CHAPTER – 2
REVIEW OF LITERATURE

Post-Industrial era, rapid changes have taken place in the human resource domain from industrial relations to personnel management, personnel management to human resource management and human capital management, and so on. Thereby a significant transformation has taken upon the role of employee competencies, capabilities, and skills as the sources of sustainable competitive advantage (Mabey Salaman & Storey, 1998; Ellinger, Ellinger, Yang & Howton, 2002) for the organization. Wright, Godue, Manfredi, and Korniewicz (1998) have reiterated that HRM capability is a prime source of competitive advantage as it is imbibed in the collective know-how of the organizations. Any business result is built on a simple principle that better deployment and use of HR should associate with superior business performance (Evans, 1986; Huselid, 1995; Ulrich, 1998).

Reviews Related with Human Competencies

Pfeffer (1994) emphasizes that HR capabilities are the most excellent organizational resources and the key to achieve outstanding performance. The ability to attract and retain employees and relations between management and employees is of paramount importance in achieving sustainable organizational growth and managing the evolving business.

Employees should possess Intellectual competencies to know how to perform the functions of the job in their respective domains. These competencies include industry knowledge, background, and expertise in their area of operation. Intellectual
Employee competencies may be domain-specific and role-specific. Employees are required to possess interpersonal competencies, which are skills required to gel with all stakeholders. These stakeholders may be internal (fellow employees) or external (customers) of any organization. Interpersonal competencies may include the ability to listen to non-defensively, teamwork, respecting individual views, obedience, and commitment to the delivery of promise and customer service skills.

Leadership competencies are the skills required to lead others to get things done. While managers and supervisors mandatorily need these skills, Leadership competencies include the ability to provide useful feedback to the team, give clear direction on vision and mission towards transformation or transaction and evaluate the performance of others.

Employees must excel in their self-management and able to direct themselves towards achieving the goals and specific targets. Self-management competencies include making of cautious judgments, the ability to adapt and be flexible and adaptable as new requirements come forward, and the ability to effectively plan and execute, manage and lead to organize their work to achieve required business results. The objective of focusing and developing employee competencies and significant benefits that an organization will reap will be the attainment of the total organizational development. This is not possible unless the employees are competent to discharge results demanded by the business. Further, consistency in improvising competencies of the employees by training and motivation helps in organizational success, organizational effectiveness, and desired business results.
Competencies vary from business to business. There is a range of competencies that are required in every business organization and the common ones like employees’ intellectual, organizational, and leadership is already discussed.

It is essential for any business organization to grow, prosper, and run smoothly, effectively and efficiently. There is a dire need and significant importance is to be given to employee competencies in a business organization. The organization must take necessary steps towards the development of competencies. Behind the success of every business, there are two important elements, i.e., resources and capabilities. Capabilities are in the form of human assets, the employees. Employees are such a valuable asset that has no replacement. Hence, leading the business towards never-ending success is possible with useful employee competencies.

Hawi, Alkhdary, and Hashem (2015) have explored the link between managerial competencies and Organizations Performance. The authors have surveyed four major airline organizations in Jordan. Researchers have concluded that organizations can also plan extensive programs to develop the essential required competencies that will help their performer's level rise to the next level. When Organizations focus on applying the required managerial competencies and set the tasks, they can reduce the recruitment costs, consumer dissatisfaction, missed opportunities and create their position in the market and drive organizations towards success in the business results.

Cardy and Selvarajan (2006) evaluated competencies: Alternative frameworks for competitive advantage.Authors have emphasized that an organization to succeed
in its mission, organizational competencies must align strategic goals. Without the required competencies, even well-conceptualized, well designed-strategies cannot be successfully implemented.

Ulrich, Brockbank, Younger, and Ulrich, (2012) have defined in their book "HR from the outside in six competencies for the Future of Human Resources". Based on the author's experience and research, the authors reported the evolution of the concept of competencies for HR professionals. The research renders insights into the six major domains of HR competencies that define HR professional effectiveness and help them drive business success.

The book defined, that on being a strategist, the competency domain that describes how effectively HR professionals turn insight into external demands and expectations into innovative and aligned HR practices that drive organizational capability development.

Dreyfus and Dreyfus (1980) have analyzed and introduced nomenclature for the levels of competence in competency development. The reasoning of language as levels of competency is discussed in the paper entitled From Socrates to Expert Systems: The Limits and Dangers of Calculative Rationality. The five levels suggested by Dreyfus and Dreyfus were:

i. “NOVICE: Rule-based behavior, Strongly limited and flexible

ii. EXPERIENCED BEGINNER: Situational aspects

iii. PRACTITIONER: Acts judiciously and consciously from long term goals and plans
iv. KNOWLEDGEABLE PRACTITIONER: Look into the situation as a whole and takes actions based on personal conviction

v. EXPERT: Thorough understanding of the situation and zooms in the central aspects”

The process of competency development is a lifelong series of doing and reflecting. As competencies apply to careers as well as jobs, lifelong competency development is linked with personal development as a management concept. Within a specific organization or professional community, professional competency is frequently valued. The four general areas of competency are:

i. Meaning Competence – “The individuals must be able to identify with the purpose of the organization and act from the preferred future in line with the values of the organization.

ii. Relation Competency – The individual must have the ability to create and nurture connections with all the stakeholders of the primary tasks.

iii. Learning Competency – The assessed individual must be in a position to create and look for situations that make it possible to experiment with the set of solutions that make it possible to complete the primary tasks and reflect on the experience.

iv. Change Competency – The individual assesses should be in a position to act in an innovative way when it will promote the purpose of the organization or community and preferred results.”

McCleland (1973) has defined the Occupational Competency movement intending to move away from traditional attempts to explain competency in terms of
knowledge, skills, and attitude. It should be noted that different competencies predict outstanding performance in different roles and that there is a limited number of competencies that predict outstanding performance in any given job or role. Thus, a trait that is a "competency" for one job might not predict outstanding performance in a different role.

Otto and Mishra (2018) examined the mediating role of employee competencies between HRD practices and organizational performance. Researchers studied about six hundred hotel employees in Ghana. Data were collected through a survey questionnaire. Structure equation modeling was applied to the collected data which were also analyzed for reliability and validity check. The findings of the study revealed that few HRD practices influenced the organization’s performance in the presence of employee competencies. Hence, employee competencies delivered a significant role as a mediator between HRD practices and organizational performances of the employees. Implications of study assure that developed SEM models in the research study will help the stakeholders in recognizing the positive behaviors in the employees in practicing the HRD principles in the organization.

Van Esch, Wei, and Chang (2018) examined the relationship of employee competencies between human resources practices and organizational performance. Researchers found the partial mediation effect of employee competencies between HR practices and organizational performance. Employees from the service and manufacturing industries of China were studied as respondents. Researchers also tested the role of creativity in the employees as a moderator in the relationship
between employee competencies and human resource practices. Employee creativity found as a positive significant moderator to improve the employee competencies and to achieve high organizational performance.

Bharwani and Talib (2017) explained the need for evaluating the skills and competencies for the senior managers of the hotel industry. Researchers proposed the competency development model for sustainable leaders to strategically tackle talent management in the hotel industry. Researchers proposed the 43 items competency framework under the four sub-constructs such as cognitive competencies (knowledge), social competencies (attitudes and behavior), functional competencies (skills) and meta-competencies (motives and traits). The proposed competency model on competencies of leaders further needs to be validated to measure its robustness in the hospitality industry.

Grzybowska and Lupicka (2017) referred to the literature studies on industry 4.0 which conclude that internationalization, information technology development, and hyper-competition the crucial responsible factors for the change in industry 4.0 concept of the manufacturing industry. These factors are responsible for the organization's change and require the competencies and expertise of knowledge in the qualified managers to tackle the various challenges of uncertainty at the workplace. The literature-based studies have several queries to answer such as what kind of specific employee competencies are required for a manager and employees in industry 4.0? The findings of the study show that both employee and employer competencies to work with new material, machines and information need to be upgraded.
Delcourt et al. (2017) shared their views based on the cognitive appraisal theory. According to the researchers’ emotional and technical competencies are important in managing negative customer emotions during the service experience. Researchers recommend the managers to train the employee with both emotional and technical competencies to handle the customer’s negative emotions adequately. The framed hypotheses in the research study were investigated by the video-based experiment. The findings of the study show that a high level of both emotional and technical competencies can help the employee in managing better customer satisfaction.

Potnuru and Sahoo (2016) measure the effect of HRD interventions on organization effectiveness by recognizing the role of employee competencies, paying attention to some HRD interventions. 290 employees of cement manufacturing industries in India were studied. SEM model was developed and CFA was applied. The findings of the study indicate that HRD interventions affect the employee competencies which ultimately improve the organizational effectiveness.

Trivellasa et al., (2015) discuss the mediating role of general competencies between knowledge sharing culture and job satisfaction. Eighty-four employees in account offices of central Greece were studied which confirmed the positive significant mediation effect of general competencies in the relationship of knowledge-based culture and job satisfaction. Findings of the research studies reveal that accounting managers achieve higher job satisfaction from their job assignments in the knowledge-based culture. Further, researchers share that knowledge-based culture includes the sharing of information, team member’s commitment, and positive
problem-solving approach. Similarly, general competencies in the employees concern about acquiring new learning, sharing innovative ideas, providing a solution to the problem and working productively with the other employees.

Urbancova and Hudakova (2015) discussed on the demographic development of small and medium enterprises in the Czech Republic. Researchers collected the data from 432 young and older employees above 55 years of age working in the small and medium enterprises of the Czech Republic. The findings of the study show that there is an immense requirement of competencies among the employees. There exists a competency gap between young and old employees. Both leaders and entrepreneurs are required to develop the competencies in all the age groups of the employees for the sake of economic development, the prosperity of the organization and the continuous development of the employees. Old employees must stress to pass their learning and experience to the young employees.

Wuim – Pam (2014) discussed the major challenge for an HR professional is to attract the workforce, developing the skills and competencies and utilize the talent of the employees to achieve the goals of the organization. The author recommends core competency and talent management as two important concepts in HR practices. To understand the relationship between core competencies and talent management there is a need to identify antecedents for the high-performance behavior among the employees, written need of job description for the employees and employee dedication to the task assigned by the authority needs to be researched adequately.
Zaim, Yasar and Unal (2013) studied the role of individual competencies towards the organization’s performances working with the service industry of Turkey. Two thousand six hundred seventy-nine employees were examined. The findings of the study show that managerial competencies exist as imperative and significant at the high and low levels to affect the organization’s performance. The researchers' further state that a qualitative approach to analyze the individual competencies towards the organization’s performance must deliver a significant role in understanding the individual competencies in the organization. EFA was performed by the researchers to explore the factors. The study shows a positive relationship between individual competencies and organizational performances.

Al Damoe, Yazam and Ahmid (2012) discussed one of the objectives of HRM practices in the organization, is to develop the competencies in every individual for better organizational performance. Researchers examined the mediating role of HRM outcome as employee retention between the relationship of HRM practices and organizational performance. The finding of the research study assures employee retention as a significant mediator in the relationship between HRM practices and organizational performance.

Hon (2012) discussed competency-based pay delivers a significant role in improving the organization's performance and in implementing the business strategies. Competency-based pay can be a significant moderator for the psychological need of the employee and organization performances. The researcher discussed the findings based on the data collected on service hotel industry employees in China. 219 Hong Kong Chinese service hotel industry was studied by the
researchers in their study. The author also discussed competency-based pay improves the creativity of the employees.

Campion et al. (2011) in their article discussed various best practices followed in the competency model by the organizations. It was found that most models of competency by the researchers follow the 20 best practices which can be divided into four areas such as analyzing, organizing, presenting, and using the competency information. Further, researchers also discussed the best practices followed to improve the competencies of the employees with various practical examples in their article.

Parvaiz, Mufti and Wahab, (2017) have evaluated and concluded that HR Delivery and HR technology have a more significant correlation and high impact on organizational performance compared to other competencies. Organizational performance is more dependent on HR delivery and HR Technology. Therefore, employees must have the skills to use technology for human resource functions such as e-HR or web-based procedures to give the best value to customers. Training and development programs should be arranged so that employees can take advantage of technological innovation, which will facilitate the effective communication of employees with all the stakeholders.

Kolla (2005) in his work Managing succession: Developing tomorrow's leaders today. A future executive leadership competency framework”, produced a future executive leadership competency framework coupled with an implementation process to develop those competencies, as a first step in creating integrated succession
management and leadership development system for a financial institution. The study identified the organization's major challenges and opportunities; changes needed for the organization to succeed; critical organizational strategies; critical executive leadership competencies required in the next five years. It focused on the gaps between the present and future state and an implementation plan to develop these competencies and reduce the gap. Eight members of the senior team from the sponsoring organization participated in individual interviews and also in Focused Group Discussion (FGD). Twelve (12) critical competencies were identified. Two implementation strategies resulted, one for the present senior team and one for future executive leaders. Recommendations included future steps to create integrated succession management and leadership development system based on best practices identified.

Prathiba&Balakrishnan (2011) Leveraging leadership competencies to face challenges have defined that Leadership can explicate the difference between an adequate, a good or a great organization. Research shows that great leaders outperform mediocre ones in many ways, including higher productivity, lower employee turnover, better client services, and greater employee morale and motivation. Given the potential leadership drain in the forthcoming years in the banking sector, as baby boomers retire, the challenge is that leaders will become increasingly hard to find. The Private sector banks do not escape this reality and face some profound and unique challenges in finding able leaders. The study aims at identifying the challenges faced by private sector banks and the means through which the banks face their challenge of filling in the leadership gaps and what are the leadership competencies required. The study also creates a benchmark for leading-
edge leadership and management development” activities. Banks struggling to develop and sustain competitive advantage in an increasingly challenging business environment, are now beginning to invest more time and money in leadership development activities than at any time in the past three decades.

Pluzdrak (2007) compared the correlation of leadership competencies and business results: A case study on the ROI of leadership competencies. This research was a case study focused on leadership development and the relationship between the results of leadership competencies to the results of the business. The objectives of the study looked at leadership competencies and business results in two separate periods to determine if improvement in leadership competencies was related to significantly better business results. It also tried to identify if a specific group of competencies has a more significant impact on the business. The purpose of this study focused on two periods and changed over time. Using an exploratory case study methodology with pre and post-test design leadership competencies was correlated with seven business results.

All participants were executives. The study's conclusion showed that changes in behavior in the areas of Customer Focus, Interpersonal Savvy, and Drive for Results were positively correlated in the business areas of Profits, Turnover, and Actual Net. Additionally, the study showed that ABC's Leadership program had a significant impact on the area of self-learning and management. The initial results of the research showed six leadership competency areas that were positively related to the business. These leadership competencies were Customer Focus, Interpersonal Savvy, Drive for Results, Decision Quality, and Ethics.
Messinger (2008) examined Leadership competencies for effective global innovation. The study identified the leadership competencies for effective global innovation teams in large multinational corporations. A growing trend towards global product development further complicates the leadership of technically challenging research and development with the need to motivate highly skilled, creative, multi-cultural, and widely dispersed team members. The global innovation team leader must, therefore, develop a unique set of competencies that have not previously been identified. Using a qualitative, two-round Delphi methodology and an internet-based data collection tool, the study surveyed 36 experts in teams, leadership, innovation, and cross-cultural studies with 16 Asian, European, and North American nationalities. The results of the study consisted of a ranking of 20 cultural, technical, and social competencies in terms of importance. Cultural competencies were found to be the most important, followed by technical and social competencies. The study found that a global innovation team leader should have a participative leadership style, exhibit an entrepreneurial spirit, have a genuine concern for others, and be self-managed. The global innovation team leader should excel in cultural competencies while demonstrating basic technical and social competencies. The competency model and its theoretical framework guides leadership development in the corporate sector and stimulate further research into the subject.

Lindholm (2001) analyzed the CEO’s perceptions of the competencies of workplace learning and performance professionals. The purpose of the study was to identify the essential abilities of the person responsible for an organization's workplace learning and performance programs. Participants in the study were CEOs in organizations with one thousand (1000) or more employees. Participants were
identified through an affiliation with Penn State by searching the 1998 Dunn & Bradstreet directory of senior management. Eighty-three (83) CEOs who worked in organizations located throughout the United States were contacted to participate in the study. Twenty-eight (34%) CEOs from the eighty-three organizations contacted were interviewed. Data was collected through a four-question structured open-ended telephone interview. Data were tape-recorded and transcribed for analysis through qualitative software.

The researcher constructed themes identified in the study after a comprehensive literature review on competency modeling within the field of human resources. Thematic analysis and frequency counts were used to organize the study findings. Themes identified in each question were grouped into clusters from which the study proposed final assertions.

Lucarelli (2004) examined that developing competencies and capabilities through human capital development Firms spend a significant amount of human capital development without much understanding of its impact on performance and strategy. Knowledge creation and dissemination reside at the core of human capital development and, thus, knowledge management is a critical factor in gaining competitive advantage. Therefore, human capital development must be related to knowledge management practices, including the use of information technology, and their ensuing role in creating competencies, capabilities, and firm value. By placing capabilities and competencies in a knowledge management framework, they can delve into their creation and development through human capital development.
The concept of capabilities and competencies, therefore, acts as a bridge between the current thinking on the resource-based theory of the firm and human capital development. With the above issues in mind, this research provides the following contributions to the resource-based view of the firm, human capital development, and knowledge management literature. This research was successful in developing an empirically tested model linking human capital development activities and qualitative measures of firm performance through the creation and enhancement of capabilities and competencies. Constructs were developed to evaluate capabilities and competencies as distinct entities.

Pickett (1998) examined the Competencies and managerial effectiveness: Putting competencies to work. Public Personnel Management to be effective, the development of workplace and managerial skills must reflect the current projected needs of the organization. It is a critical responsibility of the senior management to identify the core competencies of the enterprise and to ensure that the competencies required by managers, specialists, and the workforce, in general, are adequate and appropriate. The development of an effective competencies framework and a complementary performance management program provide an opportunity for enterprise and individual growth, and in the longer term, can also increase shareholder value. To illustrate the accomplishment of training and development, a supportive and motivating culture and management competence were also presented.
Reviews Related with PCMM

Juliet and Anto (2012) in their investigation has discovered that there is almost no data at the grass-root level to appreciate Quality of Work Life, and next to no examination on QWL Life in connection to PCMM and consequently the scientist has experienced this examination. The poll was finished by 230 respondents utilizing judgmental examining strategy from PCMM actualized and Non-executed IT and ITES associations. It was discovered that Quality of work-life was not fundamentally higher in organizations that executed the People Capability Maturity Model when contrasted with different organizations. Among every one of the measurements of Quality of work-life, the main measurement impacted and influenced by the People Capability Maturity Model was self-assessment of execution. It was discovered that there was a variety of 20.1% in the Quality of work life.

Females had higher self-assessment of execution when contrasted with the male partners. Based on the outcomes achieved from the present examination, it is suggested that the Quality of work-life measurements is positively impacted, influenced, and corresponded with the People Capability Maturity Model. However, there is no distinction in the Quality of Work Life among People Capability Maturity Model actualized and Non-executed IT and ITES associations. The outcomes from the investigation have noteworthy ramifications on the organizations that have not executed the People Capability Maturity Model, to join the group of People capacity development.
Bhuvaneswari (2011) contemplates breaking down the adequacy and significance of the execution of PCMM in programming organizations. The analyst has received "Unmistakable Research" for the investigation, and the information was gathered utilizing the Survey technique. Out of 1082 Software organizations in Chennai, 11 programming organizations are PCMM level 5 guaranteed companies. Henceforth, these 11 organizations were taken for the investigation. The example structure is Human Resource Manager - 108, Team Leader/Project Manager - 4486 and Team individuals 726.

A correlation has been made between the PCMM and Non-PCMM level organizations. The Key Process Area in every development level in PCMM is broke down and the key practices executed for expanding the workforce abilities of the representatives are recognized. The handiness of receiving PCMM in the product business is known by dissecting the elements required when the usage of PCMM and the outcomes demonstrate that in the wake of actualizing the PCMM idea the product business has given an ascent.

The investigation directed by Serenko, Bontis and Hull, (2016), has given a general feeling about the usage of PCMM. The research featured the significance of PCMM strategy and the benefits of PCMM. PCMM helps the association in elevating their vocation openings.
As indicated by Shenyang (2011)\(^1\), Neusoft is the main IT arrangement and specialist co-op in China with more than 18,000 workers and activities over the globe. Neusoft gives industry arrangements, item building arrangements, and related programming items and stages and administrations. Neusoft authoritatively passed the PCMM level, 5 appraisers, on June 30, 2011. As per the directions of SEI, after about a multi-month of examination and confirmation by the association, at that point, SEI's legitimate site formally reported the news of Neusoft being ensured the PCMM level 5 on July 28, 2011. This is another development in enhancing human capital administration finishing Neusoft's passed PCMM Level 3 evaluation on July 10, 2008. Neusoft has continuously presented the business's most noteworthy standard among its human capital administration framework to advance the coordination of human asset administration.

Dr. Liu Jiren, administrator and CEO of Neusoft said that they have effectively passed the PCMM Level 5 evaluation that will give a reliable assurance in the human asset supply for the organization's expansive scale and quick advancement in the worldwide markets. It will have a profitable experience for Chinese undertakings to enhance human asset administration, while additionally making a tremendous potential for China's endeavors to partake and contend in the worldwide markets.

In an online article\(^2\) (2009), larger association specialists saw that laborers must value their job and duties. In an exceedingly competitive worldwide business, enrolling abilities with specialized aptitudes are not sufficient anymore. On the best of


\(^{2}\) Why is People Capability Maturity Model Necessary?” By Executive Brief, 18th Nov 2009, source: www.projectsmart.co.uk
their specialized capabilities, laborers must have the fundamental business aptitudes, especially in settling on choices that are in fact sound, as well as steady with the dreams of their associations. This is the place P-CMM comes in. That is to say, helping specialists enable best directors to control venture forms as per current and target ability levels and task headings, and giving a system to streamlining worker capabilities for awesome quantifiable esteem. The PCMM fills in as a system for creating representatives from minor information specialists to information chiefs. The emphasis is for the most part on the execution of laborers, not on the long haul competency improvement. Things improve as support is empowered among specialists. Profession way and competency improvement acquire consideration from best administration, while cooperative exercises are energized among the staff individuals. Arranging and examination, as indicated by authoritative objectives, are presented in the general population administration process. At the point when associations have created coordinated capacity sets among laborers, it is then that they can keep on enhancing items, administrations, and procedures. Poaching by contending firms and high turn-over can be anticipated if workers comprehend the estimation of their place and commitment to the associations.

Press release³ (2009) HCL Technologies Limited – BPO administrations is a division of HCL Technologies Limited, a Global Technology and IT undertakings. It is a multi-year old endeavor. HCL BPO was bothered with the high steady loss rates in the BPO business of around 40% every year and the low accessibility of ability pool with aptitudes for direct work without earlier preparation. HCL BPO could anticipate the change in enrolment, preparing and improvement, denying the BPO

business of its ease advantage and overseeing whittling down in turned into a key need for HCL BPO. HCL needed to make a domain of representative commitment by offering unmistakable prizes, nature of work, future development openings, motivation esteems, work-life balance, and enhanced workforce arrangements.

In light of the examination done by NASSCOM, the present HR slants inside the Indian BPO industry point that present openness to ability is high (at around 80-90 percent of aggregate alumni), yet just 10-15 percent of these understudies have what it takes for direct work without earlier preparing. Out of this appropriate pool, just around 50 percent will join the business. The need of great importance is to take an all-encompassing perspective of the association's the same old thing, culture, innovation, and ability needs. What is more, adjust arrangements dependent on a coordinated and proactive methodology towards creating and drawing ability, developing the business and enchanting the clients. To spur, draw the ability, and hold representatives, associations need to make a domain of worker commitment by offering unmistakable prizes, nature of work, future development openings, motivation esteems, work-life balance and enhanced workforce approach. QAI distinguished People consider CMM as a worldwide and very much organized methodology for surveying and enhancing the present individual's hones. Individuals CMM was chosen as a business methodology to help HCL BPO hold individuals and turn into a business of decision. The association perceived the capability of the model and valued the way that the usage of this model would expand and upgrade the current individual's practices and methods. HCL BPO at that point was sensibly developed in particular workforce rehearses, (for example, Communication, Staffing, Performance Management, Training, and Development) before the People CMM
venture began. Be that as it may, in light of the prescribed procedures in the model, every one of their kin procedures and practices was looked into, refined and progressed.

Sharma (2009)⁴, PCMM is an adjustment of CMM ideas concentrated on building up the association's human capacities, particularly the ability in programming and data frameworks advancement. The inspiration for the PCMM is to profoundly create, propel, sort out and hold the ability expected to enhance programming advancement capacity consistently. The Maturity Level 1,2,3,4 and 5 alongside their Key Process Areas are clarified. Numerous directors in low development associations view workforce exercises as an organization, something not as much as the genuine work of the supervisors. The PCMM evaluation strategy is intended to be consistent with the CMM Appraisal structure. However, it will be custom-fitted, so it expends less time and assets than a conventional programming process evaluation or CMM – based evaluation. PCMM based appraisal will utilize a significant number of indistinguishable traditions from a product procedure evaluation. In giving direction, PCMM does not determine the unequivocal workforce practices to be actualized. Alternatively, maybe it is an arrangement of a system for choosing and fitting practices to the association's history, culture, and condition. The PCMM is a guide for hierarchical development and should be combined with a model of how to execute a change program.

Curtis, Hefley, and Miller(2009) in their article saw that People CMM utilizes the procedure development structure of the exceptionally fruitful capacity

development display for programming (SW-CMM) as an establishment for a model of best practices for overseeing and building up an association's workforce. Programming associations around the globe have utilized the product CMM for managing emotional enhancements in their capacity to enhance profitability and quality, lessen expenses, and time to market and increment consumer loyalty. The People CMM enables associations to portray the development of their workforce hones, set up a program of consistent workforce advancement, set needs for development activities, coordinate workforce advancement with process change and set up a culture of magnificence. Since its discharge in 1995, a considerable number of duplicates of the People CMM have been dispersed, and it is utilized worldwide by associations, little and huge, for example, IBM, Boeing, BAE frameworks, Tata Consultancy Services, Ericsson, Lockheed Martin, and QAI (India) Ltd.

The article (2008)\(^5\) features that, Sutherland Global Service, BPO Company, with India seaward activities in Chennai, Kochi, and Mumbai, has turned into the main unadulterated play BPO worldwide to be surveyed at Maturity level 5 of the P-CMM. Sutherland got a high tribute for its work environment development, including a novel, incorporated HR demonstrate highlighting investigation, goals following, and measurements. The P-CMM appraisal likewise perceived Sutherland's advancement in enlistment range of abilities examination and electronic candidate following framework. The organization's Center of Learning was referred to as an astounding case of consistent instructive advancement. With one of a kind e-learning stage, these representative improvement instruments help Sutherland in surpassing its customer desires.

\(^5\)Sutherland to achieve Maturity Level 5 P-CMM Assessment”. Published on: March 19, 2008. Source: Moneycontrol.com.
Bill Hefley, by and by led the Sutherland P-CMM appraisal and remarked, Sutherland is on the main edge of the P-CMM thought administration drift. BPO resembles other human capital-escalated ventures and perceives the incentive as far as arranging and surveying abilities and holding top ability.

The article6 (press discharge) (2007), clarifies that HCL BPO of HCL Technologies Ltd is one of the early players of Business Process Outsourcing. It positions third in the most noteworthy fulfillment for business process redistributing by Black Book Outsourcing, 2007, and positions second in the Global Peer Group of BPO Service Providers. HCL BPO chose to systematize a portion of the best HR practices and made the association a genuinely 'individuals cantered' worldwide organization. HCL's BPO Noida focus was identified to start the procedure change, and it was here that the adventure to achieve Level 3 of People – CMMMR began. HCL-BPO has been effectively assessed at People CMMR Maturity Level 3 at its N1 focus, Noida. An examination drove by QAI, utilizing the new strategy called SCAMPIsm with People CMMR” – Class A form 1.2 was utilized to rate this development level. With this accomplishment, HCL BPO turns into the world's first BPO association to have been effectively assessed at a development level 3 of People CMMR v2.0. Ajay Batra, Founding Partner, and Authorized Lead Assessor, QAI Asia remarked that HCL BPO has been effective in embracing human capital arrangements dependent on an incorporated methodology towards creating and drawing ability, developing the business and enchanting the clients. This should help the associations' position in the hyper-focused ability to advertise.

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6 HCL BPO appraised at Maturity Level 3 of People Capability Maturity Model (PeopleCMM)R – Becomes the first BPO organization in the World with this distinction!” – Press Release. Noida, 30th August 2007.
String point posted by PradeepChauhan\textsuperscript{7} (2006) features that reality that, PCMM describe the development of their workforce rehearses, set needs for prompt activity, coordinate workforce advancement with process change and turn into a business of decision. The general population CMM comprises of five development levels that build up progressive establishments for consistently enhancing individual capabilities, creating successful groups, propelling enhanced execution and molding the workforce the association needs to achieve its future strategies for success. Every development level is a very much characterized transformative level that organizes new capacities for building up the association’s workforce.

A report online by Nagesh (2005)\textsuperscript{8}, states that CMM is the dad or mother of the PCMM idea. Associations started utilizing the CMM as an apparatus to redesign their product advancement capacity by enhancing their interior practices following the CMM and by going for confirmations at more elevated amounts. Today around 47 associations on the planet have achieved CMM level-5. The uniqueness of People CMM is that it is outlined particularly to enhance human asset forms. The various models are general process change models. They were intended to realize process upgrades in assembling or creating forms. This uniqueness of PCMM is one of the fundamental reasons why it merits close consideration of each HR proficient. Even though PCMM is picking up prominence, it is still in the early stages.

Kumar and James (2004), have concluded that notwithstanding the absence of some functionality, it will encourage and bolster the execution of the key procedure zones in second and third levels. Be that as it may, the help for essential group forms

\textsuperscript{7} www.citehrm.com-206082-people-capability-maturity-model.html
\textsuperscript{8} www.teraquest.com/static/TQPeopleCMMIndex.html
is moderately constrained and there is an open door for these frameworks to expand their functionalities towards these procedures.

Turetken and Demiror (2004) in their examination article expanded and inspected the degrees of the help of Human Resource Management Systems (HRMS) Suite of Oracle Applications ERP framework for People Capability Maturity Model (PCMM). The examination is helped out through key practices of each key procedure zone in PCMM levels. Each Key Process Area (KPA) in the second and third level is mapped to the usefulness given by the HRMS. While the level of help for Level 3 is fundamentally not the same as the one accommodated in Level 2, the level of help for each key procedure territory in two levels appears impressive.

Webizus Consulting Publication Articles⁹ (2003), reports that the principal point of P-CMM is to upgrade hierarchical abilities and adequacy in human asset exercises of programming associations to pull in, create, rouse, arrange and hold the ability expected to enhance programming improvement capacity continually. The development structure depends on three working standards as following.

i. Focus on an objective area (individual’s forms)

ii. Add up to quality standards and ideas that have been spread out by progressive specialists like Deming, Crosby, and many more.

iii. An arranged incremental advancement process as various development levels. One of the principal advantages of PCMM supposedly is a decrease in voluntary turnover as PCMM gives center around worker's vocation improvement openings by exercises like execution

administration and preparation and advancement. The fresher adaptation of PCMM is accounted for to be more useful to an association with its expanded spotlight on workforce advancement exercises and experts are content with the improvement.

Curtis, Hefley, and Miller (2003) in their article present the People Capability Maturity Model portrays key commitments of the People CMM1 and gives a synopsis of advantages and exercises gained from its utilization. The People CMM was first distributed in 1995. Foreseeing the rise of human capital, data innovation workforce, and workforce maturing issues, senior pioneers in the Army's Chief Information Officer and Office of the Assistant Secretary of Defence for Command and Control, Communications, and Intelligence supported the advancement of the People CMM. In a long time since its first discharge, the People CMM has effectively guided workforce change programs in numerous associations, for example, The Boeing Company, Lockheed Martin Corporation, Computer Sciences Corporation, Intel Corporation, Novo Nordisk A/S, Tata Consultancy Services, Infosys Technologies Ltd., Wipro Technologies, the U.S. Armed force, and the Federal Emergency Management Agency.

Review Related with Capability Maturity Model

Ahern, Clouse, and Turner (2008), have suggested that CMMI is a coordinated, extensible structure for enhancing process capacity and quality over an association. It has become a foundation in the execution of constant change for both industry and government around the globe. Wealthy in both detail and direction for a
comprehensive arrangement of authoritative areas, the CMMI item suite proceeds to advance and grow. Refreshed for CMMI variant 1.2, this third version of CMMI – Distilled again gives a short and lucid prologue to the model, and additionally straightforward, simple data on incorporated, constant process change. The three creators, all required with CMMI since its initiation, convey an abundance of experience and learning to this book.

A presentation\(^{10}\) (2006) indicates how one association working at CMMI Level 5 utilized lean item advancement as a driver for upgrading the programming process as a feature of their ceaseless change exertion. Ventures joining Agile techniques with CMMI-5 are more fruitful in creating high-quality programs and able to address client issues at a quicker pace adequately. These outcomes prefer an ROI based choice in comparison to a more generalist Scrum and prompted to think about other Agile practices. With the end goal to keep up CMMI Level5 affirmation, a cautious evaluation of practices required notwithstanding Scrum was vital.

This CMMI association utilized lean item advancement as a driver for upgrading programming forms as a significant aspect of their nonstop change exertion. Introductory pilots appear profitability on Scrum groups twice that of conventional groups. Different activities exhibited a story based test-driven way to deal with programming advancement lessened imperfections discovered amid conclusive tests by 38%.

Murugappan and Keeni (2003) in their study portray methodology adopted by TCS. This method combines the advantages of both Six Sigma and CMM to match the quality expectations of its clients. Goodbye Consultancy Service (TCS) mixed Six Sigma ideas with the different SW CMM key process zone, subsequently making a quality administration framework. This helped TCS enhance its client center and support process change activities by expressly connecting them to business objectives. The TCS group actualized the QMS on the lines of Level 2 and Level 3 prerequisites of SW CMM utilizing six sigma ideas to fortify quantitative process and item estimations and examination, process enhancements for deformity aversion and process streamlining.

The article (2000)\textsuperscript{11} from ACM Digital Library reveals that teaching programming designing at the undergrad and graduate level regularly does not have the accentuation on models and practices that help programming process change. For example, capacity development show (CMM), ISO (International association for institutionalization) 9000-3 and programming process change and ability assurance (SPICE). The product designing establishments CMM is generally adjusted and has gotten extraordinary attention in the product improvement industry. The objective of this exploration venture is to lead a writing overview of industrial involvement with CMM, researching the status of training CMM as a piece of programming Engineering or task administration courses.

\textsuperscript{11}A survey on industrial experience with CMM and the teaching of CMM practices”, dl.acm.org/citation.cfm?id=771322.771345, “ACM Digital Library”,2000.
The article\textsuperscript{12} published in (2000) surveys 322 delegate commitments to the production procedure change (SPI) writing. A straightforward system classifies the commitments: the essential objective is prescriptive, engaging, or intelligent. The field is observed to be somewhat overwhelmed by one methodology (CMM) and intensely one-sided towards prescriptive commitments. Neither of these patterns is fundamentally advantageous, and it is contended that all the more hypothetically deep commitments could empower an assorted variety of methodologies that may likewise profit all its practitioners.

Cooper, Fisher, and Sherer (1999) have concluded that the industry wants to enhance the development of their inward programming procurement forms. With the end goal for associations to make changes, they should know a definitive objective and what is required to accomplish that objective. Moreover, advance towards accomplishing the objective must be quantifiable. A capacity development show gives the casing work expected to encourage the coveted change. The product Acquisition Capability Maturity Model (SA-CMM) has been created to give such a system.

Paulk, Curtis, Chrissis, and Weber (1993), have said in their article that, CMM is a structure that depicts the components of a powerful programming procedure. The CMM portrays a developmental change way from an ad hoc, a tumultuous procedure to a developed and trained process. The CMM “covers hone for arranging, designing, and overseeing programming improvement and upkeep. These essential practices enhance the capacity of associations to meet objectives for cost, calendar, usefulness, and item quality. The CMM sets up measures against which it is conceivable to pass

\textsuperscript{12}Prescription, description, reflection: the shape of the software process improvement field”, “ACM Digital Library”, 2000.
judgment, repeatable, the development of an association's product procedure. These guidelines can be utilized by an association to design different enhancements to its product procedure.

Herbsleb, Zubrow, Goldenson, Hayes, and Paulk (1997) have brought up that, The CMM was intended to enable designers to choose process change techniques by deciding their present procedure development and recognizing the issues, most basic to enhancing their product quality and process.

Bamberger (1997) points out that, the CMM was not planned to be all individuals or cover every conceivable part of programming and frameworks improvement. CMM was expected to give one arrangement of rules to overseeing programming advancement ventures and making enhancements extra minutes. This arrangement of rules depends on best practices, programming designing control, genuine experience, and extrapolation from different enterprises. These rules were just intended to be customized and connected inside the culture and setting of every exceptional organizational particle.

Goldenson and Herbsleb(1995), in their article, express that, the capacity development demonstrates (CMM) for programming has turned out to be extremely powerful as a reason for programming process change (SPI). The more significant part of the proof to date demonstrating the after-effects of these endeavors has comprised of only contextual investigations. The way was not always smooth, be that as it may, and endeavors, for the most part, took longer and cost more than anticipated. Various variables that recognized profoundly fruitful from unsuccessful
endeavors are distinguished. A large portion of these elements is under administration control, recommending that various particular administration choices are probably going to have a remarkable effect on the accomplishment of the exertion.

Paulk (1995), in his article, says that association worried about ISO 9001 accreditation frequently question its cover with the Software Engineering establishment's ability Maturity Model (CMM). The creator takes a gander at 20 provisions in ISO 9001 and maps them to hones in the CMM. The examination suppliers reply to some regular inquiries regarding the two records.

Herbsleb, Carleton, Rozum, Siegel, and Zubrow, (1994), have gathered information from 13 associations and broke down to acquire data on the consequences of CMM-based programming process change endeavors. It incorporates the expense and business estimation of change endeavors and besides the yearly change in efficiency, early imperfection identification, time to market and post-discharge deformity reports. Change endeavors and results in five associations are accounted for more profundity on the off chance that reviews.

Paulk, Curtis, Chrissis, and Weber (1993) in their articles at about the capacity development demonstrate created to display sets of suggested hones in various key process regions that have appeared to improve programming advancement and support capacity. The underlying arrival of the variant was evaluated and utilized by the product network amid 1991 and 1992. A workshop on CMM 1.0 held in April 1992, was gone to by around 200 programming experts. The present form of the
CMM is the consequence of the criticism from that workshop and continuous input from the production network.

Baumert and McWhinney (1992) depict an arrangement of programming estimates that are perfect with the estimation hones portrayed in the capacity development show for programming. These measures, as programming pointers, cover thirteen unique classifications that incorporate advancement, exertion, cost, and quality. Venture programming administrators and programming designing procedure gatherings can utilize these markers amid the product advancement life cycle to pick up understanding into the product advancement process and programming process change exercises. The pointers have been effectively utilized in undertakings in the product business.

**Review on Qualitative Approach: In-Depth Interview**

Earlier literature (Churchill 1979; Gerbing and Anderson 1988; Comrey 1988; Clark and Watson 1995) have suggested three different techniques such as literature review, focus group discussion and in-depth interviews as the most preferred qualitative techniques to generate code pool. In this study In-depth interview, technique has been adopted to explore major codes from experts on the following objectives: (a) exploring major human resource competencies that address the changing business environment needs in infrastructure industry, (b) understanding the role of human resource competencies for organization performance, (c) examining the implementation of various competencies development models and their influence on human capital development within organization, (d) providing suitable
recommendations to the industry to focus on employee competencies to manage evolving business environment.

According to Duncan and Morgan (1994), even though focus group discussions generate more data, conducting an in-depth interview is comparatively essential in understanding the topic better. Thus conducting an in-depth interview helps the researcher to go in-depth of the concept and explore additional information. Ritchie et al (2013) stated that it is necessary to go in-depth in collecting information with a sample, rather than going in breadth in terms of sample size. Further, Boyce and Neale (2006) described that when the interviewee repeats the same information then the interview can be ended since no more information can be attained. There are several kinds of literature that adopted an in-depth interview as a major qualitative technique to explore new codes to support their objectives. The following table 1 lists the literature that has adopted an in-depth interview approach:
Table 1

Sample Size Determination for Qualitative technique (In-depth Interviews)

<table>
<thead>
<tr>
<th>Year</th>
<th>Author(s)</th>
<th>Study</th>
<th>Type of qualitative technique</th>
<th>Sample size</th>
<th>Concept</th>
<th>Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>Kohli, A. K., &amp; Jaworski, B. J.</td>
<td>Market orientation: the construct, research propositions, and managerial implications</td>
<td>In-depth interview</td>
<td>The field research considered of in-depth interviews with 62 managers in four U.S. cities</td>
<td>Market orientation</td>
<td>Managers of 3 states of U.S.</td>
</tr>
<tr>
<td>1993</td>
<td>Claude R. Martin Jr, David A. Horne</td>
<td>Services Innovation: Successful versus Unsuccessful Firms</td>
<td>In-depth interview</td>
<td>An in-depth interview with 80 senior managers in 16 service companies found mostly service innovation as mostly informal or ad hoc in nature</td>
<td>Service innovation</td>
<td>16 different US-based firms</td>
</tr>
<tr>
<td>1997</td>
<td>Sundbo, J.</td>
<td>Management of innovation in services</td>
<td>In-depth interview</td>
<td>A total of 86 in-depth interviews were made</td>
<td>Innovation in services</td>
<td>Danish service firms</td>
</tr>
<tr>
<td>1997</td>
<td>Mudambi, S. M., Doyle, P., and Wong, V.</td>
<td>An exploration of industrial markets branding, Management of industry marketing</td>
<td>In-depth interview</td>
<td>Approximately 15 in-depth interviews with industrial consumer goods producers, retailers and buyers studied how practitioners view the decision-making process or contrast it with the standard description.</td>
<td>Branding</td>
<td>Manufacturers, distributors, and purchasers of precision bearings.</td>
</tr>
<tr>
<td>1999</td>
<td>Sharma, N., &amp; Patterson, P. G.</td>
<td>The effect of communication</td>
<td>In-depth interview</td>
<td>A total of 25 in-depth interviews were made</td>
<td>Communication effectiveness and service</td>
<td>Financial services</td>
</tr>
<tr>
<td>Year</td>
<td>Author(S)</td>
<td>Title</td>
<td>Method</td>
<td>Purpose</td>
<td>Industry</td>
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<tr>
<td>1999</td>
<td>Lievens, A., Moenaert, R. K., &amp; Jegers, R. S.</td>
<td>Linking communication to innovation success in the financial services industry: a case study analysis</td>
<td>In-depth interview</td>
<td>The desk research and the 32 in-depth interviews with senior managers and project leaders served as a platform for theory development</td>
<td>Innovation success, Financial services</td>
<td></td>
</tr>
<tr>
<td>1999</td>
<td>Doherty, N. F., Ellis-Chadwick, F., &amp; Hart, C. A.</td>
<td>Cyber Retailing in the UK: The Potential of the Internet as a Retail Channel</td>
<td>In-depth interview</td>
<td>A total of 20 interviews were conducted, covering a representative cross-section of the retail sector. In all cases, the interviewees were individuals who held management responsibility for the development and operation of a retail organization’s Internet activities.</td>
<td>Retailing, utilization of the Internet within the UK retail sector</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>Thompson, P</td>
<td>Re-using qualitative research data: A personal account</td>
<td>In-depth interview</td>
<td>Our main success was in securing an unusually good sample base for our own fifty in-depth interviews with men and women</td>
<td>Reusing the data, Interview with families</td>
<td></td>
</tr>
<tr>
<td>2000</td>
<td>Neeru Sharma, Paul G. Patterson</td>
<td>Switching costs, alternative</td>
<td>In-depth interview</td>
<td>In-depth interviews with a convenience</td>
<td>Relationship marketing, Financial planning services</td>
<td></td>
</tr>
</tbody>
</table>
## Employee Competencies for Evolving Business Environment

<table>
<thead>
<tr>
<th>Year</th>
<th>Author(s)</th>
<th>Title</th>
<th>Methodology</th>
<th>Sample Size</th>
<th>Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>Derek Glover and David Miller</td>
<td>Running with Technology: the pedagogic impact of the large-scale introduction of interactive whiteboards in one secondary school</td>
<td>In-depth interview</td>
<td>A sample of 25 individual clients of two financial service firms</td>
<td>Whiteboard technology, School education</td>
</tr>
<tr>
<td>2001</td>
<td>Wiktorowicz, M. E., et al.</td>
<td>Economic Implications of Hip Fracture: Health Service Use, Institutional Care and Cost in Canada</td>
<td>In-depth interview</td>
<td>A subsample of 30 community-dwelling patients randomly selected from the cohort for an in-depth interview</td>
<td>Service use, Healthcare sector</td>
</tr>
<tr>
<td>2001</td>
<td>Stefan Stremersch et al.</td>
<td>The Purchasing of Full-Service Contracts: An Exploratory Study within the Industrial Maintenance Market</td>
<td>In-depth interview</td>
<td>12 expert interviews (two hours each) with maintenance managers, technical managers, purchasing managers and general managers</td>
<td>Service maintenance and decision making, Dutch companies in the food and chemical industry</td>
</tr>
<tr>
<td>2002</td>
<td>Dubois, B., and Czellar, S.</td>
<td>Prestige Brands or Luxury Brands? An Exploratory Inquiry on Consumer Perceptions</td>
<td>In-depth interview</td>
<td>A total of fifteen people aged from 24 to 82 were interviewed either at their home or workplace</td>
<td>Customer perception, Prestige or Luxury among brands</td>
</tr>
<tr>
<td>2002</td>
<td>Ian Alam</td>
<td>An Exploratory Investigation of User Involvement in</td>
<td>In-depth interview</td>
<td>To collect data from 12 cases, a total of 36 in-depth interviews were collected</td>
<td>New service development, Analysis on case studies</td>
</tr>
</tbody>
</table>
### New Service Development

<table>
<thead>
<tr>
<th>Year</th>
<th>Authors</th>
<th>Title</th>
<th>Method</th>
<th>Context</th>
</tr>
</thead>
<tbody>
<tr>
<td>2002</td>
<td>Srinivasan, S. S., Anderson, R., &amp; Ponnavolu, K</td>
<td>Customer loyalty in e-commerce: an exploration of its antecedents and consequences</td>
<td>In-depth interviews</td>
<td>Customer loyalty online business-to-consumer (B2C) context</td>
</tr>
<tr>
<td>2003</td>
<td>Leslie de Chernatony, Susan Segal-Horn</td>
<td>The criteria for effective brands of services</td>
<td>In-depth interviews</td>
<td>Services branding Consulting services</td>
</tr>
<tr>
<td>“2003”</td>
<td>Macdonald, E., &amp; Sharp, B.</td>
<td>Management Perceptions of the Importance of Brand Awareness as an Indication of Advertising Effectiveness</td>
<td>In-depth interviews</td>
<td>Brand awareness marketing managers</td>
</tr>
<tr>
<td>2003</td>
<td>Feighery, E. C et al.</td>
<td>How tobacco companies ensure prime placement of their products</td>
<td>In-depth qualitative interviews</td>
<td>Retailing Tobacco company incentive programs offered to retailers</td>
</tr>
<tr>
<td>Year</td>
<td>Authors/Study Title</td>
<td>Study Description</td>
<td>Research Method</td>
<td>Key Findings</td>
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<tr>
<td>2003</td>
<td>SiriluckRotchanakitumnuai, Mark Speece</td>
<td>Barriers to Internet banking adoption: a qualitative study among corporate customers in Thailand</td>
<td>In-depth interview</td>
<td>Two groups of respondents were targeted, the first of which consists of seven corporate customers who operate their transactions via internet banking second group consist of eight non-internet using customers</td>
</tr>
<tr>
<td>2004</td>
<td>Lagrosen, S et al</td>
<td>Examination of the dimensions of quality in higher education</td>
<td>In-depth interview</td>
<td>First, 29 in-depth interviews were carried out.</td>
</tr>
<tr>
<td>2004</td>
<td>Dellande, S et al.,</td>
<td>Gaining compliance and losing weight: the role of the service provider in health care services</td>
<td>In-depth interview</td>
<td>Eight patient participants and nine nurse participants took part in the interviews. In qualitative research, in general, data collection continues until no new insight is provided; McCracken (1988) suggested that usually, eight participants are sufficient”</td>
</tr>
<tr>
<td>2004</td>
<td>Deirdre O'Loughlin et al.,</td>
<td>From relationships to experiences in retail</td>
<td>In-depth interview</td>
<td>7 in-depth interviews with a purposive Customer-supplier relationship</td>
</tr>
<tr>
<td>Year</td>
<td>Authors</td>
<td>Title</td>
<td>Methodology</td>
<td>Sample</td>
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<tr>
<td>2005</td>
<td>Wong, H. Y., and Merrilees, B.</td>
<td>A brand orientation typology for SMEs: a case research approach</td>
<td>In-depth interviews with 8 firms, the meanings of 4 constructs in the SME context have evolved</td>
<td>Sample of middle and senior management financial services personnel and experts in the banking</td>
</tr>
<tr>
<td>2005</td>
<td>Shaw, D et al.</td>
<td>An exploration of values in ethical consumer decision making</td>
<td>Focus group in-depth interviews with 8 consumers candidates</td>
<td>Ethical consumers in decision making</td>
</tr>
<tr>
<td>2006</td>
<td>Boyce, C., and Neale, P.</td>
<td>Conducting in-depth interviews: A guide for designing and conducting in-depth interviews for evaluation input</td>
<td>It should be noted that the general rule on sample size for interviews is that when the same stories, themes, issues, and topics are emerging from the interviewees, then a sufficient sample size has been reached.</td>
<td>Book</td>
</tr>
<tr>
<td>2006</td>
<td>Chesbrough, H., &amp; Crowther, A. K.</td>
<td>Beyond high tech: early adopters of open innovation in other industries</td>
<td>Conducted in-depth qualitative interviews with 12 senior business executives</td>
<td>Open innovation</td>
</tr>
<tr>
<td>2007</td>
<td>De Jong, J. P., &amp; Den Hertog, D. N.</td>
<td>How leaders influence employees' innovative behavior</td>
<td>We selected 12 participants through purposive sampling. Each participant was a manager and/or entrepreneur</td>
<td>Employees' innovative behavior</td>
</tr>
<tr>
<td>Year</td>
<td>Authors</td>
<td>Title</td>
<td>Methodology</td>
<td>Sample Description</td>
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<tr>
<td>2008</td>
<td>Angell, R. J.,</td>
<td>Service quality in postgraduate education</td>
<td>In-depth interview</td>
<td>A quota sample of 18 postgraduates was recruited from the campus of a university situated in the southwest of England</td>
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<td></td>
<td>Heffernan, T. W.,</td>
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<td></td>
<td>&amp;Megicks, P.</td>
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<tr>
<td>2012</td>
<td>CBobâlcă, C.,</td>
<td>Developing a scale to measure customer loyalty</td>
<td>In-depth interview</td>
<td>31 depth interviews from sellers and 29 interviews from direct buyers”</td>
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<td>Gâtej, C.,</td>
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<td></td>
<td>&amp;Ciobanu, O</td>
<td></td>
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<tr>
<td>2013</td>
<td>Ritchie, J.,</td>
<td>Qualitative research practice: A guide for social science students and researchers</td>
<td>In-depth interview</td>
<td>Because of its in-depth coverage qualitative research will be used, it is generally better to maintain information collection depth rather than sample size breadth, although this implies concentrating the study on certain components of the population rather than attaining a more widely defined sample.</td>
</tr>
<tr>
<td></td>
<td>Lewis, J.,</td>
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<td>Nicholls, C. M.,</td>
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<td></td>
<td>and Ormston, R.</td>
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</table>
Research Gaps

From the literature, it is very clear that employee competencies need to be developed with the evolving business environment. It is found that there have been studies conducted on examining the employee competencies but how the competencies need to be developed with the evolving business needs is still a gap in the literature. The competency of an employee in one work might not predict exceptional performance in another role. So, it can be concluded that different job roles need different competencies. Hence, the present study is a footstep in this direction and fills in this gap. The present study will address the following research questions.

The Research Problem

Competence is the potential/ capability to succeed in a situation” including context assessments, objectives, abilities and knowledge sufficiency, and anticipated results. Therefore, competence is closely related to company requirements and performance: it is necessary to achieve superior efficiency in a specific context or situation constantly.

Over the previous 20 years, jobs have changed rapidly; the People Capability Maturity Model (PCMM) is becoming more helpful than the transactional method based on historical skills. The nature of job changes from single-skilled employment to multi-skilled employment, from repeated tasks to problem-solving tasks, from individual job to teamwork, and from functional specialization to cooperation.
Looking at how job changes, the organization needs to shift from skill-based performance to skill-based performance on People Capability Maturity Model (PCMM). Besides, performance measures are instruments used to monitor an organization's past performance, predict future performance levels and achieve performance improvements.

Traditional performance measurement systems depend on financial accounting measures, such as income development, investment return, market share, and unit expenses. Competence-based performance evaluates big sets of skills and expertise that can considerably enhance organizational productivity to a higher extent than simply performing a task using a current skill set. The most prevalent form of historical work (individual repetitive work) is gone and the organization is increasingly in need of skill-based assessments through different skill-based leadership methods.

Hence, the following key research questions have been created to further investigate and clarify the real study issue. The research questions identified are:

i. What are the major employee competencies that impact the business results in various categories of employees?

ii. Which are the competency models that need to be adopted by the organizations to enhance the employee competencies to manage the business at the desired level?

iii. What are the steps need to be adopted by HR Management?
iv. What are the critical elements (factors) of competency-based performance management models?