

A Study on Competency mapping of the employees in Textile Manufacturing Companies with reference to Bangalore city.

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Abstract

In a knowledge economy, people are the heart of any business organization. Organizations need to build, sharpen and leverage on their competitive advantage – people. Organizations of the 21st century recognize the fact that human resources are the most valuable resource of the company and are the key differentiating factor in this competitive scenario. HR professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competency is the underlying characteristic required to perform a given task, activity, or role. Competency has the following forms- Knowledge, skills and attitude. (Gomes 2007) Competency mapping is a systematic process of identifying and differentiating knowledge, skill, attitude and behavior necessary for attaining and sustaining the required result for ensuring success at a given job. Competency mapping refers to the identification of preferred behaviors and personal skills which distinguish excellent and outstanding performance from the average. The present study narrates the aim to understand the competency mapping system prevailing in the textile companies in the Bangalore city and also to develop the competency mapping system to know how it influences the performance of the organization.

Keywords: Competency, Competency Mapping, Employees performance, knowledge and skills.

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1. Introduction:

Human resource management is a tactical and logical approach to the management of an Organization's most esteemed assets- the people functioning there, who individually and together contribute to the achievements of the objectives of the company. The term 'human resource management' and 'human resources' have fundamentally replaced the term 'personnel management' as the description of the processes drawn in managing the people in the organizations. Today organizations are all discussing in terms of proficiency. Gone are the days when public used to gossip in terms of the talent sets, which would compose their organization as competitive.

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. A competency is an underlying characteristic of an individual that is related to effective performance in a job or situation. This is especially significant in this recessionary environment where human capital is one of the most important assets of an organization and needs to be nurtured. The applications of competency mapping are, defining the factors for success in jobs and work roles within the organization, assessing the current performance and future development needs of persons holding jobs and roles, mapping succession possibilities for employees within the organization, assigning compensation grades and levels to particular job and roles, selecting applicants for open positions, using competency-based interviewing techniques as well as aptitude, skill and knowledge.

A competency model is a descriptive tool that identifies the competencies needed to operate in a specific role within job, occupation, organization, or industry. The fast changes happening in the demography and social systems thereof have given chance for various HR practices enhancing the employee productivity and growth. 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. 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 programmes. Also competency mapping is a strategic HR frame work for monitoring the performance.

The department which required competency mapping has to prepare the job description of various jobs. Through structured interviews, skill levels of individuals will be collected and evaluated with immediate superiors and other heads of concerned departments and then competencies will be mapped accordingly. The techniques of competency mapping include critical incident analysis and repertory grid. In critical incident analysis the supervisor is given training in taking notes for the reaction made by the subordinate in a particular incident. Under repertory grid the manager is interviewed and asked to place people in various categories of performance. The interviewer then prompts the manager to describe some of the examples of performance and then attempts to break these examples down to certain elements that can isolate and identify the behaviors that accompany performance at different levels. This approach only takes into account the views of the manager and not the jobholder. It is also necessary to ensure confidentiality during the process. The process requires a suitably experienced and skilled interviewer and it can be of time consuming. Now a days most of the organization use repertory grid as their technical tool in analyzing the overall performance level of employees. The organizations taken for the study uses these techniques to evaluate the competencies of their workers and to map them with suitable jobs. How for mapping useful for both the workers and the organization has been analyzed in this article.

Definitions :

<p>Arya Chanakya, a well known royal adviser and prime minister from Vedic India, penned a famous book known as the Arthashastra, which is probably the first book on competency mapping. The book contains competency mapping models, the thesis and theories of human aptitude, intelligence quotient, emotional quotient and in general everything that is related to human behavior regarding work, logic and emotions. This book is an excel-lent leader and management book and is more than 3000 years old.</p>	
<p>According to Boyatzis (1982)</p>	<p>A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about de-sired results.</p>
<p>According to UNIDO-2002</p>	<p>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 a job.</p>
<p>According to RANKIN-2002</p>	<p>“Competencies are definition of skills and behaviors that organization expects their staff to practice in work”.</p>
<p>According to ANSFIELD-1997</p>	<p>Underlying Characteristics of a person that results in an effective superior performance.</p>
<p>According to WOODRUFEE-1991</p>	<p>Competency: A person related concept that refers to the dimension of behavior lying behind competent performer. Competence: A Work related concept that refers to area of work at which a person is competent Competencies: Often referred as the combination of the above two.</p>
<p>According to ALBANESE-1989</p>	<p>Competencies are personal characteristic that contribute to effective managerial performance.</p>
<p>According to HAYES-1979</p>	<p>Competencies are generic knowledge motive, trait, social role or a skill of a person linked to superior performance on the job.</p>

2. Review of Literature

According to Verma (2008), “competencies in education create an environment that fosters Empowerment, accountability, and performance evaluation, which is consistent and equitable. The acquisition of competencies can be through talent, experience, or training”. Miller, et. al. (2010) suggests, there are two senses in which competence can be defined. The first is competence equating to performance, which is the ability to perform nursing tasks, and the second is competence as a ‘psychological construct’.

John Flanagan (1954) grounded Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies. The idea of testing the competencies, required for efficient performance at a position, was proposed by David McClelland in the

early 1970's. The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Some of the definitions are given below. Boyatzis (1982) described competencies as underlying characteristic of an individual, which are causally (change in one variable cause change in another) related to effective job performance.

3. Statement of the Problem

Competency mapping is a process which identifies an individual's strength and weakness in order to help them to better recognize themselves. Here, the competencies are mapped according to the individual's skill, ability and talent in the working condition. It leads to increased capacity by achieving a more holistic view of the accumulated competence of the entire organization. At this juncture the study has been conducted to identify the benefits of competency mapping.

4. Objectives of the study

- To study the competency mapping systems prevailing in the study organization.
- To analyze the competency mapping procedure in the study organization.
- To develop competency mapping systems and suggest possible strategies.

5. Research Methodology

Component wise sampling and data collection methods

Sample Respondents	Top Level Employees
Sampling method	Purposive & Convenient
Data collection method	Survey
Research instrument	Structured questionnaire
Number of respondents	100
Profile of The Respondents	5 Organizations Viz: 1. Bombay Rayon Fashion Ltd. 2. Gokul Das Images Pvt. Ltd. 3. Zodiac Clothing Company. 4. Himatsingka Seide Ltd. 5. Fashion Apparel Pvt. Ltd.
Data Analysis	Mean score and Analysis of Variance.

6. Analysis and Interpretation

Table 1. Mean scores of the respondents' competencies regarding Relationship Management		
Statements	Mean Score	Standard Deviation
I believe that a Clients are the backbone to my organization	3.9762	0.87779
We anticipate and understand our Clients requirements	3.9405	0.75012
We develop a good rapport with all our Clients	4.1667	0.77356
We maintain a healthy competition with our competitors	3.9405	0.71728
We provide premier client services and excellent "helpdesk" management	3.9881	0.76826
Total	4.0024	0.777402

Table 1 reveals that the respondents agree that they develop good rapport with all clients with the mean score of 4.1667, their ability to proving helpdesk services are good with the mean score of 3.9881, the respondents agree that the clients are the backbone with the mean score of 3.9762, the ability of the respondents to anticipate and understand the requirements of the clients is good and they agree that they maintain healthy competition with the competitors as the mean is 3.9405. As maintaining relationship with the clients are the vital concept for service oriented organisations, the respondents competency on relationship management is high as the mean score is 4.0024.

Table 2. Mean scores of the respondents' competencies regarding Communication		
Statement	Mean Score	Standard Deviation
I encourage open discussion through questioning	3.2024	0.61663
I listen carefully to others and try to help clients/colleagues	3.1429	0.69669
I can negotiate with superior in a better way about grievances	3.25	0.74243
Total	3.1984	0.68525

It is inferred from table 2 that the respondents gave neutral opinion, to negotiate their grievances to their superiors with the mean score of 3.25, it is followed by encouraging open discussions with the mean score of 3.2024 and listen to others with the mean score of 3.1429. From the total mean we can understand that the communication skills of the respondents are moderate.

Table 3. Mean scores of the respondents' competencies regarding Task Proficiency		
Statements	Mean Score	Standard Deviation
I accept challenging jobs that are achievable in the short / long term	3.9881	0.63043
I clearly understand my duties and responsibilities	3.881	0.58915
I not only set targets but also meeting those targets within right time	4.0595	0.54554
I can exercise the duties without assistance	4.0714	0.74098
Total	4	0.626525

From table 3 we observe that the ability of the respondents to exercise their duties without expecting assistance is good with the mean score of 4.0714, it is followed by their ability to set and met the targets on time with the mean score of 4.0595, next their capacity to accept challenging jobs with the mean score of 3.9881 and they understand their duties and responsibilities clearly with the mean score of 3.881. Thus the overall means is 4, the respondents are proficient to do their job effectively.

Table 4. Mean scores of the respondents' competencies regarding Leadership		
Statements	Mean Score	Standard Deviation
I am always interested to take initiative to perform a task	3.0952	0.77021
A decentralized approach to decision-making is followed	2.9881	0.76826
I can encourage and support my team members	2.9524	0.82
I can resolve the conflicts among the team members	3.0357	0.81324
Total	3.0179	0.792927

Table 4 shows that the respondents provide neutral opinion that they always interested to take initiative with the mean score of 3.0952, their ability to resolve the conflicts among the team members with the means score of 3.057, their ability to influence decision making is low with the mean score of 2.9881 and it is followed by their ability to encourage and support the team members with the means score of 2.9524. It is clear that the leadership skills of the respondents are moderate as the mean score is 3.0179.

Table 5. Mean scores of the respondents’ competencies regarding Adaptability		
Statements	Mean Score	Standard Deviation
We believe that teamwork brings more satisfactory results than working individually	3.869	0.61663
Collaborating with colleagues encourages & supports to achieve goals on time	4.1667	0.72533
I can adjust with changing business environment and work circumstances	4.0952	0.61348
Total	4.0437	0.65181

From the table 5 we can infer that the respondents agree that collaborating with colleges encourages achieving goals on time with the mean score of 4.1667, their ability to adjust with changing business circumstances is high with the mean score of 4.0952 and they believe that teamwork brings more satisfactory results than working individually with the mean score of 3.8690. From the total mean it is clear that the ability of the respondents to adapt with changing business environment is high with the mean score of 4.0437.

Table 6.Total mean score of the respondents’ competencies		
Competencies	Mean Score	Standard Deviation
Relationship management	4.0024	0.38962
Communication	3.1984	0.43328
Task proficiency	4	0.25742
Leadership	3.0179	0.43351
Adaptability	4.0437	0.33843
Overall	3.6525	0.37042

Table 6 shows the mean scores of the various competencies possessed by the respondents. The ability of the respondents’ to adapt with the environment and with their team members is high with the mean score of 4.0437, next the respondents ability to maintain relationship with their clients and stakeholders is good with the mean score of 4.0024, it is followed by the mean score of 4 indicates that the respondents are proficient to do their job effectively. The respondents gave neutral opinion to leadership skills and communication as the means scores respectively 3.0179 and 3.1984. Thus from the overall mean score that is 3.6525, we can understand that the respondents are enough competent to do their job.

Analysis of variance among experience of the respondents and their various competencies

H0: There is no significant difference between experience of the respondents and their various competencies.

H1: There is a significant difference between experience of the respondents and their various competencies.

Table 7. Analysis of variance among experience of the respondents and their various competencies						
Competencies		Sum of Squares	D F	Mean Square	F	Significance
Relationship Management	Between Groups	0.371	4	0.093	0.599	0.644
	With in Groups	12.228	79	0.155		
	Total	12.6	83			
Communication	Between Groups	0.162	4	0.04	0.207	0.934
	With in Groups	15.42	79	0.195		
	Total	15.582	83			
Task Proficiency	Between Groups	0.168	4	0.042	0.622	0.648
	With in Groups	5.332	79	0.067		
	Total	5.5	83			
Leadership	Between Groups	0.552	4	0.138	0.725	0.578
	With in Groups	15.046	79	0.19		
	Total	15.598	83			
Adaptability	Between Groups	1.092	4	0.273	2.563	.45 (.05)
	With in Groups	8.415	79	0.107		
	Total	9.507	83			

Since the significance level is greater than 0.05 for relationship management, communication, task proficiency and leadership, there is no significant difference between experience of the respondents and their competencies on relationship management, communication, task proficiency and leadership. Thus we can conclude that irrespective of the experience gained the respondents possess the above competencies. Since the significance level is equal to 0.05, there is a significant difference between the experience of the respondents and their adaptability.

7. Findings

From the overall mean score is 3.6525, it is found that the competencies possessed by the respondents are enough competent to do their job. The respondents' leadership skills and communication are found to be moderate when compared to other competencies as the means scores are 3.0179 and 3.1984 respectively. Further with the one way analysis of variance test it is found that there is no significant difference between experience of the respondents and their competencies on relationship management, communication, task proficiency and leadership. There is a significant difference between the experience of the respondents and their adaptability.

Most of the respondents have viewed that their personnel have been aware of business and they acquired skills on decision making, communication, team management and planning to perform the required job.

8. Suggestions

As the respondents are moderately competent in communication skill the organization can improve the channel of bottom up communication. The management must encourage the employees to share their views to the top management about their needs and grievances. The organization also can implement communication audit which is an excellent way of finding out how effective the internal and external communications are. The leadership skills of the employees the organization are developed by encouraging them to participate in personality development programmes and simulation training conducted within and outside the organization. They can also persuade the employees to take tasks under their leadership.

In firms, competency mapping must be frequently done in order to test the competency level of the employees. Since many of the employees are performing different jobs to what they were doing at the time of their joining they need training to perform the new work allotted to them. There is an acute need of a structured knowledge management system in order to preserve and maintain the knowledge status in the company. Different sources of competency techniques must be encouraged among the employees. There is need for the support from the top management since it is considered a major hurdle in effective competency mapping system and the employees must also be made aware of importance of competency mapping techniques. Motivation should be given to the employees so that they take interest in knowledge enhancement and management.

9. Conclusion

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently/excellently and it describes what has to be done, not how. Competency mapping should not be seen as rewards and it is not only done for confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. The competencies such as ability to maintain relationship with others, communication, task proficiency, leadership and adaptability of the employees of 5 companies are satisfactory. One may also develop a structured competency model for each job. As competency mapping is an essential task for all the organization and employee development, it is essential for the organizations to maximize utilization of these talents to gain competitive advantage.

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