

**A Study on Core Competency Mapping and Development of Employees in Hero  
Suguna Automobiles**

**Ishwarya.S**

**Reg No: 17PBA007**

**A major Project Report submitted to  
Avinashilingam Institute for Home Science and Higher Education for Women, Coimbatore -43**

**In partial fulfillment of the requirements for the Degree of  
Masters in Business Administration.**

**April, 2019**

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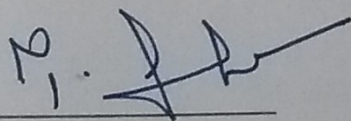
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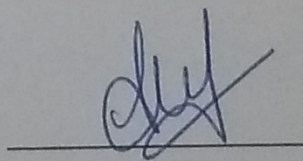
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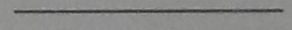
**CERTIFIED AS BONAFIDE RESEARCH WORK**



**Signature of the  
Guide**



**Signature of the  
Head of the Department**



**Signature of the  
External Examiner**

**SUGUNA AUTOMOBILES**

Authorised Dealer



Date :

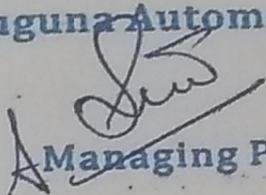
April 8, 2019

**CERTIFICATE**

This is to certify that Ms. S. Ishwarya (Roll No.17PBA007) MBA has completed her project on "A Study on Core Competency Mapping and Development of Employees in Hero Suguna Automobiles" for the period from 24<sup>th</sup> December 2018 to 24<sup>th</sup> February 2019.

During the period her conduct and behavior were good. We wish her all the best in her future endeavors.

**For Suguna Automobiles**

  
**Managing Partner**

**GSTIN : 33AAHFS8302E1ZH**

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## **SYNOPSIS**

The project report is the outcome of the study titled **“A Study on Core Competency Mapping and Development of Employees in Hero Suguna Automobiles”, Coimbatore.** The primary objective of the study is to analyze the level of employee development and to identify the various factors that cause the development of employees. Finally the study suggests the most preferable method of employee’s development.

The study is based on the primary data. The data collected through structured questionnaire from the employees of Hero suguna Automobiles. The data collected for the period of 2 months.

The purpose of the study is to analyze the level of employee development in Hero Suguna Automobiles and also to identify the reason for development of employees. Finally to study the most preferable way that employees choose to develop the employees.

The collected data was analyzed using percentage analysis and mean score value ANOVA, correlation coefficient, Regression. It was found that there is significant association between demographic factors whereas insignificant association is found among attitude of employees in Hero Suguna automobiles.

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# **CHAPTER-I**

## **INTRODUCTION**

### **1.1 BACKGROUND OF THE STUDY**

An organization should value, develop and retain its human resource for its effective functioning. Organizations which have ample financial resources, requisite infrastructure, best possible technology and most effective business strategies cannot function efficiently without talented, developed and skilled human resource. Human Resource is considered as one of the key factors of organizational working which is responsible not only for effective self-management but also for the management, mobilization and proper use of other resources. Understanding the value of this useful resource, organizations should employ best possible workforce as per need and its worth.

Employed personnel should be trained and developed properly by evaluating their abilities and sensing the change in the business environment to check the employee obsolescence. Now a day the change factors like technological advancement, competition, changing taste of consumers, multiplicity of product choices, computer based automatic production system; frequently changing business strategies and other factors of business environment, invite continuous training and development of human resource.

Human Resource Development is a combined and synchronized process of knowledge, skill, abilities, and attitude upgrading and updating among current employees of organization as per its needs. Employee Development can lead to organizational, professional and personal growth which can help employee to develop strategic leadership, effective work culture, responsible job performance, effective interpersonal relationship and communication, cordial and workable workplace relationships and also the peaceful and pleasurable personal, family and work life. Employee Development involves individual employee and the overall growth of the employee.

#### **1.1.2 DEFINITION OF CORE COMPETENCY MAPPING**

The measuring competency level in organization's development of employees, its better results more and more are referred not to material resources, but to human resources and their competencies. Thus, development of competencies has become one of the key priorities of the organization. Realizing this fact, organizations are looking for competent professionals and thus striving to develop their current staff's competencies. Undoubtedly,

contemporary business companies need professionals with desired competencies that would enable an employee to successfully perform in ever changing business and economic environment.

It should be noted that there are wide range of competency definitions in management research publications, which differ in terms of constituent parts and elements of competency and their acquisition or manifestation. The classic author of management literature (Drucker, 1985) defined competence at individual level as an ability of an employee to offer superior performance in assigned tasks.

According to (Boyatzis, Stubbs, & Taylor, 2002) competence is an underlying characteristic of a person, motives, traits, abilities, aspects of image or social role, knowledge that a person is able to use. (Spencer & Spencer, 1993) presented the following concept of competence: it is an ability to perform well in terms of qualification, skills and knowledge, to have authority to do something, highly qualified awareness.

The concept introduced by (Carr, 2000) establishes that it is practical implementation of individual abilities characterized by practical skills and attitudes required to ensure successful professional performance. (Jovaisa, 1993) offers perhaps, the most comprehensive characteristic of an individual related with higher quality performance in specific job or situation; individual characteristic highlighting the versatility of competencies, ensuring sustainability of personality and making predictions for forecasting behavior of a person in various situations of performance. (Atkociuniene, 2010) defines competency as valuable, rare, non-replenish able and irreplaceable resources that can ensure competitive advantage for an organization in competitive environment.

Competencies can be better understood with the help of Iceberg Model wherein Technical competencies are at the tip – the portion above the waterline that is clearly visible (and therefore easier to assess).

Behavioral competencies are below the waterline – they are more difficult to assess, and often harder to develop. Behavioral competencies can be understood as manifestations of how a person views him or herself (self-image), how he or she typically behaves (traits), or motives him or her (motives).

Suppose an organization is promoting an open door policy which literally means that a manager or supervisor would keep the doors of his/her chamber open to become accessible to their subordinates and encourage sharing of opinions and feedback. A manager sitting at the farthest corner of the office keeps his door open all the time, how does one evaluate whether it is for fresh air, claustrophobia or an indication that his subordinates are invited to

reach out to him anytime. Therefore, intent behind a displayed action is necessary to understand the action and its implication fully.

Developing the two levels of competencies also takes different routes. The visible competencies like knowledge and skills can be easily developed through training and skill building exercises however the behavioral competencies are rather difficult to assess and develop. It takes more time and effort intensive exercises, like psychotherapy, counseling, coaching and mentoring, developmental experiences etc.

In the traditional method of hiring, most of the organizations looked at just the visible Components of competencies; the knowledge and skills, believing that the behavioral aspects can be developed through proper guidance and good management. However, with major shifts in the conventional methods of people management, the hiring process has also undergone a change therefore a lot of emphasis is being put on the hidden behavioral aspects as well to make a sound decision. Hence, a complete picture regarding the competence of a person consists of both visible and hidden aspects and it becomes necessary to understand both to arrive at identifying the best man for a job.

## **1.2 AUTOMOBILE INDUSTRY**

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 skills. Identifying and development of the core 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 of employees in the organization. Employee hard skill, knowledge and abilities are not sufficient to achieve the desired A Competency is something that describes how a job might be done, excellently. Competence only describes what has to be done, not how. Core Competency mapping refers to the intellectual, managerial, and emotional core competency mapping in the organization. It is a capability of an individual employee that leads to the behavior, which meets the job demands within the parameters of the organizational environment and in turn brings about desired results.

According to Boyatzis (1982) “A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results”.

Competency mapping is a process to identifying the core competencies for a particular position in an organization, and using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc., in the organization. It is an important resource in the environment, and is an addition to development of employees and learning organization initiatives. It is designed to consistently measure the skill development of employees by individual and group performance as it relates to the expectations of the organization.

The part of introduction contained several sections. The first section is the background of the study which includes the definition of core competency mapping, its history and growth, competencies for employee development and the competency model, model of competency mapping, introduction to organization effectiveness and employee development in organization. Other sections include the research purpose, research questions, significance of study, and definition of terms.

### **1.3 COMPANY PROFILE:**

Hero Moto Corp is the World's single largest two-wheeler motorcycle company. Honda Motor Company of Japan and the Hero Group entered a joint venture to setup Hero Honda Motors Limited in 1984. The joint venture between India's Hero Group and Honda Motor Company, Japan has not only created the world's single largest two wheeler company but also one of the most successful joint ventures worldwide.

During the 80s, Hero Honda became the first company in India to prove that it was possible to drive a vehicle without polluting the roads. The company introduced new generation motorcycles that set industry benchmarks for fuel thrift and low emission. A legendary 'Fill it – Shut it – Forget it' campaign captured the imagination of commuters across India, and Hero Honda sold millions of bikes purely on the commitment of increased mileage.

Over 20 million Hero Honda two wheelers tread Indian roads today. These are almost as many as the number of people in Finland, Ireland and Sweden put together. Hero Honda has consistently grown at double digits since inception; and today, every second motorcycle sold in the country is a Hero Honda. Every 30 seconds, someone in India buys Hero Honda's

top –selling motorcycle – Splendor. This festive season, the company sold half a million two wheelers in a single month—a feat unparalleled in global automotive history.

Hero Honda became the first company in the country to introduce four–stroke motorcycles and set the standards for fuel efficiency, pollution control and quality. It has an excellent distribution and service network spread throughout the country.

Hero Honda bikes currently roll out from its three globally benchmarked manufacturing facilities. Two of these are based at Dharuhera and Gurgaon in Haryana and the third state of the art manufacturing facility was inaugurated at Haridwar, Uttarakhand in April this year. These plants together are capable of producing out 4.4 million units per year. Having reached an unassailable pole position in the Indian two wheeler market, Hero Honda is constantly working towards consolidating its position in the market place.

The company believes that changing demographic profile of India, increasing urbanization and the empowerment of rural India will add millions of new families to the economic mainstream. This would provide the growth ballast that would sustain Hero Honda in the years to come. As Brijmohan Lall Munjal, the Chairman, Hero Honda Motors succinctly points out, 'We pioneered India's motorcycle industry, and it's our responsibility now to take the industry to the next level. We'll do all it takes to reach there.'

Hero MotoCorp is one of the largest corporate promoters of multiple disciplines in sports across the globe. Driving innovation in sports to attract new audiences, Hero MotoCorp has been associated with Golf, Football, Field Hockey and Cricket for over two decades now.

Hero MotoCorp is the biggest corporate promoter of Football in India, supporting the game across all platforms. In addition to being the Sponsor of the Indian national teams for men and women across all age groups, Hero is also the Title Sponsor of all the major domestic leagues - The Hero Indian Super League, Hero i-League, Hero i-League for women, Hero Super Cup, and the Hero Intercontinental Cup. Hero was also the National Supporter of the FIFA Under-17 World Cup 2017 hosted in India. Argentinian football legend and the coach of Atletico Madrid team – Diego Simeone – is Hero MotoCorp's Brand Ambassador.

Hero MotoCorp is committed to promoting and popularizing Field Hockey in India and across the world. Hero was the Title Sponsor of the Men's Hockey World Cup held in New Delhi in 2010 and also supported the men's Hockey World Cup held in Odisha in 2018. Hero continues to be a long-term partner of the International Hockey Federation (FIH). Over the years Hero has also partnered with major Hockey leagues held in India – Hero Hockey India League, Hero Hockey Champions Trophy, and Men's Hockey World League.

Additionally, Hero was also the Title Sponsor of Men's Asia Cup 2017 and 2018 Asian Champions Trophy.

Hero MotoCorp has had a long association with Cricket in various capacities. Hero was earlier one of the Global Partners of the International Cricket Council (ICC). It was the team sponsor of Delhi Daredevils and later Mumbai Indians teams in the Indian Premier League (IPL) T20 tournament and was also a partner of the IPL at the central level. The Company is currently the Title Sponsor of the Hero Caribbean Premier League – the highly popular T20 Cricket tournament held annually in the Caribbean islands and the USA. A host of top Indian men and women cricketers are Hero's brand ambassadors.

Hero MotoCorp has been associated with Golf for over two decades and is currently a partner of all three prominent tours – The Asian Tour, The European Tour, and the US PGA. It hosts the 'Hero Challenge' - innovative one-hole knockout contest played under lights, at three major European Tour events. The Hero Challenge is a much sought-after engagement for players, celebrities and fans alike. Hero MotoCorp also hosts the 'Hero World Challenge', at Albany in the Bahamas, a PGA sanctioned Tiger Woods invitational event. The Company also hosts the marquee Hero Indian Open, for men as well as women. It has been the title sponsor of Hero Indian Open for men, co-sanctioned by the Asian Tour and European Tour, since 2006 and the Hero Women's Indian Open, which is a part of the Ladies European Tour, since 2010.

Hero Moto Corp also sponsors India's domestic Pro Tour for women. Golfing legend and 14-time major winner Tiger Woods is Hero's Global Corporate Partner. Top Indian golfers such as Anirban Lahiri, Shiv Kapur, Sharmila Nicollet, and Tvesha Malik are also brand ambassadors of Hero MotoCorp.

Hero Moto Sports Team Rally, the rally-racing team of Hero MotoCorp, has become a flag-bearer of Indian motorsport on the global arena. The Team has consistently delivered impressive performances across the world, including the world's most challenging 'Dakar Rally'. The Team's three riders – CS Santosh from India, Joaquim Rodrigues or JRod as he is popularly known from Portugal and Oriol Mena from Spain – have given a string of good results over the past three years. While Oriol finished at the 7th and 9th positions in 2018 and 2019 respectively, JRod finished the Dakar Rally 2017 and 2019 in the 12th and 17th positions respectively. CS Santosh finished Dakar 2017 at 47th and Dakar 2018 at the 34th position.

A truly global automotive player with an ever-expanding customer base across continents, Hero Moto Corp remains committed to designing and developing eco-friendly mobility

solutions for the world. The Company has set new benchmarks in green manufacturing and sustainable practices, while its social responsibility initiatives continue to enrich society

### **1.3.1. Company Profile:**

**Company Name :** Automobile Industries

**Year of Establishment :** 1984

**Managing Director :** R. Siva Kumar

**Nature of Business :** Exporter / Manufacturer / services

**Address :** No.4. munuswamy Garden Road, Avinashi Road, Cbe-018

**Production Method :** Man power Manufacturing Sector

**GSTIN :** 33AAHFS8302E1ZH

**E-Mail :** [info@sugunaautomobiles.com](mailto:info@sugunaautomobiles.com)

**Exporting Country :** All over India

**Number of Employees :** 150

**Product :** All Types of Hero Honda vechiles and Spares Motors

**Area :** 9000 Sq.ft

#### **Product range of the company includes:**

- HF Dawn
- HF Deluxe
- Pleasure
- Splendor +
- Passion PRO
- Passion Plus
- Super Splendor
- Glamour
- Glamour PGM FI
- Achiever
- CBZ Extreme
- Hunk
- Karizma

### **Dealer Profile:**

Suguna Auto mobiles authorized and leading Hero Honda dealers in India, dealing Hero Honda motorcycle Sales, Spares and Service started on 26<sup>th</sup> December 1979, name and style is Suguna automobiles.

### **Award won by Suguna Automobiles**

- “ROLL OF HONOUR” for our outstanding achievement in all India dealer contest 1987.
- “HERO HONDA BEST DEALERS” in commemoration of holiday in Japan.
- “CERTIFICATE OF EXCELLENCE” for our outstanding performance in all Indian dealer contest 1989.
- “OUTSTANDING DEALER” – Marketing conversions-1991
- “CERTIFICATE OF EXCELLENCE” award as a winner for overall performance in the “HERO STARS” contents for the year 2000-2001.

### **1.4 Need for the study**

To ascertain the competency mapping it is necessary to investigate their difference exists the job competency expectations held by the automobile industry for their employees between the required competency levels to the existing level of working. The job competencies need to be communicated to all the employed in the automobile industries. Research indicates that the closer of the employees job competency expectations

### **1.5 OBJECTIVES**

- To determine the factors that influence competency of employee in the organization.
- To study the impact of job competencies and the performance of employees in Hero Suguna Automobiles.
- To measure the level of competency of the employees in organization.

### **1.6 SCOPE**

To understand the Competency mapping and its impact on productivity of the organization, the study of Competency mapping is necessary. A detailed study of Competency mapping has been made by studying various literatures on competency mapping and by referring various articles on the same. The effort is made to understand various measurements, importance and application precisely.

## **1.7 LIMITATION**

- The study is conducted for a short period and so in-depth analysis is not possible
- The study is restricted to Hero Suguna Automobiles in coimbatore only and findings may not be possible applicable to other organisation
- Respondents were reluctant to give biased opinion fearing of the management.

## **1.8 HYPOTHESIS**

In the order to achieve the objective of the study, following hypothesis is formulated

**H<sub>0</sub>1** There is a no relationship between job competencies and the performance of employee.

**H<sub>0</sub>2** There is no significant relationship between the educational qualification and communication.

**H<sub>0</sub>3** There is no significant relationship between the educational qualification and the adaptability.

**H<sub>0</sub>4** There is no association between the demographic profile.

## 1.9FRAMEWORK OF RESEARCH

<b>INDUSTRY</b>	Automobile Industry
<b>COMPANYNAME</b>	Hero Suguna Automobiles
<b>OBJECTIVES</b>	To analyze the study of employee development in the organization
<b>RESEARCH METHODOLOGY</b>	
<b>i)Research Design</b>	Descriptive Research
<b>ii)Data Collection</b>	Questionnaire Method
<b>iii)Sample Size</b>	120
<b>iv)Stastical Tool Applied</b>	<ul style="list-style-type: none"><li>➤ Percentage</li><li>➤ Mean Score Value</li><li>➤ ANOVA</li><li>➤ Correlation</li><li>➤ Regression</li></ul>
<b>RESEARCH OUTCOME</b>	The level of performance is development is increased among the employees in the organization.

## CHAPTER-II

### REVIEW OF LITERATURE

#### INTRODUCTION

A review of literature helps the researcher to have a detailed knowledge about the area of the study and enables him to get a clear picture of various aspects of study. Various studies carried out elsewhere by others on the related aspects could be reviewed and the researcher could understand the various dimensions of a particular study undertaken. It would also help the researcher in filling up the gap in a particular area of research and would also help him in exploring the possibilities of further research on related aspects of the subject of study. In this chapter, an attempt has been made to discuss the review of past studies.

**Bernard Marr, Giovanni Schiuma and Andy Neely (2016)** highlighted the importance of visual representations in order to understand how organizational resources are intangible assets and intellectual capital is used to create value. The paper provides a classification of organizational value drivers. It also highlighted the shortcomings in the strategy map method which is based on balanced scorecard. The paper introduced the value creation map which utilized both direct and indirect dependences to measure value creation. This approach suggested the strategy map method by covering its view of value creation from both direct and indirect dependencies. The paper also presented a case study on value creation map that was applied to comprehend the new product development process in a leading furniture manufacturing firm.

**Jim Paul (2016)** in this research states that competency mapping instead of job description is the new buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. In this competencies needed for organization redesign.

**M.Maran, K.Thiagarajan (2016)** in this core competency deals with the dealers to implementation; how it has been improving the competency level of employees at the Leading, to sales the two wheelers in Coimbatore, Tamilnadu, India and also compares the employees' competency in the same company. A literature survey was undertaken, the

elements into tangible and intangible benefits of TPM implementation. From the competency assessment survey information.

**Mohammad Ahmed Abdullah Alsabri & Belqes Mutar Alaraqe (2015)** in their article stated that competency mapping is one of the most important functions in human resource management, which aims to enhance the performance of organizations, it's also target the improvement on employees' performance and help HR managers in finding the right employee for a job and development of the employed person in doing the assigned job effectively.

**Sinchu.P, S.Bhuvaneshwary (2015)** in this article conducted that the most commonly used HR practice is competency mapping for development of the employees. Identifying and to development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also competency mapping is a strategic HR framework for monitoring the performance.

**Zulfiqar Murtaza (2015)** study is conducted an attempt to identify the competencies present and the competencies that are required for the employees in the all department to function at its best. It helps the employees to understand the process and requirements of the department more effectively and thus will be of direct help to develop the training schedule of the employees in such a way that the training program suits better to meet the employee's and departmental needs.

**Dubois, David D (2014)** in these articles conducted focuses on actual practitioner's experiences and summaries a systematic approach for organization change to improving individual worker's performance as part of an overall strategy. Outlines are given to conceptualize and implement exemplary training practices. A model for creating competency based performance improvement in organizations was developed in his book.

**Chanda and Kabra (2013)** in this research "core competency model" were of the view that "the competency of a professional is determined through his/her level of knowledge, capacity to utilize skills and personal attitudes and values towards the HR function". "core Competence" define competence as the state of being competent refers to having the ability to consistently produce the results (the worthy outcomes of behavior) that

are required for the most efficient and effective achievement of the larger organizational goals.

**Jaideep Kaur & Vikas Kumar (2013)** in this study Competency Mapping is a process of identify the key of core competencies for a company or Institution and the jobs and functions within it. Competency required for a particular job depends on many factors. The factors include social culture, nature of the business, business environment, organizational culture, work environment, organizational structure, duties and responsibility, nature of processes and assigned activities, attitude and motive of colleagues, superior and subordinates. Some of these factors may change with time and it's to changing the level of core competency requirements for the same job position in the organization.

**Kaur & Kumar, Jain, (2013)** this study defiend that the management is required to concentrate on strategic use of human resources and it is significant for the organizations to successfully run the competency-based human resources management practices. The study describes how and to what extent core competency mapping helps the organization to be more effective and efficient. The factors analyze that the development of employee competencies like personal attributes, skills and knowledge and analyzes the actual development and desired skills and assesses that need for development of employee training. It facilitates to improve the development of the employees and provides the information to the organization about the skills they possessed.

**krishnaveni J(2013)** in the article stated that Competency mapping evaluates individual strengths and weaknesses, helping to show them, where career development efforts are required. This article aims to evaluate competency possessed by the employees of hero suguna automobiles. And the objectives are to measure the level of competency of the employees in the organisation. To explore the needs of the employees to develop their competency for effective and efficient job performance.

**Balaji & Vimala, V S Chatham (2012)** makes the study the competency mapping in Hero Suguna Automobiles Organizations in Coimbatore. The research identifies the difference between the developments of employees in the organization, identifies the competency development of employees using competency mapping and provides some suggestions to bridge the gaps. Explain that people are more critical than the plan. Strategies

are effectively implemented when the organizations have a competent force of being employees. Effective HR strategy gives the direction to change in an orderly fashion. This is done by developing a competency model and mapping each job on these competencies. The paper attempted to shed some additional light on the field of competencies and competency models in addition to the applications of the competency model in an organization.

**B. R. Cellia & M. Karthick (2012)** examined on the a competency contains knowledge, skills and behaviors that staff members or members of a specific category need to demonstrate in order to carry out their task and responsibility successfully. Competencies are the foundation for effective performance in any job or position. A competency profile can include core competencies, which identify those core values that all staff members should demonstrate, managerial competencies, relevant for management positions and functional or technical competencies that are specific to functional areas. Competency is the ability of an individual to perform a job properly.

**Gaspar (2012)** in this paper titled “A Study on the Core Competency Mapping and development of employees in Hero Suguna Automobiles” found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organization. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

**Preethi Jayachandran Nair (2012)** in this research that explained the level of Core Competency mapping can be measured the level of employees talent management strategy for effective recruitment and selection, training, career development and succession planning and organizational development. The respondents also agreed that alignment of employee competencies with job description can be effective for better retention of employees.

**Sawant and Avinash Dhavan (2012)** in that examine that the Core Competency mapping is a process which helps the HR department as to where a particular person would work best as per his aptitude and temperament. Here with the help of Core Competency Mapping the HR Manager can decide where a particular person could work best, as per his

aptitude and temperament. A competency mapping is a framework of knowledge, skills and characteristics needed to effectively perform a role in an organization which can be gained through education, training, experience, or natural abilities.

**S.V.Sreedevi (2011)** in his article conducted the “Competency Mapping- explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. The description of the employee’s competencies attributes, interdepartmental competencies and suggestions given to enhance their competency level. The major idea is to find out the existing competency level of the employees. The intelligence scores may not be able to predict job success and what is required is to profile the exact competencies required to perform a given job effectively and measure them using a variety of tests. He argued that traditional intelligence tests, as well as proxies such as scholastic grades, failed to predict job performance.

**R.Yuvaraj (2011)** in this research study stated that the Core Competency Mapping is a process to identify the core competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and 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.

**Farah (2009)** in his research paper titled” Competency Mapping and development of employees” discussed about the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to deliver deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have success

**Ms. Mily Velayudhan, Dr. Maran K (2009)** in their article conducted that the Core Competency Mapping is a process of identifying key competency for a organization or institution and the jobs and functions in the organization . Core Competency mapping is important and is an essential exercise. Every well-managed firm should have to identify the roles and list of competencies required to perform each role effectively. It should be used for the recruitment, performance management, promotions, placement and training needs identification.

**Boyatzis (2007)** adopted the term of core competency mapping to “identify characteristic of an individual that is casually related to effective or superior performance in their job”. They might be to identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership, human resource management, directing subordinates and focus on others.

**Dubois (2006)** explains competency as to “provide the adhesion or "glue" that is necessary among the elements of an organization's human resource management system. Competency models help organizations take a unified and coordinated approach to crafting the human resource management system, together with job design, hiring, performance improvement, employee development, career planning, succession planning, performance appraisals, and the selection and compensation systems for a job. Therefore, it has benefits beyond the usefulness of the results for HRD purposes for investment an organization makes in competency model development work."

**Deb (2006)** in this articles conducted the “ core competency mapping and the development of employees has to help all other functions to continuously upgrade their own systems, processes, practices, and skills by providing relevant internal and external training and expertise. He also explained that to keep upgrading the competencies of the human resources functionaries at all levels, in the formulation and implementation of human resources structures, systems, policies and practices dealing with individuals and collectives, as well as their dynamically updated knowledge of the business environment, others functions challenges and emerging human resources needs.

**S. George Benson** (2006) studied the participation among three development activities of salaried employees of an organization that significantly increased access to development after a chain of layoffs in the late 1990s. Analysis of survey and archival data representing 667 employees show that the job training was positively associated to organizational commitment and negatively related to intention to turnover. The studies showed that the participation in tuition-reimbursement provided a more general or marketable skills and was positively related to intention to turnover. This turnover was reduced after earning a degree through tuition-reimbursement if employees were consequently promoted.

According to **Ronald Jacobs and Christopher Washington** (2003) employee development makes positive impact on the organizational performance. From an HRD viewpoint, research on employee development is an area of high importance. A social exchange theory that examines the relationships among perceived investment in employees' development (PIED), job satisfaction, organizational commitment and purpose to leave.

**Eskildsen, J. K and Nussler, M. L.** (2000) have constructed a structural model that describes the causal linkage among the subsystems of human resource management, employee satisfaction and loyalty as well as corporate performance based on theoretical considerations. The analysis shows that the theoretical model relates with the mental models of the managers and also discloses the areas in which organization need to improve their performance regarding human resource management.

## **CHAPTER-III**

### **RESEARCH METHODOLOGY**

The research adopts a descriptive research design to identify the core competency mapping possessed by the employees of the organization. Data has been obtained through structured questionnaires. Random sampling method has been adopted and data collected from 120 employees in Hero Suguna Automobiles. This has been analyzed using percentage, mean score value, correlation, regression and analysis of variance [ANOVA].

#### **3.1 RESEARCH DESIGN**

A research design is considered as the framework or plan for a study that guides as well as helps data collection and analysis of data. The research design adopted for this project is descriptive in nature since it describes analyses and interprets the prevailing situation.

#### **3.2 SOURCES DATA**

For any study must have data for the purpose of analysis. Without data there is no means of the study. Data collection plays an important role in any study. It can be cancelled from various sources. For the purpose of the study following the sources of the data are used:

#### **3.3 PRIMARY DATA**

Primary data refers to the collection of fresh data. Data is collected through the questionnaire. A structured questionnaire is prepared and circulated to the employees of the Hero Suguna Automobiles industry.

#### **3.4 SAMPLING DESIGN**

In this project, the samples have been collected from the population using random sampling technique. Questionnaire was distributed by the researcher's convenience of meeting the employees.

### 3.5 SAMPLING SIZE

The sampling size of the respondents is 120 employees working at Hero Suguna Automobiles.

### 3.6 RESEARCH INSTRUMENTS

The researcher has used structured questionnaires as a research instruments tool which consists of multiple choice questions and liker scale in order to get data. Thus, questionnaire is the data collection instruments are used in the study.

### 3.7 TOOLS FOR ANALYSIS

The collected data were converted into tabulation. This tabulation is analyzed using the statistical tools like Mean Score Value, T-Test, ANOVA, Correlation, Regression, bar chart ,for the graphical representation of the collected data.

#### 3.7.1 PERCENTAGE

Percentage anlysis is a stastical tool which is used to identify the percentage from the sample respondents. It is compare the relative terms and distribution for two or more data.

$$\text{Percentage} = (\text{No.of.Respondents} / \text{Total Respondents}) * 100$$

#### 3.7.2 MEAN SCORE VALUE ANALYSIS

To find the mean of a set of scores, add them all together and then divided this total by the number of scores

$$\bar{X} = \frac{\sum X}{N}$$

#### 3.7.3 ANOVA

Analysis of variance (ANOVA) is a collection of statistical model used to analyze the difference between group means and their associated procedures (such as “variation” among individuals and between groups), in which the observed variance in a particular variable is partitioned into the components attributes to difference sources of variation. In this simplest

from, ANOVA provides a statistical test of whether or not the means of several groups are all equal.

$$F \text{ (ANOVA Coefficient)} = \frac{\text{Estimate of population variance between samples}}{\text{Estimate of population variance within samples}}$$

### 3.7.2 CORRELATION

Correlation refers to any of a broad class of statistical relationship involving dependence. The correlation is a measure of linear association between two variables. Karl Pearson's coefficient is the most widely used method of measuring the degree of relationship between variables.

$$\text{Correlation} = \frac{\overline{\sum xy}}{\sqrt{\sum x^2 \sum y^2}}$$

$$x = X - X1$$

$$y = Y - Y1$$

**X1** = Sample size / No of options

**Y1** = Sample size / No of options

### 3.7.3 REGRESSION

Regression is a statistical measure that attempts to determine the strength of the relationship between one dependent (usually denoted by Y) variable and a series of other changing variables (known as independent variables).

$$\text{Linear Regression } y = \alpha + \beta X$$

Where Y = Dependent Variable

$\alpha$  = Sample Intercept

X = Independent Variable

$\beta$  = Slope of Straight Line

## **CHAPTER-IV**

### **ANLAYSIS AND INTERPERETATION**

Analysis means the computation of certain indicates or measure along with searching for patterns of relationship that exist among the data groups. Analysis, particularly in case of survey or experimental data, involves estimating the values of unknown parameters of the employees.

Interpretation refers to the task of drawing inference from the collected facts after an analytic and experimental study. It is essential for simple reason that the usefulness and the utility purely lies in proper interpretation.

The data after collected has been processed and analyzed in accordance with the outline laid down for purpose at the time of developing the research plan. This is essential for a study and for ensuring that we have all the relevant data for making comparison and analysis. The real value of this research lies in the ability to arrive at the central generalization. So, the data collected for measuring the “ A Study on Core Competency Mapping and Development of Employees in Hero Suguna Automobiles” has been tabulated, analyzed, interpreted and presented in this chapter.

The analysis is based on the following tools:

- Percentage
- Mean score value
- Correlation
- ANOVA
- Regression

## 4.1 DEMOGRAPHIC PROFILE OF THE RESPONDENT

### 4.1 GENDER

Among the demographic factors gender is the first and effective differentiating and classifying factor. It determine the employee development at both male and female.

**Table 4.1**

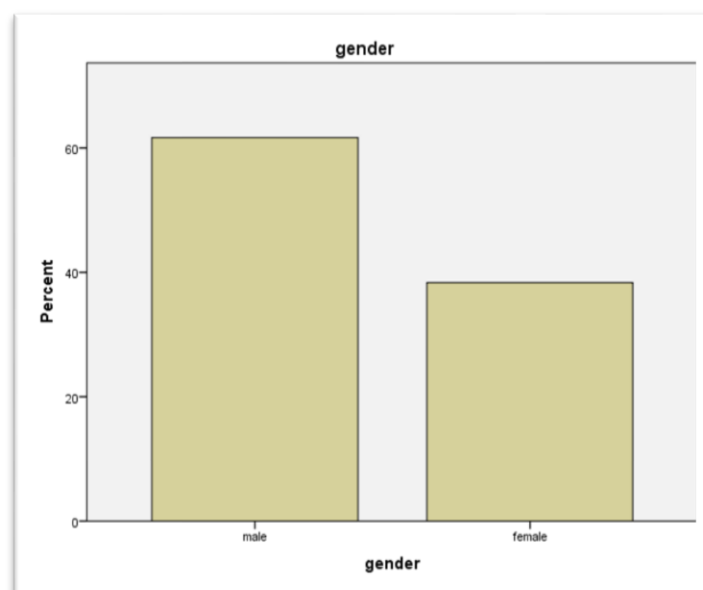
#### **Gender of the respondent**

S.No	Gender	No of respondents	Percentage (%)
1	Male	74	61.7
2	Female	46	38.3
<b>Total</b>		<b>120</b>	<b>100</b>

**Source:** Primary Data

The table 4.1 indicates that majority of 61.7% of the employees are male and the female percentage is comparatively less with 38.3% of the respondents. Majority of the employees working in the organization are male.

**CHART-4.1** Gender of the respondents



## 4.2 AGE

Age is a demographic factor that shows the number of employees working in each specific age group. This table below shows the age of the employees working in the organization. Age indicates the level of maturity in each individual. It makes make difference I the e development of employees.

**TABLE-4.2**

### Age of the Respondents

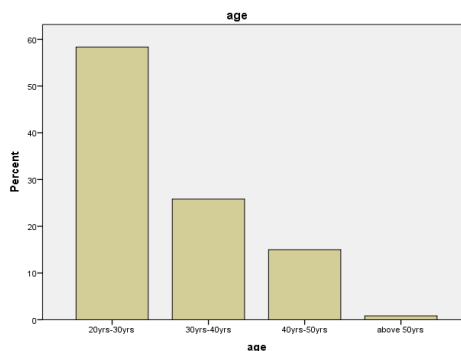
S.No	Age	No of respondents	Percentage (%)
1	20 yrs. -30yrs	70	58.3
2	30yrs – 40yrs	31	25.8
3	40yrs-50yrs	18	15.0
4	Above 50-yrs	1	.8
<b>Total</b>		<b>120</b>	<b>100</b>

**Source:** Primary Data

The table 4.2 indicates that majority maximum number of respondents 58.3% lies in the age group of 20yrs- 30 years and minimum number of respondents was in the age group of above 50 years .Hence majority belong to the age group of 20 - 30 years their experience positively impact on development of employees .

**.CHART-4.2**

### Age of the Respondents



### 4.3 EDUCATIONAL QUALIFICATION

The level of educational qualification provides career advancement of the employees and considered as an important demographic variable. Highly qualified employees may be more aware of competitive service. Moreover it is important to select right people for right job.

**TABLE-4.3**

**Educational Qualification of the respondent**

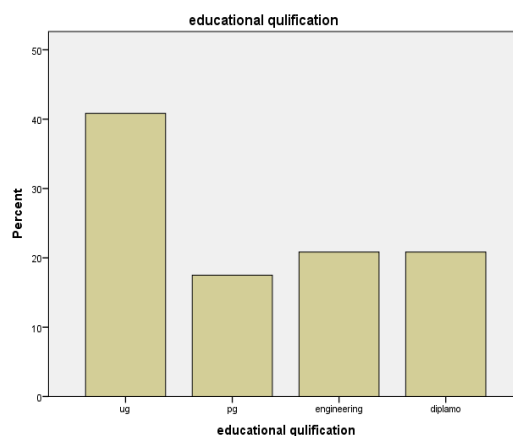
S.No	Educational Qualification	No of respondents	Percentage (%)
1	UG	49	40.8
2	PG	21	17.5
3	Engineering	25	20.8
4	Diploma	25	20.8
<b>Total</b>		<b>120</b>	<b>100</b>

**Source:** Primary Data

The table 4.3 indicates that majority 40.8% of the respondents are UG is their qualification, and minimum 17.5% of the respondents are Post Graduate is their qualification.

**CHART-4.3**

**Educational Qualification of the Respondents**



#### 4.4 MONTHLY INCOME

Salary is the monetary benefits gives to the employee for work done. Salary has a great impact on development of employees in the organization. Since it determined their performance and satisfaction.

**Table4.4**

**Monthly Income of the Respondents**

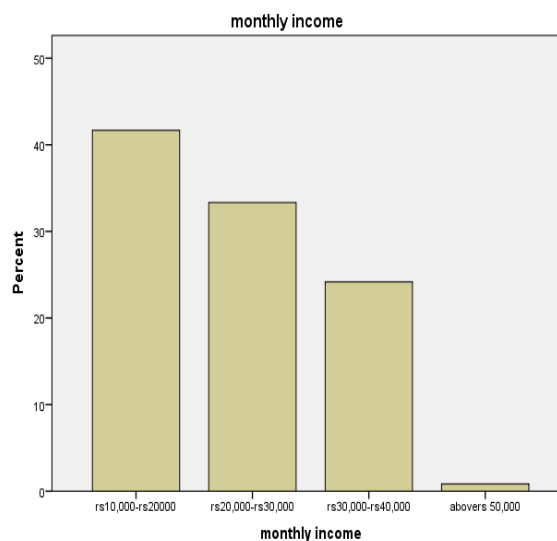
S.No	Monthly income	No of respondents	Percentage (%)
1	Rs10000-Rs20000	50	41.7
2	Rs 20000-Rs30000	40	33.3
3	Rs 30000-Rs40000	29	24.2
4	Above Rs 50000	1	.8
<b>Total</b>		<b>120</b>	<b>100</b>

**Source:** Primary Data

The table 4.4 indicates that majority maximum 41.7% of the employees monthly income is Rs.20,000.and minimum 0.8% of the employees fall monthly income is Rs. 50,000. Hence the majority of the employees monthly income is Rs.10,000- Rs.20,000

**CHART 4.4**

**Monthly Income of the respondent**



## 4.5 WORK EXPERIENCE

Experience refers to the number of years an employee has been working in the organization doing the same or different job. Experience has been found to have a positive impact on job satisfaction of individuals and also speeds up their learning process.

**TABLE-4.5**

### Work Experience

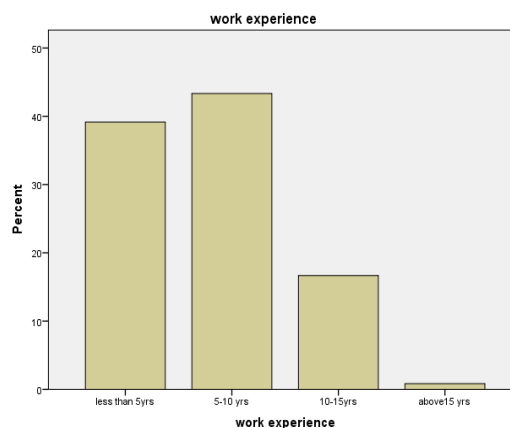
S.No	Work experience	No of respondents	Percentage (%)
1	Less than 5 yrs	47	39.2
2	5-10yrs	52	43.3
3	10-15 yrs	20	16.7
4	Above15yrs	1	.8
<b>Total</b>		<b>120</b>	<b>100</b>

**Source:** Primary Data

The table 4.5 indicates the majority of the respondent 43.3 % of the respondent have work experience 5-10yrs,39.2 % of the respondents work experience less than 5 yrs , 16.7 % of the respondents work experience is 10-15 yrs , and finally the 0.8% of the respondent work experience in the organization.

**CHART 4.5**

### Work Experience



## 4.6 MARITAL STATUS

This table shows about the material status of the employee in Hero Suguna Automobiles.

**TABLE 4.6**

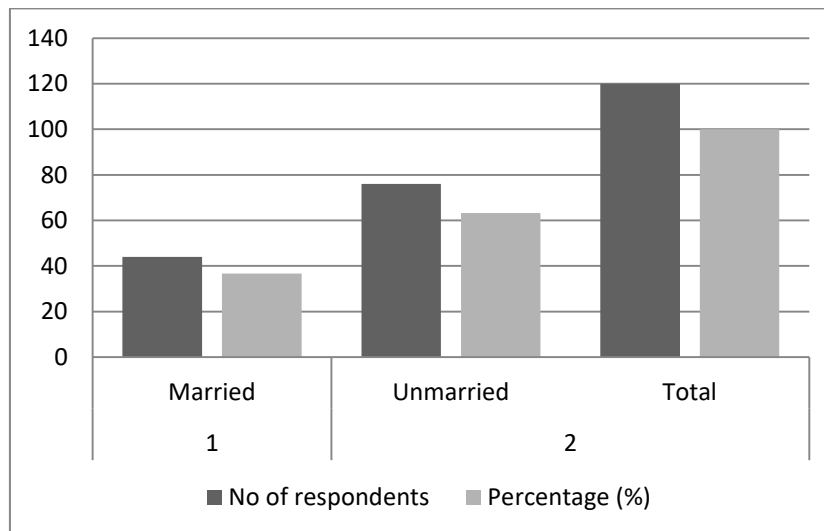
### Marital Status

S.No	Marital status	No of respondents	Percentage (%)
1	Married	44	36.7
2	Unmarried	76	63.3
<b>Total</b>		<b>120</b>	<b>100</b>

The table4.6 indicated the 63.3% of the respondents are unmarried, 36.7% are married. We can see the majority of the respondents are unmarried.

**CHART 4.6**

### Marital Status



**Source :** Primary Data

## MEAN SCORE VALUE

The mean value or score of a certain set of data is equal to the sum of all the value in the data set divided by the total no of values. A mean is sum as an average.

### Factor influencing Communication

This table describes the face that influences communication within the employees working in Hero Suguna Automobiles. It is attempted to analyze the reason for the communication in work place. There are 7 variables which is used to measure the communication and table shown below.

**TABLE-4.7**

#### **Result of mean score value on Factor Influcing of Communication**

<b>S.No</b>	<b>Factors</b>	<b>Mean</b>	<b>S.D</b>
1	Listen to others views with patience	<b>4.02</b>	.765
2	Express the idea with clarity and precision	3.70	.882
3	Good in developing report	3.89	.973
4	Communicate effectively with employees	3.57	.935
5	Two-way communication is followed	3.56	.880
6	Managers treats subordinates with respect	3.74	.991
7	I listen carefully to others and try to help clients/ Colleagues	3.76	.830
	<b>Average mean score value</b>	<b>3.74</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.74. The above table interpreted the impact on the development of employees. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.74 towards employees development. Least impact on Concerned about the image of the organization has the least mean 3.56 value of towards competency level of employees.

### Factor influencing in Adaptability

This table describes the adaptability among the employees the factor that the employees prefer the good communication with the superior. It is an attempt to identify the factors that employees are accepting. There are 7 variables which is used to measure the adaptability and table shown below.

**TABLE-4.8**

#### **Result of mean score value on Factor determining for adaptability**

<b>S.No</b>	<b>Factors</b>	<b>Mean</b>	<b>S.D</b>
1	Follows instructions, responds to management direction	3.76	.842
2	Commitments to improve the quality of service regulation by employees	<b>3.92</b>	.861
3	Employees work with an attitude to learn new things	3.62	.930
4	Exercise the responsibility with trust, sincerity and commitment	3.74	.960
5	Employees believe that team work brings more satisfaction results than working individually	3.60	.899
6	Collaborating with colleagues encourage & supports to achieve goals on time	3.72	.900
7	Strong services of belonging with the organization	3.65	.968
	<b>Average mean score value</b>	<b>3.71</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.71. The above table interpreted the impact on the adaptability of employees. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.92 towards employees adaptability. Least impact on Concerned about the image of the organization has the least mean value of 3.60 towards development of employee

## Factors influencing the Job Related Skills/ Competencies

This table describes the job competencies level among the employees the factor that the employees prefer the good communication with the superior. It is an attempt to identify the factors that employees are developing their skills. There are 6 variables which is used to measure the job related skills/ competencies and table shown below

**TABLE-4.9**  
**Result of mean score value on Factor influencing in the Job Related skills/ Competencies**

S.No	Factors	Mean	S.D
1	Employees are voluntarily ready to do the work in the organization	3.73	.897
2	Employees are taking up the opportunities are available in the organization	<b>3.87</b>	.837
3	Employees are trained in their respective functional areas	3.69	.971
4	Always work with positive attitude to produce qualitative results	3.76	.911
5	I am expert and have knowledge of current technology required to perform my skills	3.46	.915
6	I take short time to adjust and adapt with the changed environment in organization	3.76	.842
	<b>Average mean score value</b>	<b>3.71</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.71. The above table interpreted the impact on the job competencies of employees. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.76 towards employee development of job related skills / Competencies. Least impact on Concerned about the image of the organization has the least mean value of 3.69 towards development of employee.

## Factors towards the Methods of Problem Solving

The table describes the method of problem solving. It attempts to reduce the conflict between the employees in the organization. There are 6 variables which is used to measure the method of problem solving and table shown below

**TABLE-4.10**

### Result of mean score value on Factor towards the method of problem solving

S.NO	Factors	Mean	S.D
1	Gathers and analyzes information skillfully	3.76	.767
2	Works well in groups problem solving situations	3.67	.911
3	Resolves problems in early stages	<b>3.92</b>	.907
4	Clients are trusting the services in the organization	3.55	.936
5	I always make right decisions because of my good judgment and decisions making capabilities	3.55	.857
6	My decisions are not as much effective as my fellow employees have	3.57	.998
	<b>Average mean score value</b>	<b>3.76</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.76. The above table interpreted the impact on the methods if problem solving of employees. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.92 towards problem solving among employees. Least impact on Concerned about the image of the organization has the least mean value of 3.55 towards development of employee.

## Factors towards the Performance of Employees

The table describe the performance of the employee are developing their skills during the training period. There are 9 variables which is used to measure the performance of employees and table shown below.

**TABLE-4.11**

### **Result of mean score value on Factors towards the Performance of Employees**

<b>S.No</b>	<b>Factors</b>	<b>Mean</b>	<b>S. D</b>
1	Sets and achieves ambitious goals	3.78	.799
2	Drives for continues improvement	<b>3.96</b>	3.178
3	Ensure the health, safety and social objectives and integrated into organization activities	3.86	.899
4	Gets results consistently	3.50	.916
5	Provides rewards, feedback and recognition	3.58	.945
6	Think & plan effectively for the organization	3.67	.853
7	I accept challenging jobs that are achievable in the short/long term run	3.71	.902
8	I can exercise the duties without assistance	3.56	.857
9	I clearly understand my duties and responsibilities	3.51	.959
	<b>Average mean score value</b>	<b>3.68</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.96. The above table interpreted the impact on the performance of employees. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.96 towards employee development. Least impact on Concerned about the image of the organization has the least mean value of 3.51 towards development of employee.

### Factors towards the Competency Regarding Relationship Management

The table describe the competency level of relationship between the employees are positively related in the organization among the employees. There are 5 variables which is used to measure the competency regarding relationship management and table shown below

**TABLE-4.12**

### Result of mean score value on Factors towards the Competency Regarding Relationship Management

<b>S.No</b>	<b>Factors</b>	<b>Mean</b>	<b>S. D</b>
1	I believe that the clients are the back-bone to the organization	3.72	.780
2	We anticipate and understand our clients requirements	3.79	.880
3	We develop a good rapport with all our clients	3.77	.920
4	We maintain a healthy competition with our competitors	3.71	.891
5	We provide premier clients services and excellent help desk management	<b>3.92</b>	.849
	<b>Average Mean Score Value</b>	<b>3.78</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.78. The above table interpreted the impact on the relationship management among employees. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.92 toward relationship management. Least impact on Concerned about the image of the organization has the least mean value of 3.71 towards relationship of employees.

### Factor influencing the competency regarding leadership

The table describe the competency level of regarding leadership within the employees .this factor are influencing the level of leadership the employees are working with the coordination. There are 5 variables which is used to measure the competency regarding leadership and table shown below

**TABLE-4.13**

#### **Result of mean score value on Factors influencing the Competency Regarding Leadership**

<b>S.No</b>	<b>Factors</b>	<b>Mean</b>	<b>S. D</b>
1	I am always interested to take initiative to perform a task	3.81	.775
2	A decentralized approach to decision- making is followed	3.74	.860
3	I can encourage and support my team members	<b>3.90</b>	.927
4	I can resolve the conflict among the team members	3.67	.911
5	Responsibilities of employees to make necessary decision in order to complete assigned task	3.67	.877
	<b>Average Mean Score Value</b>	<b>3.75</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.75. The above table interpreted the impact on the competency regarding leadership. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.90 towards level of leadership. Least impact on Concerned about the image of the organization has the least mean value of 3.67 towards competency regarding leadership among employees.

### **.Factor influencing the Uses of Technologies**

This table describe the uses of technologies are used in the organization. To services the vecheils. It attempt the sales and the services of the spares in the organization . There are 5 variables which is used to measure the uses of technologies and table shown below.

**TABLE-4.14**  
**Result of mean score value on Factor Influcing the Uses of Technologies**

<b>S.No</b>	<b>Factors</b>	<b>Mean</b>	<b>S. D</b>
1	New technologies are using in the service sector	3.55	.857
2	Delivery commitments on proper in the service sector	3.47	.788
3	Keeping records of job cards are up to date in the organization	3.62	.817
4	Operational knowledge of machines an tools techniques training are provided to the mechanics in the service sector	<b>3.71</b>	.938
5	Technicians are servicing all the type of two wheelers & the clients are satisfied with their services	3.47	.929
	<b>Average Mean Score Value</b>	<b>3.56</b>	

**Source:** Primary Data

The above table shows overall average mean value is 3.56. The above table interpreted the impact on the technology development. Large impact on work by has the opportunity to do what I do best every day it has the maximum mean score of 3.71 towards development of technologies. Least impact on Concerned about the image of the organization has the least mean value of 3.47 towards uses of technologies.

## ONE- WAY ANOVA FOR EDUCATIONAL QUALIFICATION AND COMMUNICATION,

Each individual has difference in their development and way of communication that has the impact on the role of educational qualification of the employees. The researcher has used ANOVA to know about the difference between the communication employees.

**TABLE-4.15**

### Result on One Way Anova between Educational Qualification and Communication

S.No	Communication	Mean	S.D	F-Ratio (Sig)
1	Listen to others views with patience	3.95	.891	.642 (.590)
2	Express the idea with clarity and precision	3.62	.842	1.3 (.271)
3	Good in developing report	3.83	1.09	.688 (.574)
4	Communicate effectively with employees	3.45.	.969	2.3 (.077)
5	Two-way communication is followed	3.45	.902	1.7 (.155)
6	Managers treats subordinates with respect	3.60	.997	3.1 (.028)
7	I listen carefully to others and try to help clients/colleague	3.74	.889	.135 (.939)

The above table represents the One Way Analysis of Variance (ANOVA) which has been used to check whether there is any significant variation in the mean value of employees development based on communication . The 'F' value is 3.1 and significance value (p) is 0.939 which is greater than 0.05 (95% confidence interval) which indicates (ie) alternative

hypothesis is rejected. Therefore it is clear that there is no significant difference in the level of employees development based on communication.

### Hypothesis

**H<sub>02</sub>** There is no significant relationship between the educational qualification and communication.

## ONE-WAY ANOVA FOR EDUCATIONAL QUALIFICATION AND ADAPTABILITY

Each individual has difference in their development and way of communication that has the impact on the role of educational qualification of the employees. The researcher has used ANOVA to know about the difference between the adaptability employees.

**TABLE-4.16**

### Result on One Way Anova between Educational Qualification and Adaptability

S.NO	ADAPTABILITY	MEAN	S.D	F (SIG)
1	Follows instructions, responds to management direction	3.68	.903	.599 (.617)-
2	Commitments to improve the quality of service regulation by employees	3.85	.870	2.373 (.075)
3	Employees work with an attitude to learn new things	3.46	.937	1.849 (1.44)
4	Exercise the responsibility with trust, sincerity and commitment	3.63	.977	.816 (.488)
5	Employees believe that team work brings more satisfaction results than working individually	3.52	.937	.790 (.530)
6	Collaborating with colleagues encourage & supports to achieve goals on time	3.72	.893	.236 (.871)
7	Strong services of belonging with the	3.55	.952	1.118

	organization			(.346)
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The above table represents the One Way Analysis of Variance (ANOVA) which has been used to check whether there is any significant variation in the mean value of employee's development based on adaptability. The 'F' value is 2.273 and significance value (p) is 0.871 which is greater than 0.05 (95% confidence interval) which indicates (ie) alternative hypothesis is rejected. Therefore it is clear that there is no significant difference in the level of employee's development based on adaptability.

**Hypothesis:**

**H<sub>03</sub>** There is no significant relationship between the educational qualification and the adaptability.

## CORRELATION

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel in the demographic profile.

**TABLE-4.18**

**Multiple Correlations on Demographic Profile**

	AGE	EDUCATIO NAL QULIFICATI ON	MATRI AL STATU S	WORK EXPERIA NCE	MONTH LY INCOM E	DEOARTEM ENT
AGE	1	.325**	-.373**	.448**	.500**	.121
EDUCATION AL QUALIFICAT ION	.325**	1	-.182	.264**	.251*	-.133
MARITAL STATUS	-.373**	-.182	1	-.314**	-.258**	.011
WORK EXPERIENC E	.448**	.264**	-.314**	1	.522**	.099
MONTHLY INCOME	.500**	.251*	-.258**	.522**	1	-.024
DEPARTME NT	.121	-.133	.011	.099	-.024	1

The above table 4.18 shows the relationship between the demographic profile it is identified the parallel. In the demographic profile assumed the correlation of matrix. It is neutrally related in the demographic profile of the employees in the Hero Suguna Automobiles.

## Hypothesis

**H<sub>0</sub>4** There is no association between the demographic profile.

## REGRESSION

Regression is a statistical measurement to identify the relationship between the variable factors is used in the factor of dependent and the independent variable. The dependent variables are uses as job related skills/ competencies. And the independent variable as the performance of the employees.

**TABLE-4.19**

**Regression Analysis between Job Related Skills/ Competencies and Performance of Employees**

Model	Unstandardized Coefficient		Standardized Coefficient Beta	T	Sig At 5% Level
	B	Std.Error			
Constant	2.317	.315		7.346	.000
Performance Development	.379	.085	.411	4.466	.000
R				.411	
R square value				.169	
F value				19.994	
Sig value				.000	

a. Dependent Variable: job related skills

b. Predictors: (Constant), performance development

The above table4.19 shows the relationship between the variables it is identified the value of the significant relationship between the job related skills and the performance of the employees. Hence the relationship is positively related in the Hero Suguna Automobiles.

The result of regression model has future been tested using ANOVA and the F value (19.994) was found to be significant at 5% level of significant. Therefore the regression model is found too good to fit. Future, it can be seen the adjusted  $R^2$  value.(.169) despites that the influence of any additional variables in marginal only. Hence the null hypothesis is accepted.

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## CHAPTER- V

### FINDINGS AND SUGGESTIONS

#### 5.1 Findings

From the tables and charts of the data's collected have interpreted and the facts have been presented as findings. The findings from the research will help the organization to know the employee engaged with the job in relation to organization performance. Hence, the research identified the findings.

##### 5.1.1 Percentage Analysis

##### 5.1.2 Mean Score Value

##### 5.1.3 One Way ANOVA

##### 5.1.4 Correlation Analysis

##### 5.1.5 Linear Regression Analysis

#### 5.1.1 Percentage Analysis

<b>Demographic Factor</b>	<b>Findings</b>
Gender	Large number of the employees are male.
Age Group	Most of the respondent are belonging to the age group 20-30 years
Educational Qualification	Most of the respondents are having their educational qualification as UG
Department	Majority of the respondents are having the work experience of 5-10 years
Monthly Income	Most of the respondents are belonging to monthly income level of RS.10,000-RS.20,000
Marital Status	Majority of the respondents are unmarried

### 5.1.2 Mean Score Value

<b>Factors</b>	<b>Findings</b>
Communication	The maximum mean score of 3.74 towards the communication among the employees are positively related.
Adaptability	The maximum mean score of 3.92 towards employees adaptability.
Job related Skills/ Competencies	The maximum mean score of 3.76 towards employee development of job related skills / Competencies
Problem Solving Method	The maximum mean score of 3.92 towards problem solving among employees.
Performance of Employee	The maximum mean score of 3.96 towards employee development.
Relationship Management	The maximum mean score of 3.92 toward relationship management.
Competency Regarding Leadership	The maximum mean score of 3.90 towards level of leadership.
Uses of Technologies	The maximum mean score of 3.71 towards development of technologies.

### 5.1.3 One Way ANOVA

<b>Hypotheses</b>	<b>Result</b>
<b>H<sub>0</sub></b> : There is no significant difference between the Educational Qualification and Communication	There is no significant relationship between the educational qualification and communication.
<b>H<sub>0</sub></b> : There is no significant relationship between the educational qualification and the adaptability.	There is no significant relationship between the educational qualification and the adaptability.

#### 5.1.4 Correlation Analysis

<b>Hypotheses</b>	<b>Results</b>
<b>H<sub>0</sub></b> There is no association between the demographic profiles.	There is no association between the demographic profiles.

#### 5.1.5 Linear Regression Analysis

<b>Hypotheses</b>	<b>Result</b>
<b>H<sub>0</sub></b> There is no association between job competencies and performance of employees	There is association between job competencies and performance of employees

## **5.2 SUGGESTIONS**

- To improve the performance development skill of employees, company should adopt various strategies.
- Improve employee's judgment capacity.
- Expert training should be provided to employees.
- Company should promote employee innovating skill.
- Reduces stress in organization through entertainment programs.
- Company should provide coaching session to increase employee's competencies.
- Company should provide learning seminars and e-learning programs to improve employee's knowledge.
- To improve competencies of employee's performance based bonuses should be given.
- If possible company can introduce job shadowing in the organization.

### **5.3 CONCLUSION**

Competency Mapping is definitely a new era in the field of HR. It promises economical use of the most important resource, Human Capital by ensuring the best suitable job to the person. It also ensures individuals growth and development. An individual can map his or her competencies and find the job which suits him the most. . In simple words it not only ensures the best person is recruited and placed in the best job suitable to the person, but also through training and development It makes the less competent person into more proficient. We know that the employees are most important and unavoidable factor in any organization and therefore the study on competency mapping is more relevant today. In addition to this, automobile industry is more competitive today that is the study on competency mapping of Hero Suguna Automobiles Industry. This study reveals that the employees in the organization are competitive, even though company should adopt strategies and measures for improving their performance and to compete with the present competitive environment.

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# A Study on Core Competency Mapping and Development of Employees in

## Hero Suguna Automobiles

### Questionnaire

#### (A) Demographic Factors

1. Gender:

a) Male

b) Female

2. Age:

a) 20 yrs – 30yrs

b) 30yrs – 40yrs

c) 40yrs-50yrs

d) Above-50 yrs

3. Educational Qualification:

a) UG

b) PG

c) Engineering

d) Diploma

4. Marital Status

a) Married

b) Un Married

5. Work Experience:

a) Less than 5 Years

b) 5- 10 Years

c) 10 - 15 Years

d) Above 15 Years

6. Monthly Income:

a) Rs.10,000 – Rs.20,000

b) Rs.20,000 – Rs.30,000

c) Rs.30, 000 – Rs.40, 000

d) Above RS.50, 000

7. Which models are available in the hero show room?

a) Pleasure  b) Splendor  c) Passion pro  d) others

8. Department

a) Sales department

b) services department

c) Finance department

d) store department

9. Whether service technologies are improved in the organization?

a) Yes  b) No

10. Whether the firm provided any training the employees to develop their skills

a) Yes  b) No

11. Whether the firm providing incentives to the employees

a) Yes  b) No

12. Are you satisfied with the bonus/rewards in the organization?

a) Yes  b) No

13. State your opinion towards the factors influencing existing status of Communication in the organization (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

S.NO	Communication	SA	A	N	DA	SAD
1	Listen to others views with patience					
2	Express the idea with clarity and precision					
3	Good in developing report					
4	Communicate effectively with employees					
5	Two-way communication is followed					
6	Managers treats subordinates with respect					
7	I listen carefully to others and try to help clients/colleagues					

14. State your opinion towards the factors influencing Adaptability that are accepted by the employees (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

S.NO	Adaptability	SA	A	N	DA	SAD
1	Follows instructions, responds to management direction					
2	Commits to improve the quality of service regulation by employees					
3	Employees work with an attitude to learn new things					
4	Exercise the responsibility with trust, sincerity and commitment					
5	Employees believe that team work brings more satisfaction results than working individually					
6	Collaborating with colleagues encourage & supports to achieve goals on time					
7	Strong services of belonging with the organization					

15. State your opinion towards the factors influencing the **Job related skills/competencies**

(5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

S.NO	Job related skills/ competencies	SA	A	N	DA	SAD
1	Employees are voluntarily ready to do the work in the organization					
2	Employees are taking up the opportunities are available in the organization					
3	Employees are trained in their respective functional areas					
4	Always work with positive attitude to produce qualitative results					
5	I am expert and have knowledge of current technology required to perform my skills					
6	I take short time to adjust and adapt with the changed environment in organization					

16. State your opinion towards the methods of Problem Solving that are adopted in the organization (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

S.NO	Problem Solving Methods	SA	A	N	DA	SAD
1	Gathers and analyzes information skillfully					
2	Works well in groups problem solving situations					
3	Resolves problems in early stages					
4	Clients are trusting the services in the organization					
5	I always make right decisions because of my good judgment and decisions making capabilities					
6	My decisions are not as much effective as my fellow employees have					

17. State your opinion towards the performance of employees in the organization (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

S.NO	Performance of Employee	SA	A	N	DA	SAD
1	Sets and achieves ambitious goals					
2	Drives for continues improvement					
3	Ensure the health, safety and social objectives and integrated into organization activities					
4	Gets results consistently					
5	Provides rewards, feedback and recognition					
6	Think & plan effectively for the organization					
7	I accept challenging jobs that are achievable in the short/long term run					
8	I can exercise the duties without assistance					
9	I clearly understand my duties and responsibilities					

18. State your opinion towards the competency regarding relationship management in the organization (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

S.NO	Relationship Management	SA	A	N	DA	SAD
1	I believe that the clients are the back-bone to the organization					
2	We anticipate and understand our clients requirements					
3	We develop a good rapport with all our clients					
4	We maintain a healthy competition with our competitors					
5	We provide premier clients services and excellent help desk management					

19. State your opinion towards the factors that influence competency regarding leadership in the organization (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

<b>S.NO</b>	<b>Competency Regarding Leadership</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SAD</b>
1	I am always interested to take initiative to perform a task					
2	A decentralized approach to decision- making is followed					
3	I can encourage and support my team members					
4	I can resolve the conflict among the team members					
5	Responsibilities of employees to make necessary decision in order to complete assigned task					

20. State your opinion towards the factors influencing Use of technology in the organization (5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree)

<b>S.NO</b>	<b>Uses of technologies</b>	<b>SA</b>	<b>A</b>	<b>N</b>	<b>DA</b>	<b>SAD</b>
1	New technologies are using in the service sector					
2	Delivery commitments on proper in the service sector					
3	Keeping records of job cards are up to date in the organization					
4	Operational knowledge of machines an tools techniques training are provided to the mechanics in the service sector					
5	Mechanics are servicing all the type of two wheelers & the clients are satisfied with their services					

**Thank you**