" A Study Of Impact Of Competency Mapping In Contemporary Organization" In Select Indian Textile Industries

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Abstract— Human resource management is a process of bringing people and organizations together so that the goals of each other are met. 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. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping 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. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

Key Words — Skill development, Core Competency, Competency Mapping, HR initiatives, global alignment.

INTRODUCTION

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Over the past years, skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This compels for future skill mapping through proper HRM initiatives. Indian organizations are also facing a change in the systems, management environment and philosophy due to the global alignment of Indian organizations. Competencies are derived from specific job families within the organization and are grouped around categories like strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc.

As far as the competency mapping is concerned, the first step in the procedure is job analysis, where the company requires to list core competency requirements for the job concerned. The next step should be the development of a competency scale for the job of the parameters previously identified. The actual mapping of employees can be a self-done exercise or it can be done by others like superiors. It can also be done by using the 360-degree method where peers, first give reports and customers also rate the employee that basis.

Competency Mapping is a process of identifying the key competencies of a company or an organization and the jobs. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping do proper analysis an individual's SWOT for better understanding and it helps to improve his career growth. This identifies the gap for improving knowledge to develop.

Every industry in the present scenario is trying to get high efficiency and effectiveness in order to survive in the cut throat competition. Industry is basically classified into production and service sector. All the methods and approaches of improving the performance and efficiency of their operations points to a basis key factor – "Skill and Competency. Skills and competency, becomes a focal point of companies, which focus on improving their performance. Every industry, mostly production industries, focuses on skill and competencies. It becomes compulsory for any production company, to aim at improving the performance, to map the skill level of the workers. Skills mapping is a technique of studying and analyzing the skills possessed by the persons concerned. Skill mapping finds a result that 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. Skill mapping is fast and important, buzzword for any industries focus on revamping themselves to the present competitive situation. It is becoming popular day by day and many companies are showing more interest by using this technique to improve their efficiency.

LITERATURE REVIEW

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.

 According to Boyatzis (1982) says that 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.

According to UNIDO (2002) defines 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.

According to RANKIN (2002) believes "Competencies are definition of skills and behaviors that organization expects their staff to practice in work".

 ANSFIELD (1997) states an underlying characteristics of a person that results in a effective superior performance.

WOODRUFEE (1991):

- **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.

ALBANESE (1989) says that competencies are personal characteristic that contribute to effective managerial performance.

STATEMENT OF THE PROBLEM

To investigate if a difference in job competency expectations held by the industries for their employees between the required competencies levels to the existing level of working.

Research indicates that more of the employer job competency expectations i.e., the required level of competency to the actual job competency level of the employees brings the more chance of productivity improvement, waste elimination, multi skill development programmes and the higher employees will rate the overall job satisfaction.

In order to ascertain accurate and current job competency expectations i.e., the required competency to work for a manufacturing industry, professionals, supervisors and production heads were asked to rate the importance of the specific

job competencies for the workforce. Competencies categories into: knowledge, ability and attitude. The managers asked to list the required competency to perform a job and they were also asked to fix the required level of competencies in the specific competency.

SCOPE OF THE STUDY

- The study analyses the skill level of workmen in the organization, so that the training needs can be found.

- The study can also give an idea to the staff's multi-skill level.

SIGINFICANCE OF THE STUDY

Competency Mapping is used in the organization to determine the crucial elements and activities. The basic objective by which the mapping of the competencies is done are as follows:

- Once the competencies are identified, proper training can be given to the individuals to work more efficiently for the processes.

- Key performance areas can be improved by understanding the fields where there is a

gap between the actual and the desired results.

- Through competency mapping, the individual is preparing himself for the next set of responsibilities.

- With the help of the competency mapping the individual can correct the style of work where the gap exists.

- By overcoming the differences in the desired level and the actual status of performance the individual can feel the increase in the self confidence and the motivation level.

- Competency based approach can lead the individual to derive much efficient results (with more accuracy) as compared to work in a non-competency derived situation.

- Competency mapping has an important role in career planning of the individual in the organization.

PROCESS OF COMPETENCY MAPPING

- Effective organization helps their employees by developing their career growth by giving technical support.

- Success of most of the organizations lies in the area of Training, Learning and Development that builds employer employee relationship.

jobs within the organization and are grouped into categories like strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc.

STEPS INVOLVED IN COMPETENCY MAPPING:

The steps involves under competency mapping is to identify the key competencies for an organization and the job within the function:

- Indentify the department for mapping.
- Identify the Structure of the organization and select the grades & levels.
- Job Description from individuals and departments.
- Conducting Semi-Structured interviews.
- Collecting interview data's.
- Classify the required Skill list.
- Identify the skill levels.
- Preparation of Competency calendar.
- Mapping of Competencies.

ROLE OF COMPETENCY MAPPING:

Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be focused. Competencies are derived out of specific

DIFFERENCE – Competence and Competency:

Competence	Competency
Based on the results	Based on individual behavior
Describes the feature of the job	Describes the feature of the person
Consists of the various skills and knowledge required to perform a job	Consists mainly of fundamental characteristics of a person which result in effective and/or superior performance on a job
Are not transferable since each skill is more specific to perform the job	Are transferable from one person to another
Measured by performance on the job / efficiency	Measured in terms of behavior / attitude
Are specifically process oriented	Are typically result oriented

Sampling Technique:

Census survey was adopted for the study. As it was census sampling, the entire population was taken for conducting the research.

The research was conducted in select Textile companies namely:

1. Vardhman
2. Arvind Mills
3. Bombay deying
4. Raymonds

Sampling Design:

All workmen at different units & departments were taken, that comprises of all Production related workmen and also workmen in service departments

related to production i.e., Quality assurance, Tool room, Maintenance etc.

Sample Size- 100 Employees i.e 25 each from one company.

DATA COLLECTION: Data collection is a term used to describe a process of preparing and collecting data. The purpose of data collection is to gather information to keep track on record, to make decisions about important issues, to pass information to others.

I used both kind of source of information. In primary source I asked the questions to the employee and in secondary source I search the data on net, in books and in journals.

HYPOTHESIS

Ho: Competency Mapping has a positive impact on organization growth in Textile Industries

H1: Competency Mapping has a no impact on organization growth in Textile Industries.

The survey instrument was developed from a literature review of job competencies and was refined to three content areas namely knowledge, ability and attitude. Research questions were designed to identify differences if any, in the permanent workforce based upon several criteria.

1. Type of work done by the operator.

2. Number of years the employee had worked in the organization

3. Knowledge of selection of cutting parameters

4. Ability to do work.

5. Ability to understand drawings

6. Ability to do self inspection

These comparisons were made between the existing competencies arrived from the survey to the required competencies for an employee to perform a particular job. The gaps between these two are the need identified for the competency training.

ANALYSIS:

1. Do you feel you are doing the job according to your job profile?

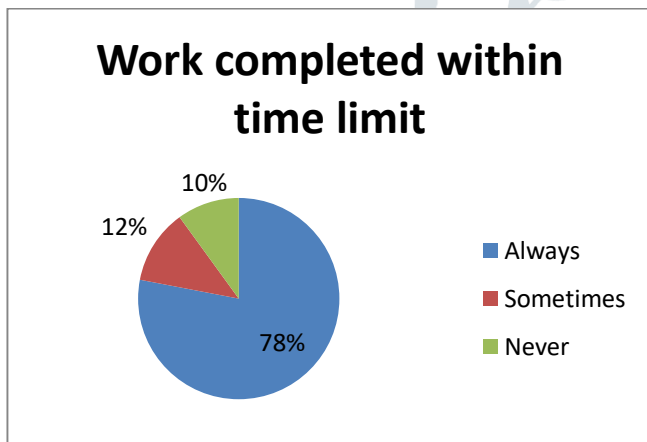| Comp anies	Vardh man	Arvind Mills	Bomb ay Deing	Raymo nds	Total
Yes	18	14	12	16	60%
No	6	7	9	8	30%
Can't Say	1	4	4	1	10%

Job according to Job Profile
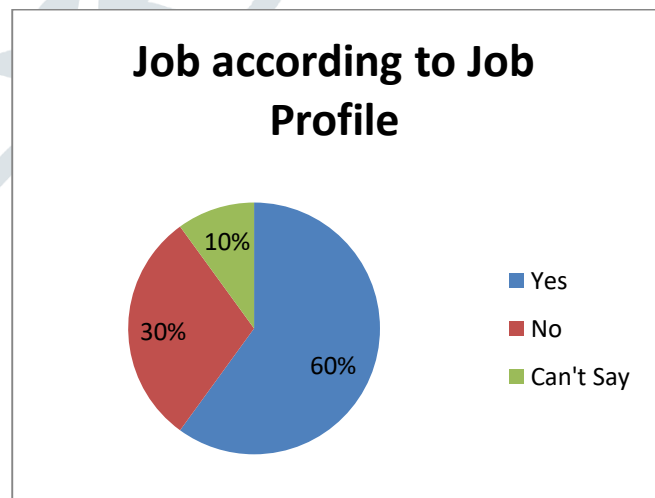
Interpretation: The analysis revealed that 60% of the respondents are saying Yes, that they got the job according to their job profile while 30% says

that they do not get the job according to their job profile and rest 10% can't say anything about it.

2. Do you finish every work assigned to you within the time limit?

Compa nies	Vardh man	Arvind Mills	Bomb ay Deing	Raymo nds	Total
Alwa ys	21	20	19	18	78%
Some times	4	3	4	1	12%
Never	-	2	2	6	10%

Work completed within time limit

Interpretation: The analysis revealed that 78% of the respondents are says that they always finish their work within the time limits , while 12% says that they sometimes able to complete the task and rest 10% never complete the work within the time limit.

3. Do you require the guidance from your superior?

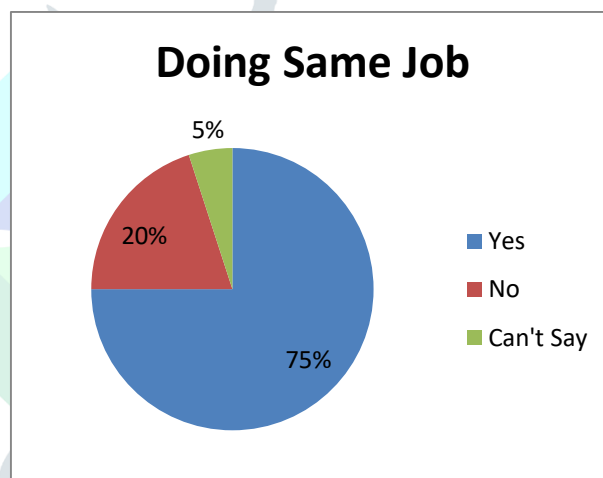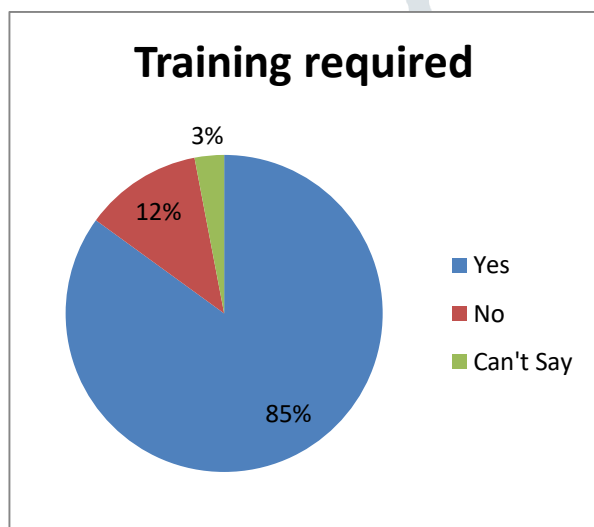| Compa nies	Vard hma n	Arvi ndM ills	Bombay Deing	Raymon ds	Total
Alwa ys	24	22	23	21	90%
Some times	1	3	2	4	10%
Never	-	-	-	-	-

Guidance required

Interpretation: The analysis revealed that 90% of the respondents are says that they always need guidance of their superior to complete their task successfully , while 10% says that they sometimes need the guidance.

4. **Do you feel you need training to perform your work?**

Companies	Vardhman	ArvindMills	Bombay Deing	Raymonds	Total
Yes	20	22	23	20	85 %
No	4	3	2	3	12 %
Can't Say	1	-	-	2	3%

5. **Do you feel the type of work you were performing at the time of your joining and today is the same?**

Companies	Vardhman	ArvindMills	Bombay Deing	Raymonds	Total
Yes	21	23	20	11	75 %
No	4	1	4	7	20 %
Can't Say	-	1	1	3	5%

Interpretation: The analysis revealed that 85% of the respondents are says that they always require training to know the task and job more clearly , while 12% says that they don't require training as much and rest 3% never require training.
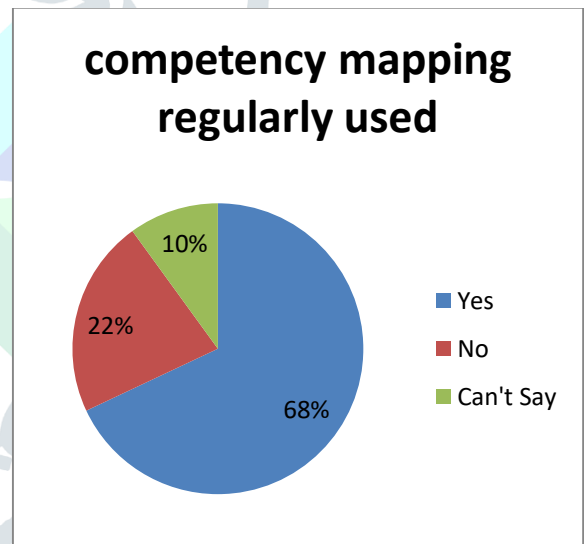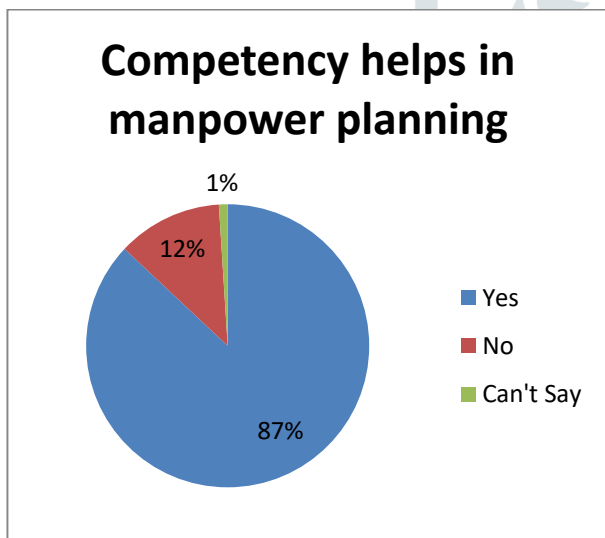
Interpretation: The analysis revealed that 75% of the respondents are says that they still doing the same job which they were doing while joining, while 20% says no that they got promotion and their work is also different now, and rest 5% can't say anything about it.

6. Does competency mapping helps you to do manpower planning?

Companies	Vardhman	ArvindMills	Bombay Deing	Raymonds	Total
Yes	23	22	22	20	87%
No	2	3	2	5	12%
Can't Say	-	-	1	-	1%

7. Do you perform competency mapping regularly in your company?

Companies	Vardhman	ArvindMills	Bombay Deing	Raymonds	Total
Yes	14	21	17	16	68%
No	7	2	6	7	22%
Can't Say	4	2	2	2	10%

Interpretation: The analysis revealed that 857% of the respondents are says that they require competency mapping as it helps in manpower planning , while 12% says that they don't require competency much as much and rest 1% never require competency mapping.
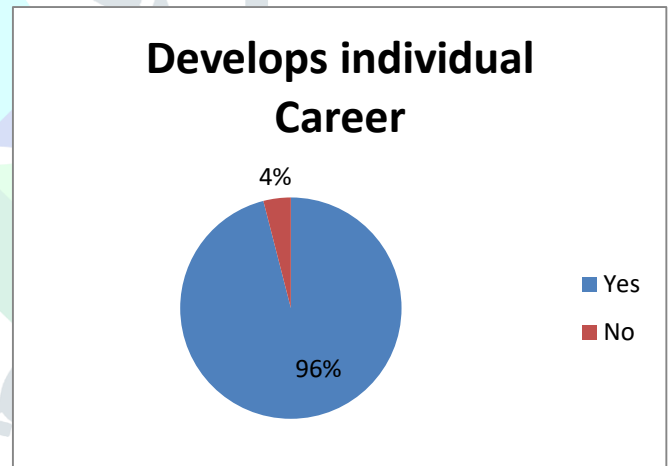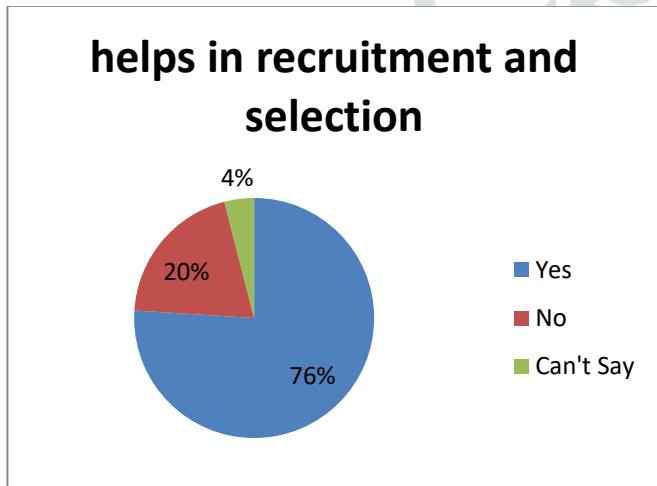
Interpretation: The analysis revealed that 68% of the respondents are says that they always use competency mapping in their organization , while 22% says that they do not use competency mapping regularly as much and rest 10% says they never used competency mapping.

8. Does Recruitment and Selection processes carried out considering competency of the individuals?

Companies	Vardhman	ArvindMills	Bombay Dyeing	Raymond's	Total
Yes	21	20	22	13	76 %
No	4	4	3	9	20 %
Can't Say	-	1	-	3	4%

helps in recruitment and selection

9. Does competency mapping helpful in individual's career development?

Companies	Vardhman	Arvind Mills	Bombay Dyeing	Raymond's	Total
Yes	24	23	24	25	96 %
No	1	2	1	-	4%
Can't Say	-	-	-	-	-


Develops individual Career

Interpretation: The analysis revealed that 76% of the respondents are says yes that the recruitment and selection is carried out by measuring the competency of an individual, while 20% says that competency of an individual is not that necessary for recruitment and selection process and rest 4% says they never require competency.

Interpretation: The analysis revealed that 96% of the respondents are says yes that the competency mapping is useful developing the career of an individual, while 4% says no it is not that useful.

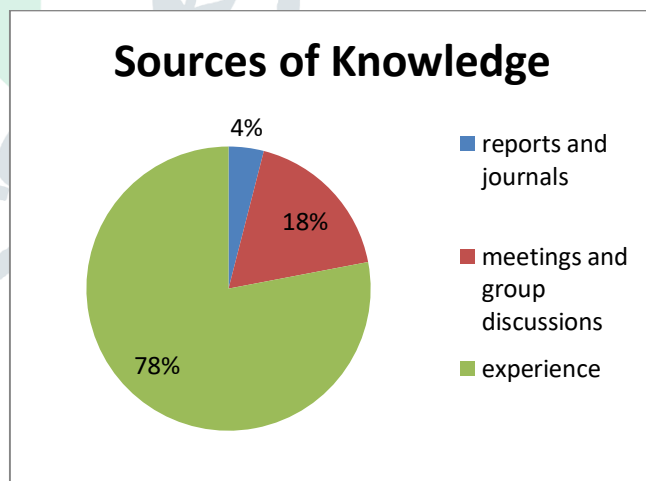## 10. Knowledge is critical for your kind of organization?

Compan ies	Vardhm an	ArvindMi lls	Bomb ay Dyein g	Raymon d's	Total
Yes	25	25	25	25	100 %
No	-	-	-	-	-
Can't Say	-	-	-	-	-

Knowledge is Necessary

■ Yes

100%
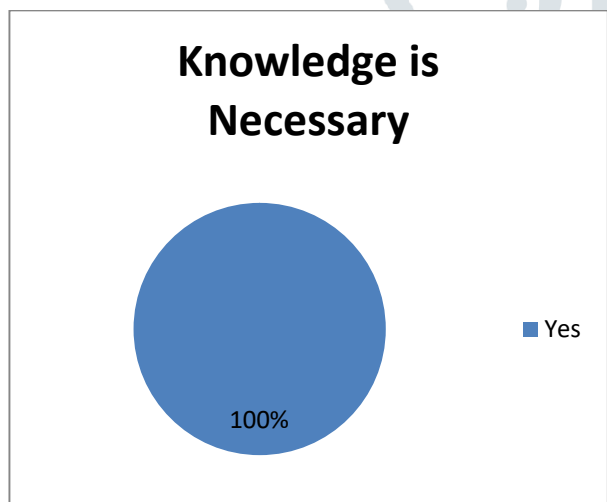
Interpretation: The analysis revealed that 100% of the respondents are says yes that the knowledge is critical to their organization.

## 11. What are the sources of knowledge in this organization?

Compan ies	Vardh man	Arvin dMills	Bom bay Dyei ng	Raymond s	Total
Report s and Journa ls	-	1	-	3	4%
Meetin g and Group Discus sions	2	3	2	11	18 %
Experi ence	23	21	23	11	78 %

Sources of Knowledge

4%

18%

78%

■ reports and journals

■ meetings and group discussions

■ experience

Interpretation: The analysis revealed that 78% of the respondents are says yes that the sources of knowledge in the organization is experience, while 18% says meeting and group discussions are the source of information and the rest 4%   says that reports and journals are the source of knowledge.

**12. How knowledge is shared among different departments of this organization?**

Companies	Vardhman	ArvindMills	Bombay Dyeing	Raymond's	Total
Formal meetings	4	8	11	22	45%
Informal meetings/ chat	21	17	14	3	55%

Sharing of Knowledge

45% Formal meetings
55% Informal meetings
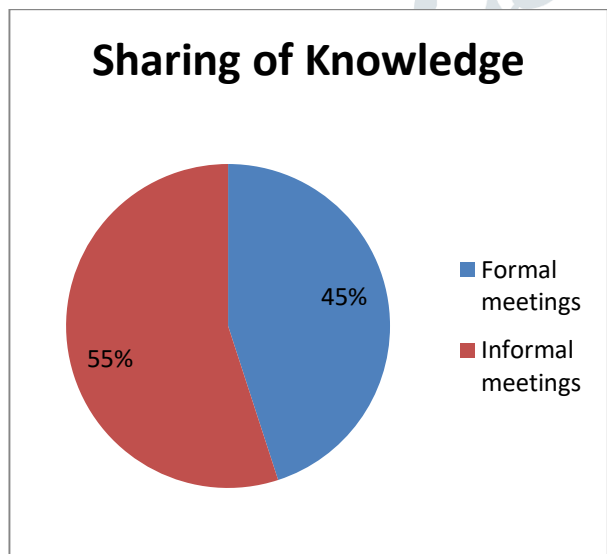
Interpretation: The analysis revealed that 55% of the respondents are says that knowledge is shared in their organization through formal meetings, while other 45% says informal meetings are very helpful in sharing knowledge in any organization.

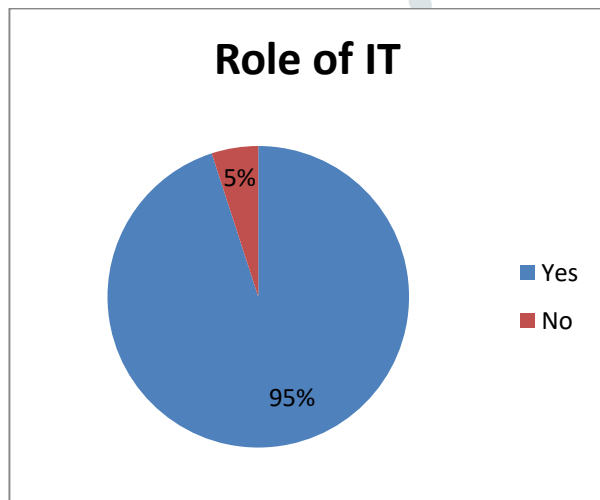**13. What is the current status of knowledge management in your company?**

Companies	Vardhman	ArvindMills	Bombay Dyeing	Raymond's	Total
Inception stage	-	-	-	-	-
Introduction Stage	-	-	-	-	-
Growth Stage	25	25	25	25	100%

Current Status
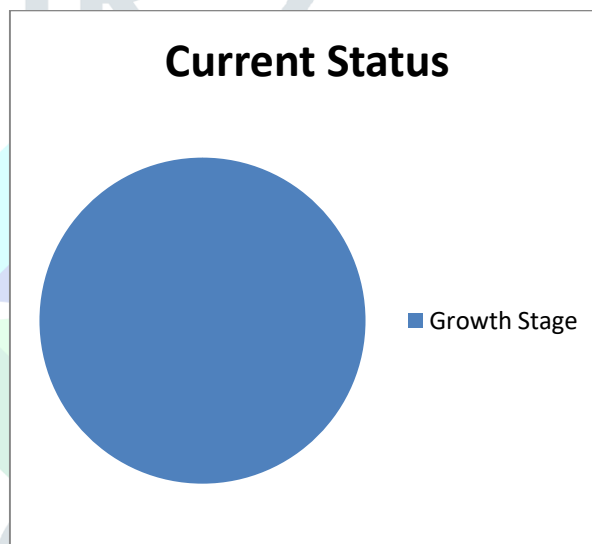
Growth Stage

Interpretation: The analysis revealed that 100% of the respondents says that knowledge management is at growth stage in their company.

**14. Does IT play a part in sharing knowledge in this organization?**

Comp anies	Vardh man	Arvind Mills	Bom bay Dyei ng	Raymo nd's	To tal
Yes	25	25	25	20	95 %
No	-	-	-	5	5%
Can't Say	-	-	-	-	-

15. Do you undertake additional personal efforts to enhance your knowledge level and improve our competency?

Comp anies	Vardh man	Arvind Mills	Bom bay Dyei ng	Raymo nd's	To tal
Invaria bly	1	4	2	3	10 %
Freque ntly	24	20	21	22	87 %
Never	-	1	2	-	3%

Role of IT

undertake personal efforts

Interpretation: The analysis revealed that 95% of the respondents are says yes the role of IT plays a very important role in sharing knowledge, while 5% says no it is not so important.
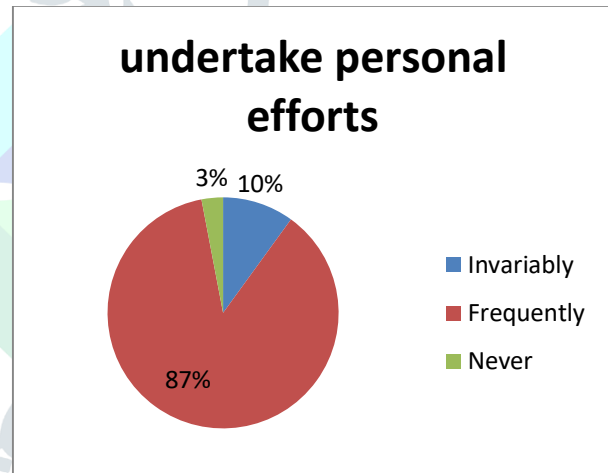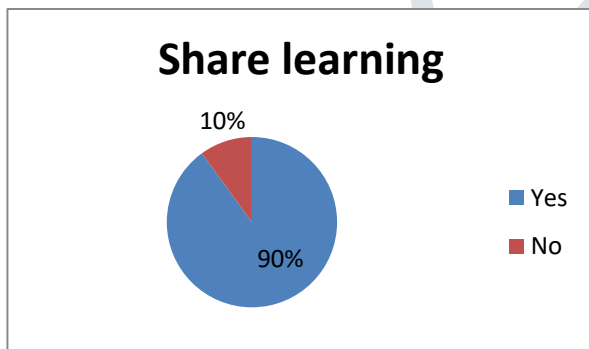
Interpretation: The analysis revealed that 87% of the respondents are says that they undertake personal efforts to enhance their knowledge level and improve their competency very frequently, while10% use it invariably and rest of the 3% never use.

**17. Do you share your learning with your colleagues?**

Comp anies	Vardh man	Arvind Mills	Bom bay Dyei ng	Raymo nd's	To tal
Yes	24	24	23	19	90 %
No	1	1	2	6	10 %
Can't Say	-	-	-	-	-

Share learning

Interpretation: The analysis revealed that 90% of the respondents are says yes that they share learning with your colleagues, while 10% says no they don't share their learning with their colleagues.

18. Which one is the biggest cultural barrier in knowledge management in company?

Companie s	Var dhm an	Arv ind Mil ls	Bom bay Dein g	Ray mo nds	Tot al
'I am in po sition' attit ude	4	3	3	-	10 %
Indifferenc e of people towards developme ntal processes	1	1		1	3%
Lack of significa nce and rec ognition to 'knowledge sharing'	20	21	22	24	87 %

Barrires
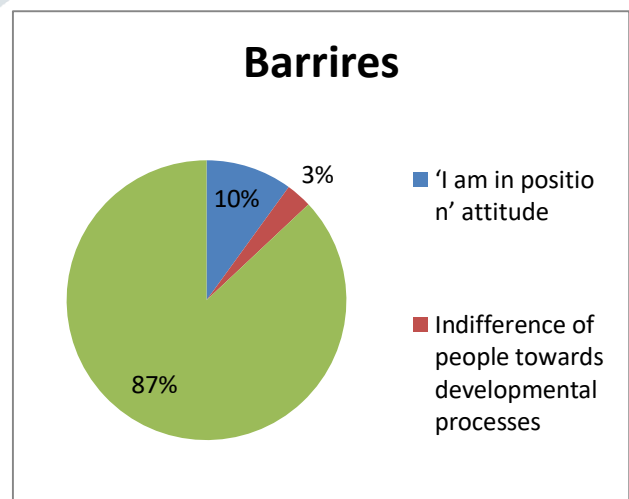
Interpretation: The analysis revealed that 87% of the respondents are says the biggest barriers is lack of significance and recognition to knowledge sharing, while 10% says that I am in position attitude is the biggest problem and the rest 3% says the indifference of people towards developmental processes is the biggest barriers.

RESEARCH FINDINGS

- Employees believe that they are doing the job according to their job profile. They finish every work assigned to them within the time limit, which shows that they are competent, though many of them need guidance from their superiors sometimes.

- Few believe that they need training to perform their job which is contradicting to their competency level, since the type of work they were performing at the time of their joining and today have changed.

- Many admitted that competency mapping helps them to do manpower planning.

- Many believe that competency mapping is carried out regularly and recruitment and selection process is carried out considering the competency of individuals but few disagreed to this statement.

- Almost all employees believe that competency mapping is helpful in individual's career development.

- Knowledge is critical for this organization

- Formal meetings are the major sources of knowledge in this organization informal meeting and chats are also alternative for knowledge sharing.

- Though employees frequently share their learning with their colleagues after attending seminars or training but it is in a non regular manner through informal chats. It is not institutionalized but can be structured in a proper manner as scope is there.

- Major outcomes out of the implementation of Knowledge Management can be Improving quality, Improving delivery, Better decision making, Intellectual property rights management and cost reduction etc.

IMPORTANCE FOR COMPETENCY MAPPING

There are some useful benefits of using competency model of the company, managers, and employees as well.

FOR THE COMPANY

- Support corporate Objective, Strategy, Vision, Mission and Culture.

- Establish performance appraisal by a systematic approach for career growth which results in improved job satisfaction and better employee retention.

- Increase the effectiveness of training and professional development programs by linking them to the success criteria.

- Provides clear two way communication process.

- Better understanding of roles and responsibilities.

- Provide Common standards and same kind of work at equal levels that enable employees to move and work at different parts of the organization.

FOR MANAGERS:

- Identify performance level to improve the accuracy of selection process.

- Provide more objective performance standards.

- Provide good communication

- Build Employer Employee relationship

- Reduces Career related issues.

FOR EMPLOYEES:

- Identify the critical Skill to perform in the organization.

- Targets, Roles & Responsibilities are very clear.

- Identifies the gap for improvement.

- Provides a systematic approach to improve the skill level.

- Improved Job Satisfaction.

SUGGESTIONS

- In this organization competency mapping must be regularly done in order to check 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 them.

- There is an acute need of a structured knowledge management system in order to preserve and maintain the knowledge status in the company. In order to move in a unified path for leveraging the knowledge, it is important to link these nodes of knowle dge instructured form of "Knowledge Management".

- Different sources of knowledge acquisition must be encouraged among the employees.

- Linkages of one's Key Result Area with Knowledge Management implementation should be done.

- There is need for the support from the top management since it is considered a major hurdle in effective knowledge management implementation and the employees must also be made aware of importance of knowledge management system.

- As there is an excellent IT network in this organization so it should be utilized efficiently for KM implementation through usage of some standard KM applications.

- Some motivation should be given to the employees so that they take interest in knowledge enhancement and management.

LIMITATION OF STUDY

- The research was only limited to competency mapping and knowledge management.
- sample size was limited to 100 respondents of five textile companies.
- Survey is limited to textile industry only.

- Respondents were reluctant to give unbiased opinion fearing of the management.

CONCLUSION:

Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization .Competency mapping should not be taken as rewards. Every stakeholder must see an opportunity for long-term growth. Competency mapping is not only done to 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.

Competency is a combination of knowledge, skills and attitudes required to perform a given job effectively and efficiently. A Competency is something which describes how a job might be done excellently; a Competence only describes what is to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

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