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Research Paper HRM

An Empirical Study on Competency Mapping (With Special Reference to Farida Classic Shoes Private Limited, Ambur

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ABSTRACT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Through proper competency mapping high skilled and knowledge based jobs are increased. Human resource development aims at constantly assessing competency requirements of different individuals to perform the job assigned to them effectively and provide opportunities for developing these competencies to prepare them for future roles in the organization. Hence an attempt has been made to analyse the link between competency mapping and human practice in the organization. Further efforts have also been made to know the impact of competency mapping on individual and team and to know the impact on training provided to the employees.

KEYWORDS : Competency, Competency mapping, Employee's performance and Training.

INTRODUCTION

In the modern complex world, which is characterized by scarcity resources, it has become a foremost object of every business person to use the available resources efficiently and in best way. The different resources include men, material, machinery and money. To maximize returns and minimize wastage all these resources must be properly synchronized. Man power, both technical and managerial, is the most important resource of an organization. No other factor can be utilized efficiently without man power. Thus, its mismatch with any of the factor will give rise to wastage of time, money and efforts leading to loss of efficiency. Thus, it is very necessary to use these resources effectively. However, the most important resource is also the most difficult to manage. The reason for this difficulty is that no two persons are similar. Each person is been endowed with different qualities, skills, attitudes, motives, knowledge like the same. Moreover these factors have an imperative impact on their performance.

Definition

Competency may be defined as an ability of an individual to do a job properly. Competency mapping is a process of identifying the gap of an individual's performance or job related skills in order to fill those gaps through effective training.

Competency mapping was used in the following fields in different ways

- Psychologists were concerned with the concept as a measure of ability and whether the observable performance of a person represented the underlying traits or capacity.
- Management theorists applied a functional analysis to define how organizational goals were to be best achieved through improved individual performance.
- Human resource managers viewed the concept as a technical tool to implement strategic direction through the tactics of recruitment, placement, training, assessment, promotion, reward systems and personnel planning.
- Educationists attempted to relate the idea of work preparation and professional recognition with that of a broad education.
- Politicians including those involved in the political process such as Trade Unions, Employer groups and political parties, particularly in the UK and Australia, have used the concept as a means of improving the efficiency of the labour market.

Competency mapping:

Competency for the job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of the internal as well as external customers and stake holders. The competency framework serves as the bedrock for all human resource applications. As a result of competency mapping, all the human resource processes like talent induction, management development, appraisals and training yield much better results. The job competency is divided into following elements:

- Elements Competency or Task Competency: It is an ability to do a particular type of task. A job consists of many different types of tasks, thus requiring different elemental competencies. The elemental competencies can be standardized, precisely differentiated, developed into a model across the organization and are easier to identify, study, understand map assess and develop. The examples for the elemental competencies could be communication skills, business skills, achievement orientation or drive, decision making, analytical skills like the same.

- Behavioural Indicators: The overall competency requirement for a job need to be understood in terms of elemental competencies, which depend upon education, knowledge, training, experience, technical and non-technical skills, attitude, personal skills like the same. Some of these attributes are difficult to objectively assess and measure. However, persons with high competency for a particular task demonstrate certain logically associated behaviour which can be used to identify the factors that make the person highly competent for the task.

Competency mapping is one of the most important developments for human resource function. It provides much needed objective to HR practices and HR linked activities. Now the assessment role of HR has changed from support function to core function with the help of competency mapping. With the competency, based HR systems and programmes, HR function can directly contribute to organizational effectiveness. By mapping the competencies, following functions can be performed effectively and efficiently. Thus, the competency can be used for the following applications:

- Candidate Appraisal for the purpose or recruitment
- Potentials appraisal for promotion and functional shifts
- Employee training need identifications
- Employee performance diagnostics
- Employee self development initiatives
- Retention strategy

Competency Assessment

After the competencies of a job are determined and the jobs are allotted to the candidates based on their competencies, it becomes necessary to evaluate the performance of the candidate. In order to assess the effectiveness of competency based recruitment and the productivity of an individual it becomes indispensable to assess the competencies of the individual periodically. But the competencies

are nothing but the skills and qualities of an individual. Thus it cannot be assessed easily due to their subjective nature. However, efforts have been made to assess these qualities using various tools. There are a number of ways to assess competencies. Assessment methods vary in degrees of precision, complexity and time and effort to administer. An actual assessment will provide much more useful information for determining the number of those available and capable of fulfilling future functional requirements. It will give good information as to what extent recruitment, training and other strategies need to be deployed to address workforce gaps and surpluses. One way of determining actual competencies is to conduct a general assessment of employees using a checklist of the future desired competencies that have been identified through the demand forecast. Competency assessment information can also be obtained through existing tools such as the Employee Development & Performance Plan (EDPP), Management Development & Performance Plan (MDPP) and the META 360 degree assessment tool for managers. Though there are many assessment tools, among them Assessment centre and 360 degree feedback system are most popular and widely adopted.

Assessment & Development Centres

An Assessment Centre (AC) is a comprehensive, standardized procedure in which multiple assessment techniques such as situational exercises and job simulation (business games, discussions, reports and presentations) are used to evaluate the employees for a variety of manpower decisions. An assessment centre consists of a standardized evaluation of behaviour based on multiple inputs. Several trained observers and techniques are used. These specially trained observers make judgements about behaviour. At the end of the assessment the assessors get together to share their data which is scientifically recorded on a set of evaluation forms. They come to a consensus on the assessments of each candidate. Most frequently, the approach has been applied to individuals being considered for selection, promotion, placement or special training and development in management. Assessment centre is the method of evaluating an individual based on his performance in various business simulation exercises (Group discussion, case study, Analytical Thinking Psychometric tests, and Business games) and other personality tests. Different methods of assessing a candidate for ministerial positions have been spelt out in the Arthashastra including observation, performance appraisal, assessment, interviewing and other forms of testing.

Early application of assessment centres can be traced to the German military assessment programme developed for selection of officers for the German Army. Both multiple assessment techniques and multiple assessors to evaluate complex behaviour with special focus on leadership were used. Assessment was based on subjective opinions and very little rating was done. Assessment tools like interviews covering background, personal objectives, social values, interests, exercises, business games, leaderless group discussion and various projective and chapter and pencil tests were used. Generally, the competencies that are to be measured are determined by each organization by using methods such as job analysis, managerial aptitude profile surveys, identifying competencies in star performers. A variety of assessment techniques are used in Asian organizations like in-baskets, business simulation, questionnaires, group discussions, role plays, interviews, case study, individual presentation. While the need is felt by all organizations to test reliability and validity of the tools used many of them are not testing them. Both internal and external assessors are used for evaluation.

OBJECTIVES OF THE STUDY

- To study the concept of Competency mapping in general.
- To analyzes that link between Competency mapping and human practices.
- To study the impact of competency mapping on individual and team growth.
- To study the impact of Competency mapping on training provided to the employees.

SCOPE OF THE STUDY

In the present competitive business world, the human capital has become the most important resource. Thus, it is necessary to understand various tools of proper management of human resources. Competency mapping, which is yet unexplored in India, is considered as one of the best human resource tool, which leads in most adequate recruitment and selection of an employee. Thus to have the in depth knowledge of competency mapping, the study is done. And apart from that, it is also necessary to find its importance and applications in an organization. Apart from this, the study is done with the object to understand competency mapping for an employees. The chosen samples of one hundred respondents were asked to answer the questionnaire prepared by the researcher in the above focused points and the option given by them which were classified and analyzed.

LIMITATION

Time is major limitation. The sample size is limited to 100 respondents in Farida Classic Shoes Private Ltd, Ambur in Vellore City the findings cannot be generalized.

REVIEW OF LITERATURE

Yuvaraj (2011) has highlighted that competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and it describes what has to be done. Competency mapping is one of the most accurate means in identifying the job and behaviour competencies of an individual in an organisation.

Dr. Nagaraju and Sathya Narayana Gowda (2012) in their article concluded that competency is a key behaviour of employees in the sample organizations that enables the superior performance of the organizations as a whole. Competency mapping lends to innovate, ability to adopt new technologies and understand the needs of customers.

Dr. V. K. Jain (2013) in his article has concluded that the term of competencies included attributes, skills and knowledge parameters in detail and makes a gap analysis in the actual and desired skills and assesses the training needs of the employees.

Balaji and Vimala (2012) in their study have portrayed that the competency gaps are found to be higher in job related skills, performance and Meta qualities of employees in the organization. These could be developed by giving training to the employees.

Dr. P. Suguna and Tamilselvi (2013) found that competency mapping should not be seen as rewards and it is not only done for confirmed employees of an organisation and it can also be done for contract workers or for those seeking employment to show their skills.

RESEARCH METHODOLOGY

Data for the research was collected from 100 employees in the organization by random sampling method and a well defined questionnaire was prepared with 3 point likert scale and distributed among the employees. Primary data was collected through questionnaire and secondary data was collected from various journals and books. Chi-square was used as tool for analytical purpose.

ANALYSIS AND FINDINGS

Table – 1
HRM Department performs the functions of recruitment, selection, training and development

Degree of Rating	No of respondents	Percentage (%)
Strongly Agree	28	28
Agree	64	64
Disagree	8	8
Total	100	100

Inference:
From the above table it is clear that 28% of the respondents strongly agree, 64% of the respondents agree and 8% of the respondents disagree that the Human Resource management department performs the functions of recruitment, selection, training and development.

Table – 2
PDDRO (Planning, Design, Delivery, Review and Outcome) process cycle is conducted to implement training program.

Degree of Rating	Experience(Years)					
	0-5 years	5-10 years	10-15 years	Above 15 years	Total	Significant level
Strongly agree	18	5	1	0	24	0.210
Agree	42	16	4	0	62	
Disagree	11	2	0	1	14	
Total	71	23	5	1	100	

Application of Chi-Square test:

Null hypothesis (Ho): There is no difference between the PDDRO process cycle is conducted to implement training program based on their experience.

Conclusion:
The P. Value 0.210 is greater than 0.05 at 5% significant level. So the null hypothesis is accepted. Hence it is concluded that there is no relationship between the PDDRD process cycle is conducted to implement training program based on their experience.

Table – 3
360 degree feedback system is implemented to monitor the performance of employees

Degree of Rating	Experience(Years)					
	0-5 years	5-10 years	10-15 years	Above 15 years	Total	Significant level
Strongly agree	15	7	3	0	25	0.373
Agree	29	9	3	1	41	
Disagree	27	7	0	0	34	
Total	71	23	5	1	100	

Application of chi-square test:

Null hypothesis (Ho): There is no significant relationship between 360 degree feedback systems implemented to monitor the performance of employees, based on their experience.

Conclusion:
The P. Value 0.373 is greater than 0.05 at 5% significant level. So, the null hypothesis is accepted. Hence it is concluded that there is no relationship between the 360 degree feedback systems is implemented to monitor the performance of employees, based on their experience.

Table – 4
Organization organizes the career development plans for the employees

Degree of Rating	Experience(Years)					
	0-5 years	5-10 years	10-15 years	Above 15 years	Total	Significant level
Strongly agree	17	12	2	0	32	0.156
Agree	33	11	2	0	46	
Disagree	20	1	1	1	22	
Total	70	24	5	1	100	

Application of chi-square test:
Null hypothesis (Ho):
There is no significant relationship between the career development plan organise by the organisation for the employees, based on their experience.

Conclusion:
The hypothesis holds good at 5% significant level. The P. Value 0.156 is greater than the table value so null hypothesis is accepted. Hence it is concluded that there is no significant relationship between the career development plan organised by the organisation for the employees, based on their experience.

Table – 5
Competency mapping helps the organization to reduce cost

Degree of Rating	Experience(Years)					
	0-5 years	5-10 years	10-15 years	Above 15 years	Total	Significant level
Strongly agree	21	6	1	0	28	0.906
Agree	36	14	3	1	54	
Disagree	14	3	1	0	18	
Total	71	23	5	1	100	

Application of chi-square test:
Null hypothesis (Ho): There is no significant relationship between the competency mapping helps the organization to reduce cost, based on their experience.

Conclusion:
By applying chi-square test it is found that the calculated P. Value 0.906 is greater than 0.05 at 5% significant level. Hence it is concluded that there is no significant relationship between experience and competency mapping helps to reduce cost.

SUGGESTIONS

Competency mapping must be frequently done in order to test the competency level of the employees. Since most of the employees are performing different jobs than they were doing at the time of their joining, more training shall be provided to perform the new work. Though the present status of competency mapping of employees is good and effective at Farida Classic PVT Company at Ambur the following suggestions may be taken into consideration to maintain the same status and strengthen the existing system of competency mapping in future.

- Some employees feel that they need more soft skill programs to perform the work effectively.
- Different sources of competency techniques may be encouraged among the employees.
- The company shall organize career development programme frequently at regular intervals to improve their efficiency.
- The management shall regularly implement the 360 degree feedback system to increase the performance level of employees.
- Motivation should be given to the employees so that more interest can be inculcated in knowledge enhancement and management.

CONCLUSION

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently and it describes what has to be done. From the above study it can be concluded that 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 appraisal makes the less competent person into more proficient.

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