



Competency Mapping of the Employees – A Case Study Ofmadura Coats Pvt, Ltd, Madurai, Tamilnadu

KEYWORDS

Competency Mapping, Gap, Expected competency level, Present competency level.

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ABSTRACT *In this paper, the researcher has focused on competency mapping of the employees in order to identify what competencies the job expect and the competency possessed by the employees. The gap identified will be able to help the employees to focus on the lacking competency though which the organization can achieve its objectives. In this paper, the Researcher has focused on employees (Engineer level) of Madura coats private limited, Madurai.*

INTRODUCTION:

Competency mapping helps companies achieve competitive advantage by identifying and Bridging the gap between the competencies that an employee possesses and the competencies that he is expected to have to perform the job efficiently. In Organizational and business context, competency required for a particular job depends on many factors. The factors include social culture, nature of business, business environment, organizational culture, work environment, organizational structure, duties and responsibilities, nature of processes and assigned activities, attitude and motives of colleagues, superior and subordinates. Some of these factors may change with time, and thus changing competency requirements for the same job position in the organization.

OBJECTIVES:

To identify the competency gap that exists between the employee's current performance level and the expected level of the employees.

METHODOLOGY:

The samples under this study are 30 employees (Engineer level) of Madura coats Private,limited, Madurai. The study is primarily based on the primary data collected from the respondents. To assess the competency of the employees, the researcher has identified 16 dimensions which are stress tolerance, self starting and proactive, detail consciousness, high energy level, operational knowledge, numerical interpretation, identifying bottlenecks and rectifying them, knowledge on production concept, information collection, analytical skill, creativity, technical expertise, precision in communication, motivation, appraising and developing and organizing. T-test were used to identify the present competency level and the expected competency level.

Findings of the study:

T-test for competency (performance) level of the respondent's present position in each one of the dimensions as assessed by the respondents themselves.

Name of the organization	Present competency level		Expected competency level		t-test for equality of means	
	Mean	SD	Mean	SD	T	Sig. (2-tailed)
stress tolerance	4.70	0.466	4.37	0.809	2.276	0.030*
self starting and proactive	4.53	0.567	4.20	0.761	2.163	0.039*
detail consciousness	4.37	0.490	4.33	0.479	0.372	0.712*
high energy level	4.50	0.509	4.60	0.498	-1.140	0.264*
operational knowledge	4.67	0.479	4.70	0.466	0.571	0.573*
numerical interpretation	3.83	1.020	4.33	0.479	-2.475	0.019*
identifying bottlenecks and rectifying	4.10	0.712	3.67	1.124	2.644	0.013*
knowledge on production concept	4.57	0.504	3.80	1.562	2.605	0.014*
information collection	4.50	0.509	3.73	0.907	3.802	0.001*
analytical skill	4.40	0.498	4.63	0.490	-2.536	0.017*
Creativity	4.43	0.504	4.63	0.490	-2.693	0.012*
technical expertise	4.57	0.504	4.40	0.498	1.542	0.134*
precision in communication	4.73	0.450	4.57	0.504	2.408	0.023*
Motivation	4.63	0.490	4.60	0.498	0.441	0.662*
appraising and developing	4.37	0.490	4.10	1.155	1.246	0.223*
Organizing	4.33	0.479	4.17	0.747	1.542	0.134*

Source: Primary Data Note: *-Indicates Significant at 5% Level

The table provides competency levels found among the different levels of competency of respondents in each one of the 16 dimensions. All statements listed in each one of the 16 dimensions are assessed using a five point LikertScale.

H0: The present competency level in each one of the 16 dimensions is same as the expected competency level.

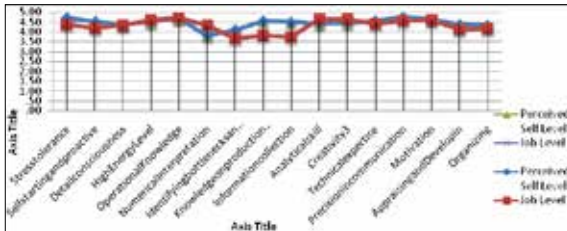
H1: The competency level in each one of the 16 dimensions is not the same as the expected competency level.

Null hypothesis are tested using t- test the above table provides Means gaps, standard deviation of the present level and expected competency level of the employees (Engineer). The table also provides t values and the significance of the mean scores. From the above table it is apparent that the following dimensions, the expected level is more than the present competency level .High energy level (1.140),(0.264) numerical interpretation (-2.475),(0.019*) analytical skill (-2.693),(0.017*) Creativity(-2.693)(0.012*).

It is also observed that the present competency level is more than the expected competency level for the following dimen-

sions. stress tolerance (2.276),(0.030*) self starting and proactive (2.163),(0.039*)detail consciousness (0.372),(0.712*) operational knowledge (0.571),(0.573*) identifying bottlenecks and rectifying (2.644)(0.013*),knowledge on production concept(2.605),(0.014*)information collection (3.802),(0.001*) technical expertise (1.542),(0.134*), precision in communication (2.408),(0.023*), Motivation (0.441),(0.662*), appraising and developing (1.542),(0.223*), Organizing (1.542),(0.134*).

COMPETENCY MAP



Conclusion:

The present study has been attempted to identify gaps in the competency level of employee of Madura Coats private limited, Madurai. A total of 16 dimensions have been used to assess the performance level and identify the gaps. The gaps were found in these dimensions, High energy level (-1.140),(0.264) numerical interpretation (-2.475),(0.019*) analytical skill (-2.693),(0.017*) Creativity(-2.693)(0.012*).The employees should concentrate on these dimensions so that their performance will be up to the expectation of the employees.

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