

Impacts of Competency Mapping at it Sectors in Chennai

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Abstract: *Competency Mapping is one of the tool which the organization uses to identify the skills of the employees. A skilled Employee may perform his duties which will lead to increase the output of the organization. But in today's world the main problem is that, all people have different types of skills, and learning how to deal with it is important in order to maintain such skills. The skills may have the potential of being either constructive or destructive in an Organization. Successful handling of skills is a positive experience that gives the participants the opportunity to learn about themselves and others in the process of competency mapping. It is important for employees to know different types of skills so as to ascertain the appropriate one to use to reach an effective work in the organization. This paper focuses on Employees Awareness of different types of skills and how such skills are used by the employees contributing to the organization through Competency Mapping. In order to find out the results of the above mentioned objectives, Chi-square tests and Anova are used.*

Keywords: Competency Mapping, Skills, Employees Awareness, Employees Contribution

1. Introduction

The term Competency refers to skills, knowledge, personal characteristics and behavior. Competency is shown in an action and it differs from person to person and from situation to situation. A person is said to be skillful when he uses his skills accordingly so that it will contribute something useful. So in order to be competent person he/ she should have the ability to interpret the situation and act accordingly.

As mentioned earlier there are four major components of Competency. They are Skills, Knowledge, Personal Attributes and Behavior. Each and every components of competency are unique in their nature. Skills are the ability to do something professional. In other words, people are said to be experts when they are capable of performing well. Say for example some may be proficient in their communication, some may be good in accounting, some may be expert in typing and so on. Then, the next component is Knowledge, which is gained through learning and the day to day experience. Personal Attributes are the characteristics which each and every individual have and it differs from individuals. At last is the Behavior which is a combination of all the above mentioned components like skills, Knowledge and Attributes.

Competency Mapping is actually a process of identifying the skills of the people to perform a particular job/ task. Normally this competency Mapping is applied in all the fields say for example IT sector, where the people are being tested before they are placed in a particular job through Interview. Likewise not only in IT sector, various other sectors like an Educational sector that is, especially in schools and colleges for selecting the right people this competency mapping is used. Competency mapping is also called as Skill Mapping where the skills of the people are identified for performing the job. In other words, it is said that; identifying the right people, for the right job, to perform the right duties, at the right time.

The Competency Mapping may be done either at the earlier stage or at the later stage depending upon the needs. This is because some people may prefer to select the people those who are the initial level so that they can be trained later. Some may be selected earlier and they may be given conscious guidelines to improve their skills there and then.

It is good to know what the various competencies which people have are and how these skills are being identified and in what way the skills are being contributing and how much it is effective.

2. Review of Literature

Vaishali DKK and Mohit Kumar (2004) developed competency mapping based training need assessment for two levels of hierarchy in Indian banks. The study aimed to develop competencies that are organization specific and link it with vision, mission and climate of organization. The author developed a scientific competency evaluation tool (psychometric scale) to measure 18 behavioral competencies. Bank and region wise training needs were derived based on the competency mapping for Indian bank managers.

Ramakrishnan(2006) discovered that competency mapping is identified an individual's strengths and weaknesses in order to them better understand themselves and to show them where career development efforts need to be directed. It is used to identify key attributes required to perform effectively in a job classification.

Ashok Sankethi(2008) explained that Competency mapping is the process of identifying key competencies for a particular position in an organization. Once this process is complete, the map becomes an input for several other HR processes such as job-evaluation; recruitment; training and development; performance management; and succession planning. For competency mapping to be productive, the organization has to be clear about its business goals in the

short- as well as long-term and the capability-building imperatives for achieving these business goals.

Dr. Murlidhar and SunetraKhatod Jain (2015) Stated in a paper that Competencies are enhanced through training and job rotation. Job rotation acts as a learning experience for the employees and it widens their horizon about the company itself. To do all this effectively and efficiently, competency mapping for each recruitment cycle will ease the work, competency based recruitment will result proper selection as per criteria found from mapping and assessment, employee will know his job and can perform his more independently and employee morale will be boost up.

Solomon (2013) in his study on Competency mapping has tried to explore the level of Competency prevailing among the executives of public sector. The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies.

3. Statement of the Problem

All people have different types of skills, and learning how to deal with it is important in order to maintain such skills are a major problem in this modern world. When skills are used in the correct manner, it provides an opportunity for growth and strengthens the bond between the people involved. IT sectors are obligated to equip their employees with skills to resolve conflicting situations in the workplace. The skills may have the potential of being either constructive or destructive in an Organization. Successful handling of skills is a positive experience that gives the participants the opportunity to learn about themselves and others in the process of competency mapping. It is important for employees to know different types of skills so as to ascertain the appropriate one to use to reach an effective work in the organization.

Thus, there is a need to study the impacts of Competency Mapping towards the employees in IT sector which will help the organizations in better understanding of their Key competencies for performing their Job roles.

Objectives of the Study

The following are some of the important objectives of the study:

- 1) To measure the awareness level of competency of the employees in IT sector
- 2) To analyze various types of skills with the Employees working in IT sector
- 3) To identify the impact of competencies on the level of organizational effectiveness through Competency Mapping

Scope of Study

The general intent of the study is to identify the key competencies, competency mapping and its impact on organization. The study focused on the employees of IT Sector. The study is aimed to identify significant competencies required for the Employees for perform their job. It also identifies the important variables of organization effectiveness affected by competencies of staff. Competency mapping is done by identifying the gap between required

level and existing level. The study is also further focused on the various competencies which the employees have with them. This helps the organization to further improve their training of skills to their employees in their organization.

Limitations of the Study

This Study has got certain limitations of which a few have been listed below:

- 1) The study is conducted among the Employees of IT Sectors in Chennai
- 2) Respondents were reluctant to give unbiased opinion fearing of the management.
- 3) Time Constraints
- 4) Survey is conducted with limited Respondents
- 5) The results and findings were based on the responses got from the employees

4. Methodology

Sampling area

The Study is conducted in Chennai from the employees of IT sectors

Sampling Technique

Purposive Sampling is used to choose the employees only from the IT Sector because the paper is focused on the impacts of Competency Mapping in IT Sector. Questionnaires were given to 60 employees out of which only 50 were selected which is duly filled and it is taken for further analysis.

Statistical tools

The statistical method which is used for analyzing the data is Chi-Square test and ANOVA.

5. Analysis And Interpretation

H0: There is no significant relationship between Age and Employees awareness about skills

H1: There is a significant relationship between Age and Employees awareness about skills

Chi-square Analysis of Respondents Age and Employees Awareness about skills

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.94	6	0.430

Since the p value 0.430 is more than 0.05 that is at 5% significance level, therefore the null hypothesis "There is no significant relationship between age and Employees awareness about skills" is accepted.

H0: There is no significant relationship between Gender and Employees awareness about skills

H1: There is a significant relationship between Gender and Employees awareness about skills

Chi-square Analysis of Respondents Gender and Employees Awareness about skills

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	11.21	4	0.024

Since the p value 0.024 is less than 0.05 that is at 5% significance level, therefore the null hypothesis "There is no significant relationship between gender and Employees awareness about skills" is rejected.

H0: There is no significant relationship between Qualification and Employees awareness about skills

H1: There is a significant relationship between Qualification and Employees awareness about skills

Chi-square Analysis of Respondents Qualification and Employees Awareness about skills

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.64	4	0.013

Since the p value 0.013 is less than 0.05 that is at 5% significance level, therefore the null hypothesis "There is no significant relationship between Qualification and Employees awareness about skills" is rejected.

H0: There is no significant relationship between Income and Employees awareness about skills

H1: There is a significant relationship between Income and Employees awareness about skills

Chi-square Analysis of Respondents Income and Employees Awareness about skills

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.34	4	0.503

Since the p value 0.503 is more than 0.05 that is at 5% significance level, therefore the null hypothesis "There is no significant relationship between Income and Employees awareness about skills" is accepted.

H0: There is no association between Age and Skills of employees in IT sector

H1: There is an association between Age and Skills of employees in IT sector

Analysis showing ANOVA for Age and Skills of employees in IT sector

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Communication	Between Groups	.26	3	0.09	0.15	0.927
	Within Groups	26.16	46	0.57		
	Total	26.42	49			
Teamwork	Between Groups	2.36	3	0.79	0.41	0.252
	Within Groups	25.64	46	0.56		
	Total	28.00	49			
Decision Making	Between Groups	1.25	3	0.42	0.71	0.551
	Within Groups	27.07	46	0.59		
	Total	28.32	49			
Accounting	Between Groups	10.24	3	3.41	3.20	0.032
	Within Groups	49.04	46	1.07		
	Total	59.28	49			
Marketing	Between Groups	8.09	3	2.70	2.59	0.064
	Within Groups	47.91	46	1.04		
	Total	56.00	49			

From the above table it is clear that the factors significant value is more than 0.05, therefore the hypothesis there, is no association between age and skills of employees in IT sector can be accepted.

H0: There is no association between Qualification and Skills of employees in IT sector

H1: There is an association between Qualification and Skills of employees in IT sector

Analysis showing ANOVA for Qualification and Skills of employees in IT sector

Particulars		Sum of Squares	df	Mean Square	F	Sig.
Communication	Between Groups	2.52	2	1.26	2.48	0.095
	Within Groups	23.90	47	0.51		
	Total	26.42	49			
Teamwork	Between Groups	0.90	2	0.45	0.78	0.046
	Within Groups	27.10	47	0.58		
	Total	28.00	49			
Decision Making	Between Groups	1.55	2	0.77	1.36	0.026
	Within Groups	26.77	47	0.57		
	Total	28.32	49			
Accounting	Between Groups	0.11	2	0.05	0.04	0.059
	Within Groups	59.18	47	1.26		
	Total	59.28	49			
Marketing	Between Groups	2.00	2	1.00	0.87	0.025
	Within Groups	54.00	47	1.15		
	Total	56.00	49			

From the above table it is clear that the factors significant value is less than 0.05, therefore the hypothesis, there is no association between Qualification and skills of employees in IT sector can be rejected.

6. Findings

The following are the findings of this study conducted among the employees:

- The employees were aware about the skills like Communication, Leadership, Technical, Marketing and Data Analysis.
- The various types of skills with the employees are Communication, Teamwork, Decision Making, Accounting and Marketing Skills
- The major positive impacts of competency Mapping are Sales, Companies profit, and More of Growth Opportunities.
- The negative impacts are outdated skills being trained, Lack of performance standards and lack of sustainability
- From the Chi-square analysis it is found that there is a significant relationship between age and Employees awareness about skills
- It is also found that there is a significant relationship between gender and Employees awareness about skills.
- From the ANOVA analysis it is proved that there is no association between age and skills of employees in IT sector and there is an association between Qualification and skills of employees in IT sector

7. Suggestions

Some of the suggestions are:

- The employees' characteristics, their behavior needed to be identified and act upon the innovative opportunities to enhance their competence levels.
- The awareness should be created to understand that the employees shall individually take responsibilities and not allocate their work to others so that they can learn more.
- The capabilities of the individual shall be increased by preparing them to quickly fit in line with the organizational circumstances and bring out the best possible results through proper training.
- There is a communication gap between the boss and the employees where most of the views of the employees remain hidden. Therefore, it is suggested that there can be free flow of communication so that the employees can share their views.

8. Conclusion

Competency mapping is one of the best ways of developing skills among employees. It is also helpful in identifying the right persons for the job through competencies of an individual in an organization and also for improving their skills. Every Organization need to understand that competency mapping is not a onetime consideration, it is not a reward, rather it is an essential tool for employee's skill development hence it should be an ongoing exercise in the organizations.

Research Gap

This study was conducted in Chennai among employees of IT sector with a small sample size where only the awareness of the skills, different types of skills and the effectiveness of the competency mapping is focused on. The future research can be focused on various other sectors like educational sector that is teachers and professors, industries. This research can be focused geographically throughout the world.

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