An Empirical Study on Role of Competency Mapping in Career Development of Employees

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ABSTRACT

The project titled "Competency mapping was done to identify the gap between the competencies present and the competencies that are required for a person in the department, help the employees to understand the process and requirements of the organization, department more effectively and direct the training mechanism in the organisation, so that the training program that is being followed will be better suited to meet the employee's and organisational needs. Correlation Analysis is used to identify the relationship between training given to employees and their development towards attainment of organizational goals. Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc. The competency framework serves as the bedrock for all Human Resource Management applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results.

INTRODUCTION:

In the modern world, the business managers are required to improve the efficiency and effectiveness of the business operations. As there are several factors that affect efficiency and effectiveness of operations, the improvement is required to be carried out in every factor. Man power, technical and managerial skills are very important resources for any organization. These important resources are very difficult to manage as no two persons are similar. Every person has different qualities, attitudes, motives, personality traits, skills, knowledge etc. which has effect on their performance at work. Organization, in order to facilitate excellence in the performance of people in the organization, they are required to identify the right person to the right job. This matching between jobs and people is an important avenue for organization efforts.

Currently most of the organizations are using personal interview, written tests and group discussion for the purpose of assessment. These approaches were mostly based on personality tests/ psychometric tests. These tests have improved assessment of candidates but still the reliability of the test results is not adequate to forecast effectiveness of the selected candidate for the job. The effectiveness of a person to carry out a job depends not only on single or isolated factors but on a set of different factors. Such set of factors that help a person to be effective in a particular job is termed as competency for a particular job. The process of identifying key competencies for a particular position in an organization is called competency mapping.

BACKGROUND STUDY:

Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job evaluation, recruitment, training and development, performance management, succession planning. Competency mapping plays a vital role in selecting, recruiting and retaining the right person to the right job. When the competency required for a particular position is mapped, an accurate job profile is created. With the job profile well defined, the entire recruitment process becomes easier. The candidate who applies for the position is aware of what the position demands. The interviewers who interview the candidate are sure of what to look for in him. This increases the chances the chances of retention as the new employee and the company know what to expect from each other.

Once the employee has entered the organization, it is natural for the employee to want to ascend the corporate ladder. This enables to align his effort in the direction of the company's functional requirement. It also brings a degree of transparency to whole process and motivates the employee. Apart from recruiting and promotion, competency mapping is a great development tool for the employee. It assesses the inherent strengths and weakness of the individual and helps him develop himself. It also gives the direction to the training machinery with the organization as the training programs will be better suited to meet

the employee's needs.

NEED FOR THE STUDY:

Currently, Function specific training is given to the employee in which the trainee is given with an overall functional training instead of concentrating over their weak areas that require more extensive training. Competency mapping identifies the gap between the competencies present and the competencies that are required for a person in the department and helps in providing training to the employee in the areas where the skill level is below the industry requirement.

OBJECTIVES OF THE STUDY:

✓ To identify the core competencies and supporting competencies for the employee.
✓ To direct the training mechanism within the organization so that the training program will better suited to meet the employee's and organizational needs.
✓ To enable the employee to assess their inherent strengths and weaknesses that strengthens them.
✓ To make employee effective in his job and paves way for their career development.

LITERATURE REVIEW:

1. **Hoffmann (1999)** analyzed past literature and summarized three key points in defining a competency: (a) underlying qualification and attributes of a person, (b) observable behaviours, and (c) standard of individual performance outcomes.
2. **Wood and Payne (1998)** proposed twelve items as basic criteria for competency-based recruitment and selection: communication, flexibility, achievement orientation, developing others, customer orientation, problem solving, teamwork, analytical thinking, leadership, relationship building, planning skills and organizational skills.

RESEARCH METHODOLOGY:

Research methodology is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. Thus it is the various steps that are generally adopted by a researcher in studying his research problem with the logic behind them. It has many dimensions and methods which constitute a part of the research and widens the scope of the research.

RESEARCH DESIGN:

The research design is a plan of action that guides the entire research. There are four type of research design available. They are:

✓ Exploratory research design.
✓ Descriptive research design.
✓ Diagnostic research design.
✓ Experimental research design.

DESCRIPTIVE RESEARCH:

Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, occupation, experience etc., a descriptive study is necessary. Descriptive studies as well structured. In this project, descriptive research is used to collect information about the employees to whom the competency mapping is done.

STATISTICAL TOOL:

Correlation Analysis is used to analyse the relationship between training & employee career development.

DATA ANALYSIS AND INTERPRETATION:

Table 1 depicts Training given to the employees* Employee Career Development:

Training / Development FACTOR	FACTOR	EMPLOYEE CAREER DEVELOPMENT					Total
	Opinion	Highly agree	agree	Neutral	Disagree	Highly Disagree	
TRAINING TO EMPLOYEES	Highly Satisfied	1	2	1	2	0	6
	Satisfied	0	0	1	0	0	1
	Neutral	0	0	0	1	1	2
	Highly Dissatisfied	0	0	1	0	0	1
	Total	1	2	3	3	1	10

Table 2 depicts correlation between Training Program & Employee Development:

PARAMETERS	RESULTS	TRAINING	DEVELOPMENT
TRAINING	Pearson Correlation	1	.345
	Sig. (2-tailed)		.328
	N	10	10
DEVELOPMENT	Pearson Correlation	.345	1
	Sig. (2-tailed)	.328	
	N	10	10

Chart 1 depicts Training given to employees:

Chart 2 depicts Employee Career Development:

Interpretation:

Above tendency shows, the extent of satisfaction is higher than that of factors such as relationship between training program given to employee whereas for career development, the opinion given by the employees is neutral. From the Correlation Analysis, it is inferred that, the coefficient of correlation (r) is 0.328, the factors of training given to employees and career development of employee have some relationship and they are positively correlated.

SUMMARY OF FINDINGS:

It is found that there is some relationship between training and employee career development as the employees have utilized the training given to them in the right manner. As a result of training, there is some improvement in employee performances which results in career development of employees and attainment of organizational objectives.
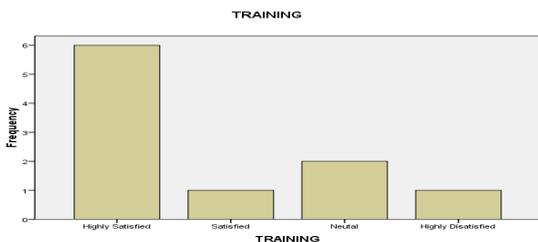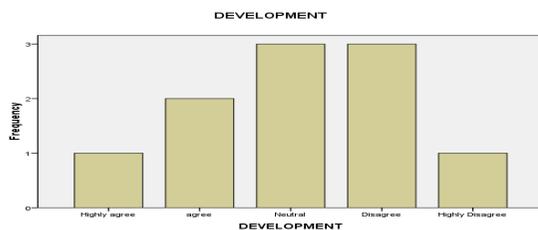
SUGGESTIONS:
✓ The employee should be clearly said about their roles and responsibilities in order to do their work effectively.
✓ There should be a blue print of job descriptions of the entire employees to make them understand their duties exactly.
✓ Operators should be taught about the process, products and also the cost of failure to control the damages and defects as they have very less knowledge regarding them.

CONCLUSION:

The success of any company lies mainly in the hands of the employee. They are like the back bone to any company / industry. Though the company is very sound, has good infrastructure, excellent rules and regulations, and if the employee are not satisfied or not aware of the organizational needs and goals, it will be very difficult to any industry to be successful. There will be a huge gap between the both. Competency mapping integrates the organizational needs with the employee needs and creates a transparency among them.

It helps the employee to identify their inherent strengths and weaknesses and helps them to be expertise in their fields. This paper may help the employee to understand the process and requirements of the organization, department more effectively and direct the training mechanism in the organisation, so that the training program that is being followed will better suited to meet the employee's and organisational needs.

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