A Study on Competency Mapping –Focusing on Training and Development in DCW-Sahupuram

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Abstract

Competency mapping the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. 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. The global economy has posed challenge for organization and particularly those who wish to gain a competitive advantage. Employee training is one of the ways in which organization invests in a human capital. Training is the process whereby people learn the skills, knowledge, attitude and behaviour needed in order to perform their job directly. No industrial organization can ignore the training and development need of its employee without seriously inhibiting its performance.

Introduction

The competency mapping identifies the distinction between knowledge and skill competencies and behavioral competencies. As this process is only used with executives and high potential professionals, it uses a unique process where the focus is on clearly defining the individual competencies. The competencies are structured around a 4-level approach to understanding the current level of expertise that exists within each of the areas and determine which areas are targeted for developmental growth. Competence is a standardized requirement for an individual to properly perform a specific job. It encompasses a combination of knowledge, skills and behavior utilized to improve performance. Competencies are critical behaviors demonstrated on the job and are often part of performance management. They provide expectations for "how" the job is performed, not just what gets done.

Competencies are one way of conveying organizational expectations of behaviors to be effective, rewards and recognition need to be consistent with organizational expectations and linked to organizational goals. Competency is a capacity of an individual that leads to the behavior, which meets the job demands within the parameters of the organizational environment and in turn brings about desired results. The competency mix comprises of Knowledge, Skills and Attitude. Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations. Regardless of whatever happens to the future of manufacturing in India, the people who are outstanding in their performance will continue to be in demand and will keep rising and for this the human resource of each organization should develop the competencies which

they have in order to compete with the highly competitive market. Human Resources Management adds value when it helps individuals and organizations do better than their present level of performance. Both functional and behavioral Competencies have acquired major signifance in achieving exemplary job performance within an individual's roles, responsibilities and relationship in an organization and its internal and external environment. Competency Model is one around which the process of selection, placement, redeployment, development and separation can be knit.

Reason for Competency Model

In the modern competitive world, business managers require to improve the efficiency and effectiveness of operations. Manpower is the most important resource for any organization and also most difficult to manage as the level of competence in all employees vary according to the background, experience and intellect of the person. Every person has different qualities, attitudes, motives, personality traits, skill, knowledge etc. which affects their performance at work. Organizations, in order to facilitate excellence in the performance of the people are required to identify the right person for every job and improve the performance of their people. It needs a clear and cohesive performance management framework that is understood by all across the organization. For effective implementation of strategy, competencies constitute a crucial link as they bind business objectives with that of the people capabilities. Dhananjay Ghokale (2000) in his article states that a number of organizations try to define and document project manager competencies. Many factors like understanding of competencies, competency grades, Interviewing and other skills play very important role in such an exercise. The exercise must aim at bringing the best out of a project manager with honest effort to help him to achieve success. The key beyond is to be more processes and create a mapping exercise based on action oriented competency statements. 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. The processes in Multinational companies involve a lot of technicalities and a majority of its workforce is engaged in technical and non technical jobs. The companies have been taking up lots of new projects to increase their productivity and improve their position in the competitive market and achieve their objective of growth and globalization. To fulfill the vision and achieve the goals, there is a need to have an efficient workforce. While it is important to evaluate the results attained by an employee, it is also essential for the organization to emphasize on the means adopted to achieve those results. When we are able to assess and help develop the competencies of employees, the capability of the entire organization gets enhanced and this is how the losses are minimized and the entire process of production becomes cost effective. The initiative of technical Competency Mapping of the employees encompasses a large number of employees for assessment and improvement. Organizations believe in development of their employees in the best way possible so that a competitive edge can be achieved over other organizations.

Scope of the Study

The scope of the study covers DCW- sahupuram The HR department has to perform the competency mapping process effectively and so motivate the employees by providing them with career growth, opportunities training programs, appropriate appraisal identifying the implementing awards and other monetary benefits.

Objectives of the Study

1. To ascertain the effective identification of training needs.

2. To study the methods of training.

3. To assess the competency level of trainees

4 To recommend the suggestions.

Hypothesis to be Tested

The study proposes to test the following hypothesis:

1. There is no significant difference among competency mapping and all the attributes of the training

2. There is a significant difference among competency mapping and all attributes of the training.

Methodology

Research Design

In this study a descriptive design is adopted. It includes survey of different kinds. The major purpose of descriptive research is description of the state of affairs, as it exists at present.

Methodology

The present study is an empirical study based on survey method. It is adopted to find the opinion of the trainees about the training program they have attended.

Sample Size

The samples were selected from training program were randomly out of 120 respondents for the data collection.

Statistical Tool used in analysis

1. Percentage Analysis
2. Weighted Average Analysis
3. Chi- square Test

Limitations of the Study

1. Computer based training programs were not taken into consideration for the study as the computer related training was always need based, compared with other training programs. Moreover it is compulsory for all employees.
2. Time allotted to meet the employees for interviewing them is less.

Results, Findings and Suggestion

Weighted Average Method

Table showing the respondents rating for factors:

S.NO	Factors of Training	WX/W	Rank
1	Training need assessment	1.00	IV
2	To whom the Training is given	2.35	II
3	Methods of training	2.00	III
4	Sources of knowledge	2.66	I

Inference:

Among the 4 training factor posed to employees, sources of knowledge was ranked 1st which had the highest score and the training need assessment as employees factor which received the lowest rank.

It is observed that sources of knowledge, to which training is given, methods of training, training need assessment were the objectives of the company.

Chi -Square Test

Table showing the significant difference among competency mapping and attributes of training programme

Ho – There is no significance difference among competency mapping and all attributes of the training.

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S.No	Attributes of the training	Calculated value	Tabulated value ($\chi2$)	Acceptance / Rejection
1.	Training is based on competency gaps	31.41	9.488	R
2.	Training as a part of organizational strategy	57.06	7815	R
3	Training objectives are obtained at the beginning	119.59	7.815	R
4	Enough practice is given during training session	55.20	7.815	R
5	To many trainees are involved in training programme	91.68	9.488	R
6	Seating arrangement was convenient	113.34	9.488	R
7	Handout materials are issued to trainees	21.60	7.815	R
8	Knowledge will be enhanced	45.73	7.815	R
9	Skill will be sharpened	80.34	9.488	R
10	Training can increase employees initiative &self-reliance	94.66	7.815	R
11	Capabilities are identified for an organization's future needs	83.68	9.488	R
12	Productivity and Profitability are improved	74.12	7.815	R
13	Employees are given appraisal	77.68	9.488	R
14	Enhance knowledge level and improve competency	84.52	7.815	R
15	Competency mapping is important for career development	30.58	9.488	R

Inference:

From the above table the calculated values of all of the attributes are more than the tabulated values the level of significance is 0.05 are 5%. Hence the Null Hypotheses (Ho). Thus we have to conclude that the competency mapping based training programme reaches its objective. So we accept the alternative Hypotheses because all of the attributes of training directly contribute towards competency mapping in order to improve work related skills, attitudes and knowledge.

Findings

1. Weighted Average results shows that the training need of all respondents are ascertained by their superior alone it shows that none of the respondents were choose the training themselves

2. Training given in the companies are many of the times based on the employee's requirement.

3. Most of the employees have given on - the - Job training. There is no outsourcing in training activities.

4. Their sources of knowledge were mostly increased by meetings and group discussion. This shows that the company providing sufficient time to discuss which each other to develop knowledge.

5. Out of 120, 82 respondents agree with the objective are described at the beginning of the training programme.

6. Most of the respondents are given based on competency gaps.

7. There is a significant relationship among the competency mapping and training and development.

8. In the case of competency mapping the training programme related to the task given to the employees.

9. Competency mapping enhance the knowledge and sharpen the skills of the employees to attain a particular job in the company.

10. Majority of the respondents agree that training programme increase their initiative and self – reliance.

11. Employee capabilities are identifying for future needs in DCW.

12 The respondents were feel that the competency mapping based training is important for their career development and organization's development.

Suggestions

1. Competency mapping must be given adequate importance in the organization and this can be emphasized through training programme.

2. The company has to take initiative to conduct more training program to develop confidence in an individual.

3. The sequence of training implementation will be helpful for the employees to manage the risk effectively.

4. The organization has to concentrate on the higher studies of the employees because it will develop the confidence level and employees status.

5. The superior should help and support their subordinates to practice what they have learned in the training programme. Otherwise the training received will be of no use

5

6. The training methodology should use modern methods like business games, role – play and practical exercises that will them in the training session.

7 Monetary and non – monetary rewards and compliments may be given to the trainees based on the performance and involvement during the training programme.

Conclusion

Competency mapping is not rocket science, but it can be explosive in term of reenergizing employees and building a dynamic organization competency mode is not ends in themselves. Competency based training and development have the capacity to actually drive organizational change rather simply enabling chances to take place.

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