



A Study on Implementation & Effectiveness of Competency Management in RRY Alloys Steels in Coimbatore

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ABSTRACT

Employee competence is a critical success factor for any organization. Competency management assists in the development of competencies by supporting processes such as needs assessment, intervention planning and implementation, and evaluation. However, designing competence management presents many technical and organizational challenges. This study addresses these challenges and discusses the development of competency management from a design theory perspective. When it comes to competitiveness, talent development is a key success factor for organizations and their employees. Competency management contributes to systematic competency development within an organization by supporting processes such as needs assessment, intervention planning and implementation, and evaluation.

Key Words: Competency management, planning and implementation, systematic competency development

I. INTRODUCTION OF THE STUDY

Competency management is the process of identifying key skills (competencies) required for employees to help hit a business' goals and long-term objectives. The process of competency management has four key elements: Identifying the skills needed to achieve goals. Identifying current skills within your workforce

Competency (or competency) management systems (CMS or Comp MS – because CMS is a more common homonym) are usually associated with, and may include, a learning management system (LMS). The LMS is typically a web-based tool that allows access to learning resources. Competency Management Systems tend to have a more multidimensional and comprehensive approach and include tools such as competency management, skills-gap analysis, succession

planning, as well as competency analysis and profiling.

The concept of managing competencies is used in numerous organizations to enhance the potential of its workforce that helps the firm in reaping competitive edge and revenues. It tests, evaluates, measures and develops the performance of a workforce at both organizational and individual levels. The competency management tool is a step-by-step plan that

- First describes core competencies that are required to be successful in business
- Determining competency profiles so that it becomes clear which competency is needed for which position
- Linking competency to performance indicators and result areas and making it measurable
- Involving employees in creating competency profiles so that it can be taken to higher levels
- Integrating all competencies to human resources policy
- Seeking the help of competency management for career guidance

II. STATEMENT OF THE PROBLEM

To investigate if a difference in 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 competency expectations i.e., the required level of competency to the actual 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. 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.

OBJECTIVES OF THE STUDY

- To study the competency management regarding human resources in organizations.
- To study the organizational goals of the competency management.
- To identify and understand core competencies for employees.
- To analyse competency profile based on data available through the existing facts
- To evaluate the relationship between HR audit and competency management.
- To analyse the impact of HR audit on competency management.

NEED OF THE STUDY

- The study to developing the skills of the team members and developing own competencies
- Utilising the strengths of different types of people in different tasks
- Defining the strengths and weakness of the employee
- Setting clear expectations and job requirements

SCOPE OF THE STUDY

This paper study was covered in-scope competency management i.e. occupation summary, selection of competencies, knowledge, skills and personal attributes. The competencies reflect the supervisory, human resource and strategic functions for social service worker/social services program worker positions in the organization of social services. 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.

LIMITATIONS OF THE STUDY

- Time is major limitation for the study.
- The sample size is limited to 120 respondents in RRK Alloys in Coimbatore so the findings cannot be generalized.
- The research was only limited to competency management in the industry.
- Respondents were reluctant to give unbiased opinion fearing of the management

III. REVIEW OF LITERATURE

Edwin D. Davidson (2023) explored the subject of management competencies and provides a framework for contextualizing competency modelling within an organisation. The author also highlighted the types of typically employed in the construction of competency models. The research includes the various approaches for developing competency dimensions, typical organisational uses for competency models, types of competency model, and management competencies as predictors of performance. The article concludes with an example of actual competency model.

Lucian Cernusca & et. al. (2024) presented a paper explaining the concept of competency and how competency is linked to performance and one's career development. The authors also looked into some models of competency mapping and appraisal tools for performance management. A business might possess extremely capable human resources, but they might not work on positions that suit them. This is where competency mapping and appraisal tools come to help the HR experts choose who should work on those positions

Farah Naqvi (2025) sought to delve deeper into the concept of competency, tracing its history and its role in the present context. It has been explained how the concept had constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also studied its future prospects in the light of other emerging areas like talent management. It is to be noted that the competency model and mapping are being applied more for three basic functions, i.e. recruitment, training and development. The situation, where employees are demanding companies to be proactive with respect to their careers requires that the companies should fine-tune their HR system, making it more competency-based, thereby resolving some major issues of talent management like development and retention of human asset

IV. RESEARCH METHODOLOGY

The research methodology is scientific and systematic for pertinent information on specific topic. It is a careful investigation or inquiry especially through search for new facts in any branch of knowledge. Research is a systematized effort to gain knowledge and hence, it helps to practical knowledge in study various steps that are generated adopted by a research in studying his research problem along with the logic behind them.



RESEARCH DESIGN

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course action. The research has been defined as “A careful investigation or enquire especially through search for new facts in any branch of knowledge”. The type of research is descriptive in nature; since an attempt was made to find out inter relationship between variables

SAMPLE DESIGN

A sample is a subset from the total population. A sample is a subset from the total population. It refers to the techniques or the procedure to the research would adopt in selecting items for the sample (i.e) the size of the sample

SAMPLE SIZE

Sample size means the number of sampling units selected from the organization for investigation. The total sample size that is taken for this study is 120.

SAMPLING TECHNIQUE

A simple random sampling technique has been used in sampling. It provides information about parts of the all the area of Coimbatore.

SAMPLING POPULATION: There are 200 up employees are there at RRK Alloys industry.

DATA DESIGN

Date is collected from both primary and secondary sources.

Primary Data: Primary data are collected through a structured questionnaire. A well-structured questionnaire has been prepared given to the respondents by the researcher.

Secondary Data: Secondary data are collected from the published data available within the company and also from the Internet and Intranet. Data was collected from web sites, going through the records of the organization, etc. It is the data which has been collected by individual or someone else for the purpose of other than those of our particular research study.

TOOLS FOR ANALYSING DATA: In order to come out with the findings of the study the following statistical tools are used by the researcher

- Simple Percentage analysis
- Chi-Square test
- Correlation
- Anova

V. DATA ANALYSIS AND INTREPRETATION

BASIC MANAGEMENT COMPETENCY TECHNIQUES

TECHNIQUES	NO. OF RESPONDENTS	PERCENTAGE
Planning	28	23.3%
Organizing	25	20.8%
Leading	26	21.7%
Controlling	23	19.2%
Creating & supporting	18	15.0%
Total	120	100.0%

Source: Primary Data

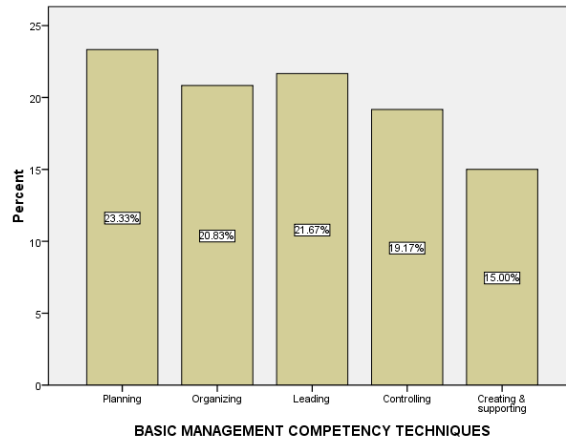
INTERPRETATION

The above table shows that basic management competency techniques, 23.3% of the respondents said firm using planning competency techniques, 20.8% of the respondents said firm using organizing competency techniques, 21.7% of the respondents said firm using leading competency

techniques, 19.2% of the respondents said firm using controlling competency techniques and remaining 15.0% of the respondents said firm using creating & supporting competency techniques. Majority 23.3% of the respondents said firm using planning competency techniques



BASIC MANAGEMENT COMPETENCY TECHNIQUES



BASIC MANAGEMENT COMPETENCY TECHNIQUES

FACTOR INFLUENCING THE COMPETENCY MANAGEMENT

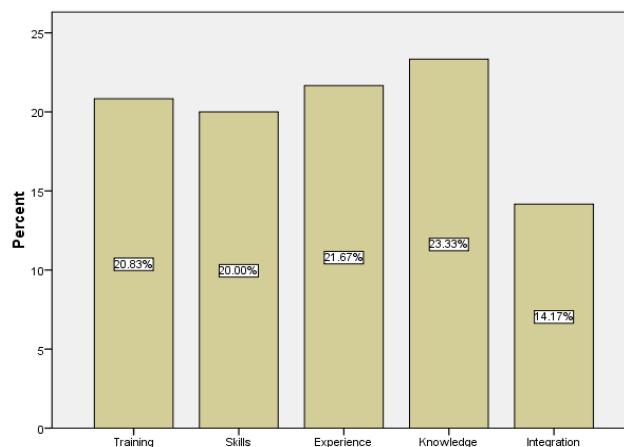
FACTOR	NO. OF RESPONDENTS	PERCENTAGE
Training	25	20.8%
Skills	24	20.0%
Experience	26	21.7%
Knowledge	28	23.3%
Integration	17	14.2%
Total	120	100.0%

Source: Primary Data

INTERPRETATION

The above table shows that about factor influencing the competency management, 20.8% of the respondents are influenced by training, 20.0% of the respondents are influenced by skills, 21.7% of the respondents are influenced by experience, 23.3% of the respondents are influenced by knowledge and remaining 14.2% of the respondents are influenced by integration. Majority 23.3% of the respondents are influenced by knowledge

FACTOR INFLUENCING THE COMPETENCY MANAGEMENT



FACTOR INFLUENCING THE COMPETENCY MANAGEMENT

CHI-SQUARE TEST



NULL HYPOTHESIS H₀: There is no significance relationship between experience of the respondents and aware of the competency level and competency gaps

ALTERNATIVE HYPOTHESIS H₁: There is a significance relationship between experience of the respondents and aware of the competency level and competency gaps

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.334E2 ^a	16	.000
Likelihood Ratio	299.440	16	.000
Linear-by-Linear Association	111.291	1	.000
N of Valid Cases	120		

a. 15 cells (60.0%) have expected count less than 5. The minimum expected count is .55.

RESULT: Since the calculated value is less than the table value. So we accept the null hypothesis. There is no relationship between experience of the respondents and aware of the competency level and competency gaps.

CORRELATION

The table shows the relationship between education qualification of the respondents and company understanding individual strength and weakness

Correlations

		Education qualification of the respondents	Company understanding individual strength and weakness
Education qualification of the respondents	Pearson Correlation	1	.916**
	Sig. (2-tailed)		.000
	N	120	120
Company understanding individual strength and weakness	Pearson Correlation	.916**	1
	Sig. (2-tailed)	.000	
	N	120	120

** . Correlation is significant at the 0.01 level (2-tailed).

VI. RESULT:

This is positive correlation. There is a relationship between education qualification of the respondents and company understanding individual strength and weakness.

VII. SUGGESTIONS

The following ideas can be applied in order to increase the contribution of Competency management in the HR deliverables.

- HR should ensure fairness and transparency in competency-based performance appraisal to build employee trust and acceptance.
- The organization should clearly define expectations and job roles through

competency frameworks during recruitment and selection.

- HR should promote awareness of future competency requirements and emphasize forecasting skills for long-term organizational growth.
- Regular training, career development programs, and diverse competency-building techniques should be encouraged to enhance employee efficiency.
- The management should implement systems like 360-degree feedback and motivational strategies to improve employee performance and engagement.



VIII. CONCLUSION

Competency management is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently and it describes what has to be done. From the above study it can be concluded that competency management is definitely a new era in the field of HR. It promises economical use of the most important resource, human capital by ensuring the best suitable job to the person. It also ensures individuals growth and development. An individual can map his or her competencies and find the job which suits him the most. In simple words it not only ensures the best person is recruited and placed in the best job suitable to the person, but also through training and appraisal makes the less competent person into more proficient

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