant to the competency mapping study.

4.5 TABLE SHOWING WORK EXPERIENCE

Work Experience	Respondent Count	Percentage (%)
Less than 1 Year	36	36
1-3 Years	41	41
3-5 Years	16	16
More than 5 Years	7	7
Total	100	100

Analysis

Most respondents have 1-3 years of work experience (41%), followed by less than 1 year (36%).



Interpretation

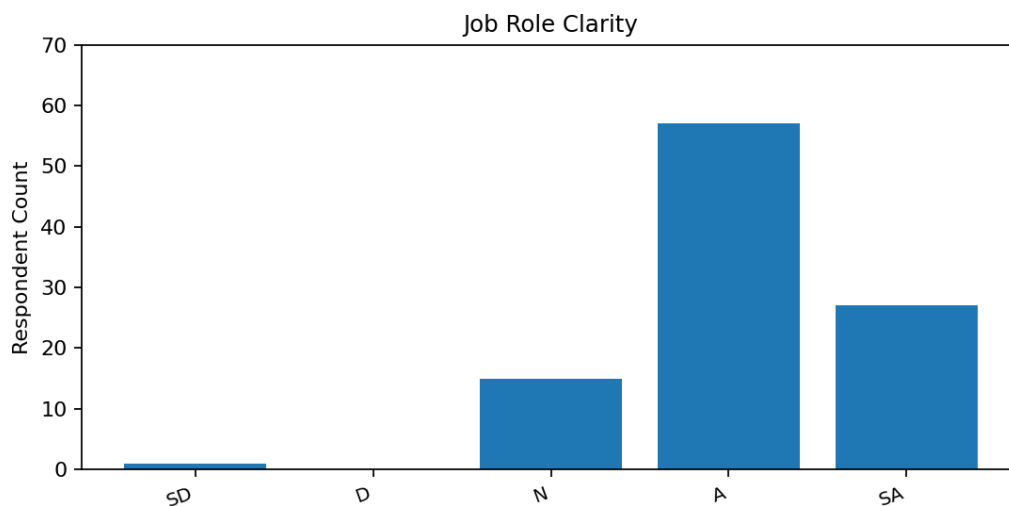
The respondents mainly have moderate or early-career experience.

4.6 TABLE SHOWING I CLEARLY UNDERSTAND WHAT IS EXPECTED FROM MY JOB ROLE.

Response	Count	Percentage (%)
Strongly Disagree	1	1
Disagree	0	0
Neutral	15	15
Agree	57	57
Strongly Agree	27	27
Total	100	100

Analysis

A majority of respondents agreed (57%) and strongly agreed (27%) that they clearly understand what is expected from their job role.



Interpretation

The results indicate that the organization effectively communicates job duties and responsibilities.

V. FINDINGS

- Female respondents were 52%, while male respondents were 48%, showing a nearly balanced gender distribution.
- Most respondents (52%) belonged to the 25–35 years age group, indicating a young workforce.
- Postgraduates formed the majority of respondents (84%), showing a highly qualified respondent group.
- Human Resource employees accounted for 93% of respondents.
- The largest work-experience group was 1–3 years (41%).
- 84% of respondents agreed or strongly agreed that they clearly understand their job duties and responsibilities.

VI. FINAL CONCLUSION

The study shows that competency mapping is an important HRM practice for improving employee performance and organizational effectiveness at IT Services Sector.

Competency mapping improves awareness of job functions, roles, and responsibilities and helps employees understand the importance of skill acquisition, career progression, motivation, and teamwork.

It also facilitates identification of training requirements, reduction of skill gaps, employee satisfaction, and retention. Effective competency mapping helps the organization place the appropriate employee in the appropriate position and supports achievement of organizational objectives.

Therefore, competency mapping can be regarded as an important strategic HR practice for employee development and workforce effectiveness at IT Services Sector.

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International Journal of Multidisciplinary and Scientific Emerging Research (IJMSE RH)

Impact Factor: 9.274