

A Study on Competency Mapping Among Employees in Coimbatore City

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INTRODUCTION:

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Organizations of the future will have to rely more on their competent employees than any other resource. It is a major factor that determines the success of an organization. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Competency mapping is important and is an important activity. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Skills mapping is a technique of studying and analyzing the skills possessed by the persons concerned. It is a comprehensive way of knowing the skill levels of the persons. Skill mapping evolves a result, which not only specifies the skill level of the persons but also identifies the Gray areas where improvement can be made by training or by other means.

COMPETENCY

Any underlying characteristic required for performing a given task, activity or role successfully can be considered as competency.

COMPETENCY – DEFINITION

“A competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job.”

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Competency may take the following forms:

- Knowledge
 - Attitude
 - Skill
- Other characteristics of an individual including
- Motives
 - Values
 - Traits
 - Self Concept

COMPETENCY MAPPING

Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role. It is a process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge and attitude and skills, etc) needed to perform the same successfully. Organizations of the future will have to rely more on their competent employees than any other resource. It is major factor that determines the success of an organization. Competencies are inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like recruitment, Training, Performance Management, Remuneration, Performance Appraisal, Career and Succession planning integrated Human resource management system. Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance.

STATEMENT OF THE PROBLEM:

The competencies required for the job can be found and mapped with the expected level from their supervisors. This mapping helps the organization to identify the gap between the two. If found any the necessary steps can be taken far before finding their results in the actual performance. It can also be analyzed in case of finding the competencies for individual organizational wide competency also termed as “Core Competency”, when the organization is viewed as whole. Most of the companies need the best performance of the employees to be applied in order to gain more advantage from them. For this they need to know about the competencies of their employees and they want to map it with the expected level of competencies. They have the

problem in finding the main competencies and mapping it with the expected level. Hence the study has been carried out to know the various competencies and it get matched with their job.

OBJECTIVE OF THE STUDY:

- To identify the training and development needs of the individual.
- To measure the level of competency of the individual employees

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the research problems. It may be understood as a science of studying how research is done scientifically. It includes the overall research design, the sampling procedure, data collection method and analysis procedure. The Research Design undertaken for the study is Descriptive Research Design. A study, which wants to portray the characteristics of a group or individuals or situation, is known as Descriptive study. It is mostly qualitative in nature.

Data which is collected for the first time is called Primary Data. Well Structured Questionnaires has been prepared for collection of primary data. The data are collected from 125 respondents through Google forms through convenience sampling techniques.

TOOLS:

- Percentage method.
- Chi-square test.
- Analysis of variance.

LIMITATIONS OF THE STUDY:

- It was difficult to access the employees.
- Due to the lack of response, the size is restricted to 125.
- Time constraint exists.
- The respondents may be biased in answering.

REVIEW OF LITERATURE

S. Bhuvaneshwary (2020) “A Study on Competency Mapping of Employees in Hero Best Motors with Special Reference to Malappuram District”. The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the

demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also competency mapping is a strategic HR frame work for monitoring the performance. The aim of this study is to find out the competency mapping of the organization and level of competencies of employees in this organization. For the data collection, study used the questionnaire and survey. In this study sample size was 30 employees in the organization. For the analysis of data used percentage analysis, bar diagrams, pie diagrams in this study. This study found out that majority of the employees has competency skills.

R.Yuvaraj (2019) “A Study On Competency Mapping – A Drive For Indian Industries”. Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping is important and is an essential activity.

Analysis and Data Interpretation:

Percentage Analysis

| VARIABLE | RESPONDENTS | PERCENTAGE |
|------------------|-------------|------------|
| Gender | | |
| Male | 55 | 44 |
| Female | 70 | 56 |
| Age | | |
| 18-25 | 45 | 36 |
| 26 to 35 | 55 | 44 |
| 36 to 45 | 20 | 16 |
| Above 45 | 5 | 4 |
| Education | | |
| Below Hr.Sec | 21 | 17 |
| HSC | 25 | 20 |
| UG | 30 | 24 |
| PG | 23 | 18 |

| | | |
|--------------------------------|----|----|
| IT or Diploma | 26 | 21 |
| Experience | | |
| 0-1 yrs | 45 | 36 |
| 2-5 yrs | 32 | 26 |
| 6-10 yrs | 28 | 22 |
| above 10 yrs | 20 | 16 |
| Monthly Income | | |
| Below 5000 | 25 | 20 |
| 5001-10000 | 33 | 26 |
| 10001-15000 | 40 | 32 |
| 15001-20000 | 17 | 14 |
| 20001&above | 10 | 8 |
| Criticism | | |
| accept | 20 | 16 |
| won't accept | 40 | 32 |
| no commands | 15 | 12 |
| argue about the wrong opinion. | 50 | 40 |
| Skill | | |
| Technical skill | 25 | 20 |
| Managerial skill | 30 | 24 |
| Human skill | 35 | 28 |
| Conceptual skill | 15 | 12 |
| behavioral skill | 20 | 16 |
| Training programs | | |
| Highly satisfied | 50 | 40 |
| Satisfied | 35 | 28 |
| Moderate | 25 | 20 |
| Dissatisfied | 10 | 8 |
| Highly dissatisfied | 5 | 4 |
| Method of Training | | |
| On the job training | 40 | 32 |
| Job rotation | 30 | 24 |
| Coaching | 23 | 18 |
| Lecture | 21 | 17 |
| Understudy | 11 | 9 |
| After Training | | |
| self confidence | 50 | 40 |
| self development | 27 | 22 |
| better performance | 25 | 20 |
| skill development. | 23 | 18 |

Source: Primary Data

CHI SQUARE ANALYSIS

Null hypothesis (H₀):

There is no significant Relationship between Experience and Finishing work within the time limit.

Relationship between Experience and finishing the assigned work within the time limit.

| Experience | Finishing work within the time limit. | | | | | Total |
|----------------|---------------------------------------|-----------|-----------|-------------|----------|------------|
| | Sometimes | Rarely | Often | Very Rarely | Never | |
| 0-1 years | 2 | 2 | 3 | 1 | 0 | 8 |
| 2-5 years | 4 | 3 | 10 | 0 | 2 | 19 |
| 6-10 years | 15 | 1 | 19 | 2 | 3 | 40 |
| Above 10 years | 13 | 7 | 30 | 5 | 3 | 58 |
| Total | 34 | 13 | 62 | 8 | 8 | 125 |

Source : Primary Data

INFERENCE:

From the above table it is cleared that, the calculated value (11.4340) is greater than the tabulated value of (6.59) at 5% level of significance. So accept the alternative hypothesis. We conclude that there is significant relationship between Experience and Finishing work within the time limit.

ANALYSIS USING ANOVA

Null Hypothesis (H₀) :There is no significance relationship between experience and monthly income.

| Year of Experience. C1 | Monthly Income C2 | C1 ² | C2 ² |
|---------------------------|----------------------|-----------------|-----------------|
| 8 | 10 | 64 | 100 |
| 19 | 21 | 361 | 441 |
| 40 | 32 | 1600 | 1024 |
| 58 | 39 | 3364 | 1521 |

| | | | |
|------------|------------|-------------|-------------|
| 0 | 23 | 0 | 529 |
| 125 | 125 | 5389 | 3615 |

INFERENCE

From the above table it shows that Calculated value (0.1760) < Tabulated value (7.71) is less than the table value; hence the null hypothesis is accepted. This shows that there is significance relationship between experience and monthly income.

CONCLUSION

The main aim of any organization is to maximize profit, But to attain the maximum profit, the organization should concentrate more on employee's competency. The study concluded that majority of respondents believe that competence mapping helps in individual career development and company growth. Though the Employees are good in technical skills, if proper training is provided to them, Employees will become more efficient, so that employee's performance gets improved and productivity will be increased. Skill development by Competency mapping is one of the most accurate means in identifying the job and competencies of an individual in an organization. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently.

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