



## Study on Determination of Important Elements of Competency Mapping by the Ceos And Hr Heads

### KEYWORDS

Competency Mapping

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**ABSTRACT** A Research was conducted to study the perception of CEOs and HR Heads towards the determination of importance accorded to the various elements of Competency Mapping. This study was carried out to gain an overall understanding of the significance ranked to the various elements of Competency Mapping by the CEOs and HR Heads. The reason was to identify the common significant elements that constituted the competency mapping in various organisation.

After collecting the data from the CEOs and HR Heads belonging to different organizations namely Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail. However, it was observed that there are significant differences in the perception of CEOs and HR Heads towards the determination of importance accorded to the various elements of Competency Mapping.

Therefore certain suggestions and recommendations have been given as well as certain limitations of this study have also been taken into consideration.

### 1.0 Introduction

The scenario of Human Resource development in India which has a rich history has changed drastically in the last two decades. Challenges like business strategies, technology, quality concerns, cost effectiveness, management systems, and so on, have paved way for the need to incorporate liberalization of the economy and a path towards globalization. Needless to say, all these have attributed to bringing in new challenges in the functioning of human resource (HR). Establishing direct links with the aim of business improvement is the focal point of HRD in the post-liberalization period where many businesses are being threatened by global competition. The employee's cannot be taken care of unless the corporation survives. As a result of clear and sharp focus on business growth, the factors like HRD systems, relevance and synergy have become more significant than before.

Competition is the key to success and realizing this upward trend, business activities these days are centered round developing the competencies of the business in that particular environment. In the changing scenario wherein the entire world is becoming one single village called the global village, the need for having competent and developing distinguished competencies has been felt by every Organization. And this is precisely where competency mapping plays a major role and the perception of the HR Heads and CEOs .

Competency mapping, targets at improving Organization's and the employee's working in them. Earlier the HR management practitioners were merely expected to be playing the role of traffic cops for the Organization's. HR management is faced with a changed role that expects an outlook that is radically different from the compliance mind-set. Human Resource management is on a transformation spree in the present world of Organization's.

### 2.0 Objectives

To study the perception of CEOs and HR Heads towards the determination of importance accorded to the various elements of Competency Mapping across various organiza-

tions namely (Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail)

To find out the differences in the perception of CEOs and HR Heads towards the determination of importance accorded to the various elements of Competency Mapping across various organizations namely (Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail)

### 3.0 Background of the Study

It is not long ago that care management was showered on machines, office equipments, buildings, cash, accounts receivables etc, which were considered as assets. And these were categorized as the "hard" factors. The "soft" factors, such as people, were not seen as important for business success as compared to the hard factors. Almost all Organization's considered it waste of money to focus on the development of its employee's since their importance was less as compared to the physical inputs and output

In the present day scenario, the companies are finding it difficult to establish and sustain themselves because of the competition. The need to invest time as well as money on human capital is felt in the present scenario. Focus is presently on methods of achieving results rather than quantity of achieving it. Competitiveness today solely depends on the company's ability to manage and develop the knowledge and skills of their people. For this motto to be achieved, it is imperative to design and build systems that will support it.

Competency Mapping is nothing but an in-depth study of identifying key competencies for an Organization, the jobs and functions within it.. Competency mapping is of the crucial activities

### 3.1 Need and Significance of the Study

In the changing scenario of the global economy, the need to have competent employee's is becoming more and more imperative and the firms are becoming aware of it too. And resultantly the concept of competency mapping is gaining importance.

In a nutshell, Competency Mapping is nothing but an elaborate process of identifying key competencies for an Organization, the jobs and functions within it. Competency mapping helps in identifying an individual's strengths and weaknesses so as to better understand themselves and to guide them towards career development efforts.

**4.0 Research Methodology**

**4.1 Research Questions**

How does the survey sample core on the various elements of competency?

How does the perception of CEOs and HR Mangers towards the determination of importance accorded to various elements of Competency Mapping varies across organization?

How does the perception of CEOs and HR Mangers towards the determination of importance accorded to various elements of Competency Mapping varies across CEOs and HR Heads?

**4.2 Research Design-Survey Research**

**Type of Research**

Exploratory

**Scope & Limitation**

Only those organizations were selected which implemented competency mapping. The perception of CEOs and HR Heads of various organizations where competency mapping is not used is outside the purview of this study.

**Tools used for Data Collection-Questionnaire**

The Data was collected using questionnaire wherein all the important elements of competencies were asked to rank from 1 to 10 and could not give zero rank. This was done to know their relative importance and to analyse their perception towards the various elements of competency mapping.

**Type of Data**

Primary Data: This data was collected from respondents using questionnaire.

Secondary Data: This data was collected from books, online research data base research journals, company websites and company databases.

**Hypothesis**

H0: There is no difference in the ranking given by CEOs and HR Heads with respect to the various elements of Competency Mapping.

Ha: There is a difference in the ranking given by CEOs and HR Heads with respect to the various elements of Competency Mapping.

**Sample Design**

Sample Size :50

Nature of Sample:25 CEOs and 25 HR Heads from seven different sectors namely Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail.

**Sampling Technique**

Random

**Type of Data Analysis:**

Quantitative Analysis was done for data collected through questionnaire.

**Tools used for Quantitative Analysis:**

The data collected by the employees was analysed using 'Paired t test'

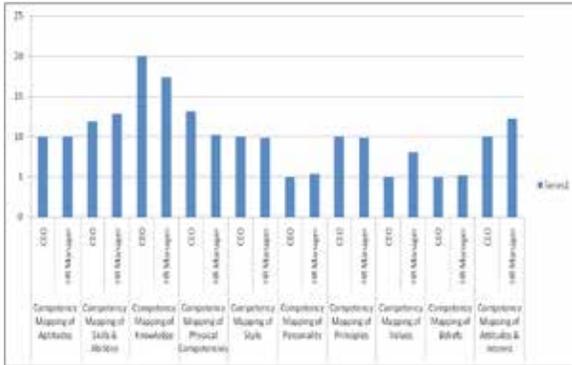
**5.0 Data Analysis & Interpretatio**

Group Statistics					
	Designation	N	Mean	Std. Deviation	Std. Error Mean
Competency Mapping of Aptitudes	CEO	24	10.00	.000 <sup>a</sup>	.000
	HR Manager	25	10.00	.000 <sup>a</sup>	.000
Competency Mapping of Skills & Abilities	CEO	24	11.88	2.473	.505
	HR Manager	25	12.80	2.533	.507
Competency Mapping of Knowledge	CEO	24	20.00	.000	.000
	HR Manager	25	17.40	2.550	.510
Competency Mapping of Physical Competencies	CEO	24	13.13	2.473	.505
	HR Manager	25	10.20	1.000	.200
Competency Mapping of Style	CEO	24	10.00	.000	.000
	HR Manager	25	9.80	1.000	.200
Competency Mapping of Personality	CEO	24	5.00	.000	.000
	HR Manager	25	5.36	2.018	.404
Competency Mapping of Principles	CEO	24	10.00	.000	.000
	HR Manager	25	9.80	1.000	.200
Competency Mapping of Values	CEO	24	5.00	.000	.000
	HR Manager	25	8.00	2.887	.577
Competency Mapping of Beliefs	CEO	24	5.00	.000	.000
	HR Manager	25	5.20	1.000	.200
Competency Mapping of Attitudes & interest	CEO	24	10.00	.000	.000
	HR Manager	25	12.20	2.533	.507

a. t cannot be computed because the standard deviations of both groups are 0.

Group Statistics on Mean and Standard Deviation for Ranks given by CEOs and HR Heads on various elements of Competency Mapping

## Independent Samples test for differences in Ranking given by CEOs and HR Heads on various elements of Competency mapping



### Rankings given by CEOs and HR Heads to various elements of Competency Mapping

As seen from the preceding table the tabulated value of 't' is less than the calculated value of 't' as a result the null hypothesis is rejected in case of knowledge, Physical Competencies, Values and Attitudes & Interests. For other elements of Competency Mapping namely Skills & Abilities, Style, Personality, Principles and Beliefs null hypothesis is accepted indicating little or negligible difference in rankings given by CEOs and HR Heads.

### 6.0 Findings

Since the tabulated value of 't' is less than the calculated value of 't' as a result the null hypothesis is rejected in case of knowledge, Physical Competencies, Values and Attitudes & Interests. For other elements of Competency Mapping namely Skills & Abilities, Style, Personality, Principles and Beliefs null hypothesis is accepted indicating little or negligible difference in rankings given by CEOs and HR Heads.

Hence we state that there is difference in the ranking given by CEOs and HR Heads pertaining to four elements of Competency Mapping namely, Knowledge, Physical Competencies, Values and Attitudes & Interests.

### 7.0 Recommendations and Conclusions

On the basis of the study conducted, it is crystal clear that one of the most precious resources of a company is its employee's. The results clearly point out to the necessary requirement of competent employee's. In a world where the service sector is becoming increasingly important, there is a definite need to focus on the improvement of human capital. The competency of people is a primary factor in the generation of profit and future investment opportunities. It is important to define human capital at this juncture. We can broadly define it as the skill set, knowledge and productivity of employee's, which in turn translates into economic growth.

This is where the tool of competency mapping plays a

significant role. Primary and secondary data inform the findings of this research. As the results of the study indicate there is a significant difference in the ranking of elements of competency mapping by CEOs and HR Heads. This could possibly be due to the different roles played by these two groups. It will be useful to enumerate the roles played by the CEO and the HR Heads.

### CEOs' View

The role of the CEO is to define and articulate the business views and goals of an Organization. Thus, imagining the future of the company that is far superior to the past of the company is one of the key imperatives of being a CEO. He/she enhances the company's networks and interactions through a thorough engagement with his bottom line employee's. Financial resources are invested to improve services, technology and products. Lastly, the CEO analyses the performance and growth indicators of a business and charts out a route to achieve results that will generate further investment interests. This, in turn, sustains the competitive advantage created by its human resources which is indispensable in its focused efficiency.

### HR Heads' View

The HR Heads/ Heads are generally the links or communicators who manage work flows by ensuring that interactions that are necessary for Organizational flow are maintained.

New demands, interruptions and crises have to be dealt with in a proactive and not reactive manner. They also act as leaders when occasions arise. Sometimes, HR Heads have to take the role of decision makers. The delegation of work is one of their most important duties that require great patience and grit. Due to the different roles played by the two, HR Heads may not, at several times, share the CEOs' perception of competencies required for the growth of the Organization.

The study also shows us how the importance given to various elements of competency mapping depend on factors such as personality and knowledge. However, in spite of the difference in the roles played by the CEO and HR head, competency mapping remains an important fact in the growth and performance of an Organization.

### Integration of CEOs and HR Heads Views

One of the objectives of the study is to highlight the importance of competency mapping to an Organization's growth and success. It is clear from the results that CEOs and HR Heads have to cooperate together on a joint strategy.

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