



A Study on Competency Mapping Of Employees in Sheela Foam Pvt. Ltd, Perundurai, Erode

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ABSTRACT

Competency mapping plays a major role in the performance of the company and hence it should not be neglected and taken easily. It is important for a organization to undertake competency mapping and implement it in the daily practice of the organization. Competency mapping is a process which identifies an individual's strength and weakness in order to help them to better recognize themselves. The study is mainly conducted to know about the competency mapping for the employees in the Sheela Foam Pvt. Ltd, Perundurai, Erode and also about how the organization will get benefit out of this competency mapping. Descriptive research method and random sampling techniques have been adopted in the study. Primary data and secondary data have been used to collect the data. Research instrument is Likert 5point scale questionnaire. Population of this study is entire employees of this company. Sampling unit is Erode. Total number of samples taken for the study is 150 respondents. Simple Percentage analysis, Chi-square and correlation analysis statistical tools are used by SPSS software. The study shows that competency-based HR practices are gaining momentum in the field and the profession. It found that competency mapping helps in suitably deploying the skilled manpower to the right job, so that the productivity increases. It also helps their organization directly or indirectly to achieve its target easily. The competency maps were successfully developed and analysed for all the teams of Sheela Foam Pvt. Ltd, Perundurai, Erode. The data provided can be used by the organization for planning its training and development programmes for the year ahead. The submitted sheets also provide a good insight into the current position of the employees as far as skills and competencies are concerned and also an idea as to how to use them for the benefit of the organization.

KEY WORDS

Competency, Mapping of Employees, Sheela foam PVT LTD

I. INTRODUCTION

Today organizations are all talking in terms of competence. Gone are the days when people used to talk in terms of skill sets, which would make their organizations competitive. There has been a shift in the focus of the organizations. Now they believe in excelling and not competing. It is better to build a core competency that will see them through crisis.

And what other way than to develop the people, for human resource is the most valuable resource any organization has. 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. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value.

Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system. Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance.

II. REVIEW OF LITERATURE

1. (Cyril, 2018)

Competency Mapping is analysing the best abilities for an organization and inculcating those practices in the organization to achieve the goals. The objective of the study is to analyse the



competency mapping as a tool to gain competitive advantage. Descriptive research design and convenience sampling method have been used in this study. Questionnaire has been used to collect the primary data. Simple percentage analysis, chi-square analysis and correlation have been used as statistical tools to reach the finding of the study. It is found that Competency based selection method is healthy, structured and Comprehensive. they even make use of the data that is existing in the company. Employees suggest through discussions what are the best competencies and which will help them perform. It is concluded that Competency mapping is therefore a combination of both hard skills and soft skills of an individual which helps the organization meet its objectives.

2. (SmitheshG, 2018)

Competencies are not personality traits, nor are they skills in the traditional sense. Instead, they represent a set of behaviors that encompass skills, knowledge and personal attributes. The objective of the study is to analyse the role of competency mapping and its impact on HR Deliverables with respect to the realty sector. The sample of the study is 60. Descriptive research design and convenience sampling method have been used in this study. Questionnaire has been used to collect the primary data. Simple percentage analysis, chi-square analysis and correlation have been used as statistical tools to reach the finding of the study. 34 It is found that almost all the respondents have expressed their opinion that competency mapping has high impact on the performance appraisal process. There were very few respondents who felt that it has low impact on performance appraisal process. It is suggested that HR should create different ways to increase the level of acceptance for competency-based performance appraisal. It is concluded that, The study shows that competency based HR practices are gaining momentum in the field and the profession. The contradictions in certain areas depict the dynamics of the evolving models of competency mapping.

3. (ToopalliSirisha, 2019)

Competency mapping is regarding characteristic ideal behaviors and private skills that distinguish exceptional and colossal performance from the typical. The objective of the study is to analyse the dimensions of competency mapping by technology, planning and organization, communication, leadership level. The sample of the study is 150. Descriptive research design and convenience sampling method have been used in this

study. Questionnaire has been used to collect the primary data.

Simple percentage analysis, chi-square analysis, one- way ANOVA and correlation have been used as statistical tools to reach the finding of the study. It is concluded that the analysis of primary data also reveal that an organization can use outfit for competency mapping, which is extremely useful to grow the employees. It has been suggested that the company should take up various strategies to progress the problem solving skills of employees, and to conduct entertainment programs, learning seminars and e-learning programs to improve and to reduce the stress.

4. (NehaBhat, 2020)

Competency mapping was fundamentally utilized in the UK for taking care of the development of business-related principles of execution. Meaning of 'Competency Mapping' Competency mapping orders a man's advantages and disadvantages. The objective of competency mapping is to enable the individual to well acknowledge oneself and to call attention to where calling development should be focussed. Descriptive research design and convenience sampling method have been used in this study. 36 Questionnaire has been used to collect the primary data. Simple percentage analysis, chi-square analysis and correlation have been used as statistical tools to reach the finding of the study. It is concluded that competency mapping is certainly another era in the field of HR. It guarantees affordable utilization of the most significant resources, human capital by guaranteeing the best suitable job to a person.

5. (Dr Vinod Waiker, Mr Aftab Ali Siddiqui, 2022)

Competency is defined by the traditional author (White, 1959) as one's capacity or ability to engage successfully with its surroundings and efficacy in achieving goals. The objective of the study is to analyse the determine how organisations perceive competency mapping as a useful tool for staff development. Descriptive research design and convenience sampling method have been used in this study. Questionnaire has been used to collect the primary data. Simple percentage analysis, chi-square analysis and correlation have been used as statistical tools to reach the finding of the study. It was found that the historical evolution demonstrates that competence scholarship has focused on use of the concept in different fields and contexts, theoretical frameworks for competence development and strategic relevance of competence-based (demand-based) human resource management. Results also



suggest that the term competency and competence are interchangeably usable. It is concluded that As said above, with a few exceptions to be taken into account, firms can develop and sustain a competitive future workforce with adequate competency identification among their employees.

OBJECTIVES OF THE STUDY

- To study on competency mapping of employees in Sheela Foam Pvt. Ltd, Perundurai, Erode.
- To identify the current level of competencies among the employees
- To understand the benefits of identification of existing competency in the organisation
- To assess the impact of competency mapping on employees
- To study the challenges in competency mapping analysis for the organisation
- To obtain suggestions from the respondents to enhance the competency mapping system in the organisation

III. RESEARCH METHODOLOGY

Research methodology is a collective term for the structured process of conducting research. There are many different methodologies used in various types of research and the term is usually considered to include research design, data gathering, and data analysis. In simple terms, research methodology is used to give a clear-cut idea of what the researcher is carrying out his or her research.

RESEARCH DESIGN

A Research Design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

Chi-square Analysis

Chi-square was done to find out one way analysis between socio demographic variable and various dimensions of the programme.

$$= \frac{(O - E)^2}{E}$$

O – Observed value

E – Expected value

research purpose with the economy in procedure. The research design adopted for the studies is descriptive design. The researcher has to describe the present situation in order to know the competency mapping of employees in the company. Hence descriptive research study is used. Descriptive research can only report what has happened and what is happening. This study uses Descriptive research.

Descriptive research design:

In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for the research. If the problem statement is not clear, you can conduct exploratory research.

STATISTICAL DESIGN

The commonly used statistical tools for analysis of collected data are:

1. Percentage analysis
2. Chi Square.
3. Correlation

Percentage analysis

This method is used to compare two or more series of data, to describe the relationship or the distribution of two or more series of data. Percentage analysis test is done to find out the Percentage of the response of the response of the respondent. In this tool various Percentage are identified in the analysis and they are presented by the way of Bar Diagrams in order to have better understanding of the analysis.



Correlation Analysis

Correlation analysis deals with the association between two or more variables. It does not tell anything about cause and effect relationship.

Correlation is described or classified in several different ways. Three of the most important ways of classifying correlation are : Karl Pearson’s method is popularly known as Pearson’s coefficient of correlation. It is denoted by the symbol ‘r’.

$$\text{Formula for Karl Pearson's coefficient } r = \frac{\sum xy}{\sqrt{\sum x^2 * \sum y^2}}$$

The value of the coefficient of correlation as obtained by the above formula shall always lie between +1 and -1. When r = 1, it means there is perfect positive correlation between variables. When r = -1, it means there is perfect negative correlation between variables. When r = 0, it means no relationship between variables.

CHI-SQUARE ANALYSIS RELATIONSHIP BETWEEN THE GENDER OF THE RESPONDENTS AND CURRENT LEVEL OF COMPETENCIES AMONG THE EMPLOYEES HYPOTHESIS TESTING

Null hypothesis (Ho):

There is no significant relationship between the gender of the respondents and current level of competencies among the employees.

Alternative hypothesis (H1):

There is some significant relationship between the gender of the respondents and current level of competencies among the employees.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percentage	N	Percentage	N	Percentage
GENDER OF THE RESPONDENTS AND CURRENT LEVEL OF COMPETENCIES AMONG THE EMPLOYEES	150	100.0%	0	.0%	150	100.0%



INTERPRETATION:

As per the above table, it is inferred that the P value is 0.452; it is significant to 5% (0.05) significant level. The minimum expected count is 0.39. Thus null hypothesis is accepted and it is found that there is not significant relationship between the gender of the respondents and current level of competencies among the employees.

CORRELATION ANALYSIS

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	17.038 ^a	17	.452
Likelihood Ratio	20.178	17	.265
Linear-by-Linear Association	.230	1	.632
N of Valid Cases	150		

a. 25 cells (69.4%) have expected count less than 5. The minimum expected count is .39.

RELATIONSHIP BETWEEN THE AGE OF THE RESPONDENTS AND BENEFITS OF IDENTIFICATION OF EXISTING COMPETENCY IN THE ORGANISATION

Correlations			
		AGE OF THE RESPONDENTS	ORGANISATION
AGE OF THE RESPONDENTS	Pearson Correlation	1	-.087
	Sig. (2-tailed)		.290
	N	150	150
IDENTIFICATION OF EXISTING COMPETENCY IN THE ORGANISATION	Pearson Correlation	-.087	1
	Sig. (2-tailed)	.290	
	N	150	150

INTERPRETATION:

The Above table indicates that out of 150 respondents, co-efficient of correlation between the age of the respondents and benefits of identification of existing competency in the organisation is -.087. It is below 1. So there is negative relationship between the age of the respondents and benefits identification of existing competency in the organization.

COMPETENCY

Any underlying characteristic required for performing a given task, activity or role successfully can be considered as competency. Competency may take the following forms: Knowledge, Attitude, Skill, other characteristics of an individual including Motives, Values, self-concept etc.

COMPETENCY MAPPING

“Competency mapping is a process that an individual uses to identify and describe competency that are most critical to success in a work situation or whole role”.

Competency mapping is a process of identifying the key Competencies for an organization or a job and incorporating those Competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It is about identifying behaviour and personal skills which distinguish excellent and outstanding performance from the average. Competence only describes what has to be done, not how.

PURPOSE OF COMPETENCY MAPPING

"Effectiveness of an organization is the summation of the required competencies in the organization". They are;

- Gap Analysis



- Role Clarity
- Selection, Potential Identification, Growth Plans.
- Succession Planning Restructuring
- Inventory of competencies for future planning.

IV. FINDINGS

- 61.3% of the respondents are male.
- 52.0% of the respondents are in the age group of 21-30 years.
- 44.7% of the respondents said that good towards leadership skill abilities.
- 41.3% of the respondents are agree towards the employees can gain new skills through training and development.
- 35.3% of the respondents are neither agree nor disagree towards the competency mapping is cost expensive one.
- 42.7% of the respondents are neither agree nor disagree towards the identify the set of competencies with the employees.
- There is some not significant relationship between the gender of the respondents and current level of competencies among the employees.
- There is negative relationship between the age of the respondents and identification of existing competency in the organization.

V. CONCLUSION

Competency mapping is therefore a combination of both hard skills and soft skills of an individual which helps the organization meet its objectives.

Competency mapping plays a major role in the performance of the company and hence it should not be neglected and taken easily. It is important for a organization to undertake competency mapping and implement it in the daily practice of the organization. The competency maps were successfully developed and analysed for all the teams of Sheela Foam Pvt. Ltd, Perundurai, Erode. The data provided can be used by the organization for planning its training and development programmes for the year ahead. The submitted sheets also provide a good insight into the current position of the employees as far as skills and competencies are concerned and also an idea as to how to use them for the benefit of the organization. It would improve the quality of the exercise by leaps and bounds. The project was carried out in a good manner and has met the expectations of the organization and the institute satisfactorily, though still has quite some scope for improvements which could be incorporated subsequently.

REFERENCE

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