A Study on Competency Mapping in Organizations

Dr.C. Kala, Dr.L.N. Jayanthi

Abstract: In today's fast moving business world, in order to remain competitive firms should identify the skills and competencies required for tomorrow's industry leaders. Organizational success earlier depended on physical and financial assets but today's success solely rely on intangible ability and capability that lie in the human capital which are manifested in the form of competencies. This research discusses about competency based human resource practices and also about the overall competency level of firms. A few firms were selected for this purpose; survey was conducted among the executives and non-executives. It was concluded from the findings that competencies is the key behavior of success and hence firms encourage Innovations and Scientific ways of doing things among competent people

Keywords: Competency, Competitive, Innovation and Scientific.

INTRODUCTION

In a complex and dynamic present day's business environment, organization survival is highly determined by the ability of employees. The current globalization of economy necessitates innovative approaches in managing the work force. The most powerful tool to prevail in global competition is still not visible to many firms. Identifying appropriate competencies help senior managers in selecting, developing and coaching future leaders as well as mapping career paths and planning management succession. Today's environments are becoming increasingly dynamics, strategic planning based on static and rational view has lost their relevance. In order to create competitive advantage in there changing environment firms has to focus on building core competencies and transferring them to various business units. Organizations understand that in order to harness the market opportunities, competence of its human resource should exceed the expectations of its customers consistently. Thus once organizational competencies have been defined, they can be used as a base to build and strengthen other human resources systems such as recruitment, placement, development and performance appraisal. Firms need to build up its strategies in different ways, based on different competencies for the purposes of achieving real advantages in the shadow of unknown, risk and uncertain future.

REVIEW OF LITERATURE

Fotis Draganidis and Gregori's Mentzas (2006) argued that competency mapping help both private and public firms to attract and develop talented employees, identify the right person for a job position, performing succession planning, training analysis and other core human resource functions. Dranganidis, Mentazas (2007) identified competency as a combination of the tacit and explicit knowledge, behavior and skills that give somebody the potential for effectiveness in task performance. Lucian Cernusca, Cristina Dima (2007) explained the concept of competency and how competency is linked to performance and one's career development. Ashok R Sankethi (2008) insisted on the fact that competency mapping places emphasis on transparency, objectivity, and quantification. Mapping exercises outlines the role and responsibilities of the position, and indicates the gaps between the skill sets required and the skill sets possessed. Smita Nignam, Poonam Pandey, Dhruv Kumar Pandey (2009) insisted that competency mapping is about assessing the value of human capital and its development. Care need to be taken to ensure the involvement of the entire organization. The need to map and monitor the competence is perceived by most organizations as a tool to add values to their key resource areas as observed by the authors. Ajai Pratap Singh (2010) understood that competencies are very specific to organizations hence

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firms has to evaluate staff competencies in relevant areas as new competencies are beginning to emerge and integrate themselves into the HR competency map. R. Yuvaraj and Dr. G. Ravindran (2011) explained that competency mapping should not been seen as reward, all the stakeholders should see in the exercise an opportunity for long term growth ; competence is something that describes how a job can be done excellently. Kansal, Neeti Jain, P.K. Satyawali and Ashwagosha Ganju (2012**)** discussed about the competency mapping at various levels in a knowledge based organization and analyzed the gaps that helps to carry out training need identification and framed an integrated performance management system. .Zulfiqar Murtaza (2015) identified the gap between competencies present and the competencies that are required for the employees in tourism sector. . Ms.Mallika Worlikar, Dr. Artee Aggrawal (2017) designed the technique of competency mapping, types and the procedure for procuring capabilities and the purpose of Competency Mapping.

STATEMENT OF THE PROBLEM

Competency mapping is about assessing the value of human capital. Employee competency mapping is to make a connection between what the company needs and what the company can perform and eventually detect the gap. The firm has to define what is needed now and in future. A business might possess extremely capable human resource, but they might not work on the position that suits them. Here competency mapping come to help the HR experts by choosing who should work on what position. Though competency management should be the central focus of every business unit, yet it is conspicuously absent in many organizations. Hence the researcher identifies how much extent the competency based human resource is practiced and also discuss about the specific human competencies.

RESEARCH METHODOLOGY

The population of the study consists of different organization in Chennai city. Data collected by Questionnaire method in which 5 point scale is used. Executives and non-executives were involved in the sample. Totally 140 samples were involved in the study.

OBJECTIVES OF THE STUDY

1. To analyze about the different competency-based human resource practice.
2. To identify specific human competencies required in selected industry.
3. To analyze the overall competency level.
4. To study the status of competency level among executives and non-executives.

ANALYSIS AND DISCUSSIONS

Table 1: Type of Industries

Name of the industry	Total respondents
Manufacturing industry	75
Service industry	38
Export trade	27
Total	140

Table 2: Competency- based human resource practices used by firms

Variables	Mean	Std Deviation
Recruitment and Selection	4.00	1.39
Career Development	4.88	1.06
Performance Management	5.18	1.02
Reward	4.06	1.58
Organizational Development	5.48	1.12

Inference: The above table shows that competency-based performance management, organizational development and career development were practiced to a high extent in almost most of the firms, while competency-based reward, recruitment and selection were practiced to a moderate extent.

Table 3: Specific Human competencies required for executives and non-executives

S. No	Human Competencies	Weighted Average Method (weight)	Observed Rank	Expected Rank
1	Confidence	02	4	8
2	Handling responsibility	02	4	9
3	Hard working	04	2	2
4	Interpersonal relation	04	2	4
5	Leadership	2.5	3	5
6	Motivation	02	4	7
7	Positive attitude	4.5	1	1
8	Patience	04	2	3
9	Social awareness	0.5	5	10
10	Teamwork	02	4	6

Source: Primary Data. Spearman's rank correlation co-efficient R=0.43.

Inference: As there is a weak correlation in expected and observed weights it is concluded that Human competencies vary within individuals.

Table 4: Overall competency level of executives and non-executives

Parameter Respon dent	Managing ability				Behavioral &functional competency				Responsibility performed			
	Mean	SD	t value	p value	Mean	SD	t value	p value	Mean	SD	t value	p value
Executives	3.92	0.20	4.42	1.96	3.75	0.07	4.93	1.96	3.71	0.26	2.61	1.96
Non-executives	3.66	0.25	4.42	1.96	3.54	0.17	4.93	1.96	3.54	0.28	2.61	1.96

Inference: There is a significant difference in the competency level of executives and non-executives regarding different parameters.

HYPOTHESIS

H0: The organizations are not encouraging innovations and scientific ways of doing things among competent people.

H1: The organizations are encouraging innovations and scientific ways of doing things among competent people.

Calculated Ψ^2 = 23.5
Degree of freedom = (R-1) (C-1)
= (5-1) (2-1)
= 4

Tabulated value of Ψ^2 for 4 degree of freedom at 5% level of significance =9.488

Calculated value of Ψ^2 > tabulated value, hence H0 is rejected.

Inference: Therefore, the organizations greatly encourage innovations and scientific ways of doing things among competent people.

CONCLUSION

The present study reveals that competencies based reward should be improved to motivate the human to work harder. Every firm should be given the authority to select and recruit employees according to the competencies needed. The effective determinant of employee competency is managerial ability, functional and Behavioral competency and responsibility performed, firms should provide more responsibility even to non-executives for which they are accountable and responsible.

Though firms are encouraging innovations among the competent people, the competency movement is unlikely to succeed unless it is practiced continuously. It is concluded that through the competencies of its employee's executives, managers and individual contributor's organization executes its strategy and achieve results that are crucial to its success.

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