A Study on Competency Mapping with Special Reference to Sri Saravana Industries, Coimbatore

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Abstract - Competency mapping and assessment provide a clear indication of employee developmental needs. Candidate weakness with respect to the required competencies discovered in the assessments shows opportunity for development for the candidate. Sri Saravana Industries, Coimbatore also benefited out of the Competency mapping. For that, the HR manager has also taken many initiatives for the welfare of both the employees and the organization. The objective of the study is to know about the concept of competency mapping as well as to know the level of awareness about the competency mapping among the employees in Sri Saravana Industries, Coimbatore. The descriptive research method is used for the study of competency mapping as an effective tool for HR with a sample size of 150 collected from the employees working inside the organization. This organization has used the competency mapping for various purposes like selection process, performance appraisal, succession planning & promotion etc. There is no doubt that if the organization has used the competency mapping, they will definitely get the success At present scenario, Competency mapping is essential for every organization. The only thing that if the organization used it effectively means, they will definitely get the benefit. The employee's competencies can be enhanced through conducting various training and development program, assigning projects, to involve all the employees in decision-making process etc.

Keywords — Competency Mapping, Sri Saravana Industries, employee, development, HR.

I. INTRODUCTION

In the fashionable cost-effective world, the business managers are required to improve the efficiency and effectiveness of their business operation. Competency mapping helps to develop an objective system for recruitments, Promotions, training & development, and performance diagnostics.

Sri Saravana Industries is located in Coimbatore, popularly known as Manchester of South India for cotton mills & textile based industries. Sri Saravana Industries is a well-known company in the textile field for manufacturing of Carding Undercasing & Spares. More than 25 years of experience in the textile field, the company is promoted only by their valuable satisfied customers by providing quality products and performance in Carding Undercasings for all makes of Carding Machines. Offering Carding Machine Parts, Lickerin Grids, Back and Front Plates, Moto Knife Web Catchers, Lickerin Covering Sheets, Suction Hoods and Cover Segments. They had a very good infrastructure and properly facilitated with all tools and machinery which are necessary for the production process and to maintain as per international standards of their products.

Competency for a job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of his internal as well as external customers and stakeholders. HR functions entrusted with the responsibility to find the right person for every job and development of the employed person to do the assigned job effectively, have found competency mapping and assessment as a very effective tool.

The study has made an attempt to identify the difference among the Performance of Employee of Sri Saravana Industries and the Competency Gap of each dimension of Competent Factors by using Statistical Tools like Simple Percentage analysis, Chi-square test and One way ANOVA test respectively. A total of 150 respondents have been used to assess the performance level and identify the gaps. It is found that the competency levels of Sri Saravana Industries Employees are found to be different among the employees. The Competency Gaps are found to be higher in Job-Related Skills, Performance and Meta Qualities of employees of Sri Saravana Industries. These could be developed by giving training specifically on Job Related Skills and Meta Qualities to the employees in order to the improve the Performance better.

1.1 OBJECTIVES OF THE STUDY

1. To know about the concept of competency mapping.
2. To know about the level of awareness about the competency mapping among the employees.

3. To know how Sri Saravana Industries' employees get benefit out of this Competency mapping.

4. To know how the Competency mapping can be used for various purposes.

1.2 NEED OF THE STUDY

1. To know about the effectiveness of the knowledge, skills, and abilities which have a direct impact on the success of the employees.

2. To know about the ambiguities in the job and work experience.

3. To know how competency mapping aligns behavior with organization strategy and values which adapt changes.

1.3 SCOPE OF THE STUDY

The study is mainly conducted to know about the competency mapping for the employees in the Sri Saravana Industries and also about how the organization will get benefit out of this competency mapping. So by conducting the research at the end, we gather more information regarding how the competency instrument will give benefit to both the employees and the organization. And to find 'Is they any pitfalls behind that'. Through this, we can give necessary suggestion wherever necessary and also suggest innovative ideas so that it will prevent the company from future challenges to a greater extent.

II. RESEARCH METHODOLOGY

2.1 Research Method

The descriptive research method is used for the study of competency mapping as an effective tool for HR.

2.2 Source of data

This research is containing both primary and secondary data.

2.2.1 Primary data

Primary data is collected directly from respondents using data collection methods like survey interviews, questionnaires, measurements, direct observation or tabulation. Primary data

for this study will be generated through questionnaire & interview with employees.

2.2.2 Secondary data

Secondary data is the data that already exists which has been collected by some other person or organization for their use and is generally made available to other researchers free or at a concessional rate.

Source of secondary data to make the study more effective was possible with the help of published data such as company data and web sites.

2.3 Data collection tool

An ordinal scale is used to arrange objects according to some particular order. The Likert scale consists of a series of statements where the respondent provides answers in the form of degree of agreement or disagreement. A well-structured questionnaire using ordinal and Likert scale is used to retrieve data from primary sources backed by interview

2.4 Sampling techniques

Convenience Sampling is a type of non-probability sampling method in which selection of units from the population is based on their easy availability and accessibility to the researcher.

This study is adopted by Convenience sampling.

2.5 Sample unit

The sampling unit is a basic unit that contains a single element or a group of elements of the population to be sampled.

The sample unit for this study is comprised of HR manager and employees of Sri Saravana Industries.

2.6 Sample size

The sample size for my study is 150.

2.7 Tool for data analysis

Data collection is analyzed with the help of a statistical tools such as Simple Percentage Analysis, Chi-Square Analysis, and One-Way Anova Analysis.

III. DATA ANALYSIS & INTERPRETATION

Table 3.1: Distribution of Samples based on Variables

S.No	Category	Subgroups	Number	%	Total
1.	Age	Below 30 years	70	46.7	150
		31-40 years	60	40	
		41-50 years	10	6.7	
		Above 50 years	10	6.7	
2.	Departments	Human Resource	10	6.7	150
		Production	46	30.7	
		Marketing	63	42	
		Finance	25	16.7	
		Vigilance	6	4	
3.	Educational	Diploma	50	33.3	150

	Qualification	Graduate	64	42.7	
		Post Graduate	30	20	
		Professional	6	4	
4.	Experience	Below 5 years	21	14	150
		5-10 years	84	56	
		11-15 years	35	23.3	
		16-20 years	9	6	
		Above 20 years	1	0.7	
5.	Monthly Salary	Below Rs.15,000	47	31.3	150
		Rs. 15000 - Rs. 20,000	68	45.3	
		Rs. 20,001 - Rs. 30,000	23	15.3	
		Above Rs. 30,000	12	8	
6.		Very Effective	13	8.7	150
		Effective	71	47.3	
		Moderate	48	32	
		Ineffective	18	12	

Source: Primary Data

Table 3.2: Competency mapping inside the organization

S.No	Factors	Subgroups	Number	%	Total
1.	Allow participating in decision-making process by the manager	Always	54	36	150
		Frequently	31	20.7	
		Rarely	51	34	
		Never	14	9.3	
2.	Flow of communication in their organization	Very Effective	23	15.3	150
		Effective	72	48	
		Moderate	44	29.3	
		Ineffective	11	7.3	
3.	Role of Competency in the organization	Very Effective	13	8.7	150
		Effective	71	47.3	
		Moderate	48	32	
		Ineffective	18	12	
4.	Emotional intelligence helps in making communication effective	Increasing self-awareness	84	56.0	150
		Expression of feeling and motives	31	20.7	
		Clarifying interpersonal feelings	23	15.3	
		Increasing the accuracy of interpersonal perception	12	8.0	
5.	Way to develop emotional competencies in their Organization	Preparation for change	23	15.3	150
		Training	92	61.3	
		Transfer and maintenance	25	16.7	
		Evaluation of change	10	6.7	
6.	Opinion on the benefits of emotional intelligence	Developing leadership skills	54	36	150
		Stimulating creative and cooperation	23	15.3	
		Increasing Productivity	65	43.3	
		Speeding up Adaptation	8	5.3	
7.	Rate the effectiveness of present skill appraisal system	Very Effective	16	10.7	150
		Effective	66	44.0	
		Moderate	52	34.7	
		Ineffective	16	10.7	

Source: Primary Data

Table 3.3: Level of Agreement for Employee Competency Mapping

Statement		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Total
Assessment of your strength and weakness is important for growth	No.s	65	53	20	8	4	150
	%	43.3	35.3	13.3	5.3	2.7	100
Accepting responsibility, for improving performance	No.s	31	71	40	7	1	150
	%	20.7	47.3	26.7	4.7	0.7	100
A positive outlook is required for achieving goals	No.s	30	41	58	21	0	150
	%	20.0	27.3	38.7	14.0	0	100
Your personal style of gathering information is important	No.s	30	49	30	41	0	150
	%	20.0	32.7	20.0	27.3	0	100
Manager must often use authority and power when dealing with subordinates	No.s	35	49	46	15	5	150
	%	23.3	32.7	30.7	10.0	3.3	100
Integrity and honesty taken together refers to a person's commitment to maintaining high socio-psychological standards	No.s	33	49	42	20	6	150
	%	22.0	32.7	28.0	13.3	4.0	100
Demonstrating both leadership and management skills is required for self-development	No.s	27	51	43	24	5	150
	%	18.0	34.0	28.7	16.0	3.3	100
Competency promotes effective relationship in the organization	No.s	22	58	42	23	5	150
	%	14.7	38.7	28.0	15.3	3.3	100
Gain trust and confidence is required for development	No.s	31	39	46	28	6	150
	%	20.7	26.0	30.7	18.7	4.0	100
Establishing clear goals and proper planning help to perform better	No.s	26	51	50	20	3	150
	%	17.3	34.0	33.3	13.3	2.0	100
Resolving disputes effectively are important for better performance	No.s	34	49	32	29	6	150
	%	22.7	32.7	21.3	19.3	4.0	100
Listen to others view with patience	No.s	23	4	48	30	5	150
	%	15.3	29.3	32.0	20.0	3.3	100

Listen to others and express the idea with clarity and precision	No.s	26	50	50	20	4	150
	%	17.3	33.3	33.3	13.3	2.7	100
Able to move others in getting things done	No.s	25	52	43	27	3	150
	%	16.7	34.7	28.7	18.0	2.0	100
Aware of what is going on in the work, place and response in a suitable manner to situations as they are	No.s	19	57	38	29	7	150
	%	12.7	38.0	25.3	19.3	4.7	100

Source: Primary Data

Table 3.4 Opinion about competency mapping at Sri Saravana Industries

Statement		YES	NO	Total
Is your appraisal based on skill?	No.s	138	12	150
	%	92	8	100
Does the organization play a role in building and developing individual skill?	No.s	98	52	150
	%	65.3	34.7	100
Does your organization encourage to work according to the new skills	No.s	99	51	150
	%	66	34	100
Does competency mapping help to manpower planning?	No.s	94	56	150
	%	62.7	37.3	100
Do you perform competency mapping regularly in your organization?	No.s	105	45	150
	%	70	30	100
Does competency mapping helpful in individual career development?	No.s	72	78	150
	%	48	52	100
Does recruitment and selection process carried out considering competency of the individuals?	No.s	103	47	150
	%	68.7	31.3	100
What is the current status of knowledge management in your organization?	No.s	97	53	150
	%	64.7	35.3	100
How knowledge is shared among different departments of this organization?	No.s	91	59	150
	%	60.7	39.3	100

Table 3.5 Chi Square Analysis

Hypotheses	Calculated Value	Table Value	Degrees of Freedom	Result
There is no significant association between the age and role of competency	7.484	16.92	9	Not Significant
There is no significant association between the department and role of competency	20.336	21.03	12	Not Significant
There is no significant association between the qualification and role of competency	15.762	16.92	9	Not Significant
There is no significant association between the experience and role of competency	23.319	21.03	12	Significant
There is no significant association between the monthly salary and role of competency	15.042	16.92	9	Not Significant

Table 3.6 One-Way ANOVA

Hypotheses	F	Significant Value	Result
There is no significant association between age and present skill appraisal system	11.38	0.00	Not Significant
There is no significant association between department and present skill appraisal system	0.802	0.495	Significant
There is no significant association between qualification and present skill appraisal system	4.688	0.004	Not Significant
There is no significant association between experience and present skill appraisal system	2.166	0.095	Significant
There is no significant association between monthly salary and present skill appraisal system	5.911	0.001	Not Significant

IV. RESULTS

4.1 FINDINGS

4.1.1 PERCENTAGE ANALYSIS

PERSONAL INFORMATION

• Among the 150 respondents, 46.7% of the respondents are 'Below 30 years' of age whereas 40% of the respondents are between '30-40 years' of age. 42% of the respondents are from Marketing department whereas 30.7% of the respondents are from 'Production' department. According to qualification wise, 42.7% of the respondents are Graduate whereas 33.3% of them are diploma and 20% of them are postgraduate. Considering experience, 56% of the respondents having experience between '5-10 years' whereas 23.3% of the respondents having experience between '10-15 years'. 45.3% of the respondents earning monthly salary averagely between 'Rs.15000-Rs.20000' whereas 31.3% of the respondents earning monthly salary averagely 'Below Rs.15000' only.

Role of Competency in the organization

• Majority 47.3% of the respondents stated 'Effective' for the role of play of competency in the organization.

Level of agreement for employee competency mapping at Sri Saravana Industries

☐ Majority of the respondents 'Strongly Agree' for the statements 'Assessment of your strength and weakness is important for growth'.

☐ Majority of the respondents 'Agree' for the statements 'Accepting responsibility, for improving performance', 'Your personal style of gathering information is important', 'Manager must often use authority and power when dealing with subordinates', 'Integrity and honesty taken together refers to a person's commitment to maintaining high socio-psychological standards', 'Demonstrating both leadership and management skills is required for self-development', 'Competency promotes effective relationship in the organization', 'Establishing clear goals and proper planning help to perform better', 'Resolving disputes effectively are important for better performance', 'Able to move others in getting things done', 'Aware of what is going on in the work, place, and response in a suitable manner to situations as they are'.

☐ Majority of the respondents 'Neither agree nor disagree' for the statements 'A positive outlook is required for achieving goals', 'Gain trust and confidence is required for development', 'Listen to others view with patience', 'Listen to others and express the idea with clarity and precision'.

Opinion about competency mapping at Sri Saravana Industries

☐ Majority of the respondents stated that the appraisal is based on skill, the organization plays a role in building and developing individual skill, organization encourage to work according to the new skills, competency mapping helps to manpower planning, employees perform competency mapping regularly in the organization, Recruitment, and selection process carried out considering competency of the individuals, Know about the current status in the organization and Knowledge is shared among different departments of this organization.

☐ Majority of the respondents stated that the competency mapping not helpful in individual career development at Sri Saravana Industries.

Allow participating in decision-making process by the manager

• Majority 36% of the respondents stated 'Always' allow to participate in decision-making process by the manager.

Flow of Communication in their organization

• Majority 48% of the respondents stated 'Effective' for their flow of organization in their organization.

Emotional Intelligence Helps In Making Communication Effective

• Majority 56% of the respondents stated emotional intelligence helps in making communication effective by 'Increasing self-awareness

Way to develop emotional competencies in their organization

• Majority 61.3% of the respondents stated 'Training' is the way to develop emotional competencies in their organization.

Opinion on the benefits of emotional intelligence

• Majority 43.3% of the respondents opted 'Increasing Productivity' on the benefits of emotional intelligence.

Effectiveness of present skill appraisal system

• Majority 44% of the respondents stated 'Effective' for the rate of effectiveness of the present skill appraisal system.

4.1.2 WEIGHTED AVERAGE SCORE

The mean average score on various statements for competency mapping at Sri Saravana Industries 'Advancement opportunities' stood at first and 'Competency culture' follows next.

4.1.3 CHI SQUARE ANALYSIS

With respect to socio-economic characteristics of the respondents, experience has significant association on the role of competency in their organization whereas age, department, qualification, monthly salary are not associated with the role of competency in their organization.

4.1.4 Analysis of Variance (ANOVA)

With respect to socio-economic characteristics of the respondents, department, monthly salary have significant association with present skill appraisal system whereas age, qualification, experience is not associated with present skill appraisal system.

4.2 SUGGESTIONS

• The organization should create awareness about the Competency mapping and their uses among the employees through various programs.

• The organization should enhance the employee's competencies through various training and development programs.

• The HR manager can take the initial steps to teach about the range of methods for assessing the employee's competencies.

• After finding their skills, they can provide the initiatives to the employees to excel as a potential employee with a specific skill. And also they can enhance the multiple skills among the employees. The organization should provide a separate cabin for each employee to excel their talents so that the employee also feels independence in their work.

• By giving a proper communication, the organization can avoid the problems while implementing the competency mapping.

V. CONCLUSION

The present study is an attempt to know about the Competency mapping at Sri Saravana Industries in Coimbatore city focused on various objectives such as analyzing the factors role of competency in the organization, flow of communication in their organization, opinion on the benefits of emotional intelligence, how emotional intelligence helps in making communication effective in order to analyze the competency mapping at Sri Saravana Industries. On the basis of the findings of the study, some practicable and viable suggestions are given.

VI. SCOPE FOR FURTHER STUDY

Future research on the topic of competency mapping at Sri Saravana Industries should continue to examine various factors related to employee competency. Due to the time constraint, the study has been limited to only 150 respondents in Coimbatore city. Further, the research may be carried on a national or zonal level.

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