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Study on Perception of Employees Towards Implementation of Competency Mapping in Their Organisation

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ABSTRACT

A Research was conducted to study the perception of employees towards the implementation of Competency Mapping. This study was carried out to gain an overall understanding and significance of implementation of Competency in various organisation. The reason was to focus whether implementation of Competency Mapping leads to organsation growth and success and to employees development.

After collecting the data from the employees belonging to different organizations viz Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail it was observed that there is difference in the perception of the employees towards the implementation 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.

KEYWORDS Competency Mapping

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

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

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. Articulation of the job skill, that is required in carrying out any work, is very crucial. This helps in picking the right kind of individual, who has the requisite skill as well as charting out what skills needs to be fine-tuned to improve the work performance. Only possessing these skills is not enough for better performance. The skill has to be supplemented with the required knowledge and attitude. It is this collective of skills, knowledge and attitudes that is referred to as competencies.

Competency mapping, targets at improving Organization's and the employee's working in them. The main aim of this research is to explore the success of competency mapping in providing an upward growth to the Organization.The competency framework serves as the bedrock for all HR applications. Thus all the HR processes like recruitment, performance management, etc give better results because of competency mapping. The companies strive to increase a competitive advantage, innovation and effectiveness of their workforce with the help of competencies and skill management.

2.0 Objectives

To study the perception of employees towards the implementation of Competency Mapping across various organizations viz (Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail)

To find out the differences in the perception of employees towards the implementation of Competency Mapping across various organizations viz (Manufacturing, Pharmaceutical, Finance, Advertising, IT, FMCG, and Retail)

3.0 Background of the Study

Earlier there was hierarchical system in Organization's and so they focused on controlling the employee's from top-down and thus were able to succeed by taking a systematic approach in managing physical and financial assets of their value chain which was the aim of major investments in technology. A company's position in the market was an impacting struggle that required innovation and fast implementation.

Over a period of time, the age-old model of top down control and hierarchical Organization began to lose its credibility and ability to provide solutions in today's world that is mostly consisting of unstable business conditions and intensifying global competition. Additionally, the managers were of the opinion that this prototype move strangulated the growth of the company.

Human resource management is a process of an organic growth of both employee's and Organization's. Lately, it is impossible to reap benefits of good financial or operating report unless your personnel relations are in order. In the recent future it is found that highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This paves way for future skill mapping through proper HRM initiatives. Indian Organization's are also aligned globally and hence are also witnessing a change in systems, management cultures and philosophy. Need for multi skill development is felt across the country.

3.1 Need and Significance of the Study

Competency Mapping is nothing but an in-depth study of identifying key competencies for an Organization, the jobs and functions within it. Clarity on the roles and competencies required to perform them is imperative.

Competency mapping helps the individuals in identifying their strengths and weaknesses and to guide them towards career development efforts. Competency mapping can be done for both permanent as well as contractual workers, to emphasize

the specific skills which would make them valuable to a potential employer. These kinds of skills aid in determining when one is ready to take up the assignment. It is one of the most flawless means in identifying the competencies both job and behavioral of an individual in an Organization.

Since competency mapping is a process of identifying key competencies for a company or an Organization and the jobs and functions within it, the role of HRM becomes more crucial. Competency mapping is of the crucial activities. It analyses individual's SWOT for better understanding and this in turn, helps to improve his career growth.

In the competency mapping approach, the focus is mainly on linking business strategies (goal oriented) to individual performance efforts. Rather than being forced to do a particular job, it encourages employee's to develop competencies which can be used in diverse work situations. The focus is on enhancing their competencies rather than preparing them for moving to jobs. As the Organization changes and evolves, they can develop capabilities useful throughout.

By providing managers and employee's with information and tools to meet challenges by maximizing human capital, human resource professionals can contribute to the Organization's' achievement of their vision and goals. Competency Mapping acts as the stepping stone through which employee's can be part of the success story of their Organization.

4.0 Research Methodology

4.1 Research Questions

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

How does the perception of employees towards the implementation of Competency Mapping varies across organisation?

How does the perception of employees towards the implementation of Competency Mapping varies across organization?

4.2 Research Design-Survey Research

Type of Research: Exploratory

Scope & Limitation

Only those organizations were selected which implemented competency mapping. The perception of employees 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 focused and employees were asked to mark their opinion on 5 point rating scale for each of these. This was done to know what is the perception of employees towards the importance of implementation of competency mapping in their organization..

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 perception of the employees with respect to the implementation of Competency Mapping in their organization.

Ha: There is a difference in the the perception of the employees with respect to the implementation of Competency Mapping in their organization

Sample Design

Sample Size :210

Nature of Sample: 30 Employees each 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 by using ANNOVA

5.0 Data Analysis & Interpretation

ANNOVA examines the differences between more than two independent samples.

Oneway Descriptives

Employee's perception towards competency mapping in their Organization

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
					Lower Bound	Upper Bound
Pharmaceutical	30	87.8333	4.11124	.75061	86.2982	89.3685
IT	30	87.9000	4.70766	.85950	86.1421	89.6579
Manufacturing	30	86.8333	2.43655	.44485	85.9235	87.7432
Retail	30	87.3000	1.95024	.35606	86.5718	88.0282
Advertising	30	87.4000	4.16554	.76052	85.8446	88.9554
FMCG	30	90.1667	5.18009	.94575	88.2324	92.1009
Finance	30	89.7333	2.21178	.40381	88.9074	90.5592
Total	210	88.1667	3.87061	.26710	87.6401	88.6932

Oneway ANNOVA Descriptive of Employee's Perception across Sectors

Descriptives

Employee's perception towards competency mapping in their Organization

	Minimum	Maximum
Pharmaceutical	82.00	107.00
IT	83.00	104.00
Manufacturing	83.00	94.00
Retial	82.00	91.00
Advertising	83.00	104.00
FMCG	81.00	105.00
Finance	86.00	98.00
Total	81.00	107.00

Descriptive with respect to the Sectors to which Employee belong.

	Sum of Squares	df	Mean Square	F	Sig.	Remarks
Between Groups	292.600	6	48.767	3.488	.003	Significant. The Null Hypothesis is Rejected
Within Groups	2838.567	203	13.983			
Total	3131.167	209				

ANNOVA Table for Perception of Employee's across Sectors

Thus we can see from the preceding table that the perception

of employee's differ across sectors.

6.0 Findings

As seen from the preceding table on One way ANNOVA there is significant difference in the perception of employee's across seven chosen sectors towards the implementation of Competency Mapping.

7.0 Recommendations & Conclusions

It is often a source of great pity when Organization's do not recognize the value of employee's to the success and future of an Organization. While platitudes talk about the importance of employee's are often thrown around, real efforts to invest in employee growth are rarely ever taken. Maintenance, upgrade and repair apply to not just company technology and equipment but also employee assets

It is not as if the employers are dishonest or evil, the problem lies in the failure to understand the relation between employee's and the business results of an Organization. Companies are often misguided by the fact that strategies and planning are more important than employee's. Whether this issue is poor allocation of resources or weak distribution systems or marketing, the area that should not be neglected in the assessment of the future of the Organization is that of employee's.

Organization's that understand the link between the financial results of a company and the employee's place themselves at a true competitive edge. By recognizing this link, the performance levels of employee's are always given priority leading to their improvement which in turn will help in the achievement of the business goals. All businesses and enterprises are activated with the energies and skills of employee's as the lack of directed activity from their part can only lead to an inefficient mobilization of business strategy.

Respect should be accorded to all employee's of an Organization. The challenges and crises faced by employee's should be encountered immediately as every second of the time of the employee translates to the output of an Organization.

It is significant to note that human resources is a relationship oriented culture that insists on the building of trust and cooperation. It is the duty of the HR Heads to cultivate an atmosphere of trust and cooperation which will allow employee's to understand the value of their contributions to the Organization.

In an atmosphere of growing competition, competencies are the most important requirement for human performance. It is a qualitative assessment of talent. The competency based approach encourages managers and management personnel to make clear the verifiable, quantifiable results they expect from successful candidates before the selection is done. Selection process is now more effective because the turnover costs are vastly reduced since candidates are most likely to do well in jobs that match their existing competencies. This process also allows the HR manger an opportunity to develop competencies for new recruitments and also the positive reassignment of experienced employee. Exercises must be planned where competencies are updated and studied.

Employee development is a continuous process that involves the enhancement of skills, knowledge and the pursuit of any activity that leads to continuous learning and personal growth. This growth focuses on the development of certain competencies that places the employee at an edge. In turn, this focuses on individual growth that leads to Organization growth.

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