

Competency Mapping – A Drive for Garment Firms in Tirupur District

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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. Nowadays it is not possible to show a good financial operating report unless the personnel relations are in order. This calls for skill mapping through proper HRM initiatives. Competency mapping is a method through which individual assesses and determines one's potency as an individual employee and in some cases, as element of an organization. The large organizations often employ some kind of competency mapping to understand how to most competently employ the competencies of workers. They may also make use of competency mapping to examine the combination of strength of different workers to generate the most successful things and the maximum quality work. Competency mapping has been used for job-evaluation, recruitment, training and development, performance management, succession planning etc. The present study narrates the aim of competency mapping of an organization and how it influences the performance of the organization. ANOVA test also confirmed that competency mapping had an influence on the performance of the organization.

Index Terms- Tirupur, Garment Exporters, organization, Personnel, Skills, competencies, mapping.

I. INTRODUCTION

Human resource management is a tactical and logical approach to the management of an Organization's most esteemed assets- the people functioning there, who individually and together contribute to the achievements of the objectives of the company. The term 'human resource management' and 'human resources' have fundamentally replaced the term 'personnel management' as the description of the processes drawn in managing the people in the organizations. Today organizations are all discussing in terms of proficiency. Gone are the days when public used to gossip in terms of the talent sets, which would compose their organization as competitive.

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. A competency is an underlying characteristic of an individual that is related to effective performance in a job or situation. This is especially significant in this recessionary environment where human capital is one of the most important assets of an organization and needs to be nurtured. The applications of competency mapping are, defining the factors for success in jobs and work roles within the organization, assessing the current performance and future

development needs of persons holding jobs and roles, mapping succession possibilities for employees within the organization, assigning compensation grades and levels to particular job and roles, selecting applicants for open positions, using competency-based interviewing techniques as well as aptitude, skill and knowledge.

The department which required competency mapping has to prepare the job description of various jobs. Through structured interviews, skill levels of individuals will be collected and evaluated with immediate superiors and other heads of concerned departments and then competencies will be mapped accordingly. The techniques of competency mapping include critical incident analysis and repertory grid. In critical incident analysis the supervisor is given training in taking notes for the reaction made by the subordinate in a particular incident. Under repertory grid the manager is interviewed and asked to place people in various categories of performance. The interviewer then prompts the manager to describe some of the examples of performance and then attempts to break these examples down to certain elements that can isolate and identify the behaviors that accompany performance at different levels. This approach only takes into account the views of the manager and not the jobholder. It is also necessary to ensure confidentiality during the process. The process requires a suitably experienced and skilled interviewer and it can be of time consuming. Now a days most of the organization use repertory grid as their technical tool in analyzing the overall performance level of employees. The organizations taken for the study uses these techniques to evaluate the competencies of their workers and to map them with suitable jobs. How for mapping useful for both the workers and the organization has been analyzed in this article.

II. STATEMENT OF THE PROBLEM

Competency mapping is a process which identifies an individual's strength and weakness in order to help them to better recognize themselves. Here, the competencies are mapped according to the individual's skill, ability and talent in the working condition. It leads to increased capacity by achieving a more holistic view of the accumulated competence of the entire organization. At this juncture the study has been conducted to identify the benefits of competency mapping.

III. REVIEW OF LITERATURE

According to Verma (2008), "competencies in education create an environment that fosters Empowerment, accountability,

and performance evaluation, which is consistent and equitable. The acquisition of competencies can be through talent, experience, or training.”

Miller, et. al. (2010) suggests, “there are two senses in which competence can be defined. The first is competence equating to performance, which is the ability to perform nursing tasks, and the second is competence as a ‘psychological construct.’

IV. OBJECTIVES OF THE STUDY

- To evaluate the organization personnel’s competency level.
- To know the aims of competency mapping.
- To study the benefits of competency mapping in an organization

V. RESEARCH METHODOLOGY

Export garment organizations of Tirupur District have been taken as sampling unit for the study. The study being analytical nature, 50 garment export organizations of total population have been selected as sample respondents by using convenient

sampling technique. Interview schedule has been used as an instrument to conduct this research. A well structured close ended interview schedule with queries relating to – level of competencies of personnel, aims of competency mapping and the benefits of competency mapping have been framed to obtain primary data from the respondent group. The secondary data for the review were sourced from news bulletin of various textile and research agencies, both official and unofficial newspapers. The study period extended for about 2 months from November 2012 to December 2012. In order to analyze the objectives of the study, statistical techniques viz., Chi square test, ANOVA have been used to test the relationship among the variables taken for study.

VI. ANALYSIS

PROFILE OF THE RESPONDENTS

Demographic details of 50 organizations varying in experience, capital employed and application level has been depicted in this section. Table No.1 has shown the personal details of the respondents.

**TABLE 1
PERSONAL FACTORS**

Personal factors like year of experience, capital employed and type of application level are described using simple percentage method.

PERSONAL FACTORS		NO.OF. RESPONDENTS	PERCENTAGE%
EXPERIENCE	Below 5 years	5	10
	5 -10 years	10	20
	10 – 15 years	20	40
	Above 15 years	15	30
	Total	50	100
CAPITAL EMPLOYED	Below 5 lakhs	10	20
	5 – 10 lakhs	5	10
	10 – 15 lakhs	10	20
	Above 15 lakhs	25	50
	Total	50	100
TYPE OF APPLICATION LEVEL	Advanced	15	30
	proficient	35	70
	Total	50	100

There has been more number (70%) of respondents with above 10 years of experience (20+15). However 20% constitutes 5-10 years of experience and 10% of them only new entrants to the business (below 5 years experience). 50% of the respondents employed above 15 lakhs as their capital, 20 % of them have employed 10 – 15 lakhs and the same number have invested below 5 lakhs and only 10% have employed 5 -10 lakhs as their capital. 70 % of the respondents have been demonstrating

proficient application level to adequately perform related tasks without guidance. 30% of the respondents have been demonstrating advanced application level to perform fully and independently related tasks with high quality standards.

Competence is a combination of knowledge, skills and behavior used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role. Competency assessment involves the

measurement of an individual's competencies. A clear perspective of personnel's competency and skill levels has been depicted in table no.2 by using descriptive statistics method. Accepted factors have been assigned with the maximum mean value of 5 and the minimum value of 1 and the factors have been

graded from very good to very bad. The mean of the opinion score for each variable has directed the agreeability level of the respondents.

Table No: 2
Competency level of the personnel in the Organisation

Competency level of personnel		Total score	Mean
Business awareness	Accurate knowledge about financial resources	170	3.4
	Knowledge about company products	165	3.3
	Understand the industry	145	2.9
Decision-making	To understand various scenarios	165	3.3
	Able to give opinions	170	3.4
	Accept delegated authority	150	3
Team management	Managing whole business	165	3.3
	Improve team effectiveness	155	3.1
	Actively organizes activities	160	3.2
Communication skills	Able to present technical data	150	3
	Able to facilitate group	170	3.4
	Knowledge about technical writings	160	3.2
Planning skills	Able to plan strategically	165	3.3
	Understand spatial planning	170	3.4
	Able to conduct action research	150	3

While analyzing the business awareness, competence of the personnel of 50 respondents, most of the respondents have viewed that their personnel have accurate knowledge about the financial resources (mean value 3.4), have knowledge about company products (mean value 3.3) and understand the industry (mean value 2.9). In Decision making skill most of the respondents accepted that their personnel have been able to give opinion to the management (mean value 3.4), understand various scenarios of the business (mean value 3.3) and accepted to delegate the authority (mean value 3.0). While evaluating the Team management skill of the personnel, the respondents have agreed that their personnel have been able to manage the whole business (mean value 3.3 as it inculcate the employees repertory grid activity), they actively organize activities (mean value 3.2) and they have improved team effectiveness (mean value 3.1). While assessing the communication skill of the personnel, the respondents have agreed that their personnel have good communication skill to facilitate group (mean value 3.4), have knowledge about technical writings (mean value 3.2) and able to present technical data (mean value 3.0). In planning perspective of the personnel the respondents have accepted that their personnel have understand the spatial planning (mean value 3.4), able to plan strategically (mean value 3.3) and able to conduct action research (mean value 3.0).

VII. COMPETENCY MAPPING

Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence and strengths of the individual. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the highest quality work. By conducting job analysis and preparing competency based job description, mapping the competencies of individuals can be done which step towards the success of the organization. Finding the right fit for the right job is a matter of concern for most organizations especially in today's economic crisis. This need came about due to increased cost of manpower, need for ensuring that competent people are available for performing various critical roles. Technology, finances, customers and markets, systems and processes can all be set right or managed effectively if we have the right kind of human resources. For focus in performing roles-need for time management, several organizations have realized the importance of competency mapping. Table no.2 has shown the aim of competency mapping.

**TABLE NO.3
AIM OF COMPETENCY MAPPING**

AIM OF COMPETENCY MAPPING	No. of respondents	%
To create an excellent mind in employees by mapping their superior performance with right job	14	28
To understand the gap between present level ability and desired proficiency level that required for their job	20	40
To achieve important result for a particular job	16	32

28% of the respondents have realized the importance of competency mapping to create an excellent mind in employees. 40% of them have ensured that competency mapping helps to understand the gap that exists between the required and the present level and then train the employees to a desired level of proficiency required for their job. To achieve important result for a particular job competency mapping has been needed as opined by 32% of the respondents.

To find whether there has been any association between the **personal factors** (year of experience and capital employed) and the dependent factor “**Aim of competency mapping**”, chi-square test has been carried out in table no:3 with the null hypothesis.

Ho: There has been no association between the personal factor and the “Aim of competency mapping”.

Personal factors		Aim of competency mapping			Total	Chi-square value	Sig
		To create an excellent mind in employees	To achieve important result	To build core competition			
Year of experience	Below 5years	4	5	2	11	5.895	NS
	5-10years	3	6	4	13		
	10-15years	5	6	3	14		
	Above15year	2	3	7	12		
	Total	14	20	16	50		
Capital employed	Below 5lakhs	3	5	2	10	3.989	NS
	5-10lakhs	2	2	1	5		
	10-15lakhs	1	6	3	10		
	Above15lakh	8	7	10	25		
	Total	14	20	16	50		

Low chi-square value proved that there has been no significant association between the ‘**year of experience**’ and the dependent factor ‘**aim of competency mapping**’. Hence the hypothesis has been accepted. ‘**Capital employed**’ as a personal factor has no significant influence on ‘**aim of competency mapping**’ which has been proved with the low chi-square value. Any organization irrespective of number of years of experience and capital employed may employ some form of competency mapping to understand how most effectively employ the

competencies of workers to analyze the combination of strength in different workers to produce highest quality work.

VIII. BENEFITS OF COMPETENCY MAPPING

Competency mapping is a process which identifies the key competencies for a particular position in an organization using it for job-evaluation, recruitment, training and development, performance management, succession planning, etc. As a result

of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results. The competency mapping process needs to be strongly integrated to help companies “raise the bar”

of performance expectations. Table no.5 has shown the benefits of competency mapping.

**TABLE NO.4
BENEFITS OF COMPETENCY MAPPING**

Benefits of competency mapping	No.of respondents	%
Better employee retention	10	20
Ease and accuracy of the selection process	30	60
Increased productivity	10	20
Total	50	100

20% of the respondents have said that the competency mapping provides better employee retention which is a more specific and objective assessment of their strengths to enhance their skills. 60% of the respondents have viewed that the competency mapping has improved the selection process as easy and accurate one. The remaining respondents (20%) have accepted that the competency mapping has increased their productivity.

To find whether there has been any difference of opinion among the respondents who have varied with different years of experience and investment about the “**benefits of competency mapping**”, ANOVA test has been carried out and shown in table no:5 with the null hypothesis.

Ho: There has been no difference between the personal factors and the “**benefits of competency mapping**”.

**TABLE NO.5
PERSONAL FACTORS VS. BENEFITS OF COMPETENCY MAPPING**

Personal factors		Benefits			Total	Chi-square value	Sig
		Better employee retention	Ease and accuracy of the selection process	Increased productivity			
Year of experience	Below 5 years	2	7	2	11	1.5570	NS
	5-10 years	5	6	2	13		
	10-15 years	2	8	4	14		
	Above 15 years	1	9	2	12		
	Total	10	30	10	50		
Capital employed	Below 5 lakhs	2	6	2	10	0.192	NS
	5-10 lakhs	3	8	4	15		
	10-15 lakhs	2	6	2	10		
	Above 15 lakhs	3	10	2	15		
	Total	10	30	10	50		

The null hypothesis has been accepted due to low F value (1.5570) and inferred that there has been no significant difference of opinion among the respondents who have varied years of experience about the benefits of competency mapping. All the respondents have been accepting that competency mapping had a positive improvement in their organizations’ activity. Capital employed as personal factor does not have any influence on the

dependent factor ‘Benefits of mapping’. Hypothesis has been accepted due to low F value (0.192). The respondents who have different categorization of capital employment have no significant difference of opinion about the benefits of competency mapping.

IX. RESULTS AND DISCUSSION

Most of the respondents have viewed that their personnel have been aware of business and they acquired skills on decision making, communication, team management and planning to perform the required job. Dubois, Lucia & Lepsinger (1999) have accepted that to perform critical work tasks or specific functions, capability of applying or using knowledge, skills, abilities, behaviors, and personal characteristics of personnel are important. Through competency mapping techniques the organization has able to select and recruit the employees with the required skill to the organization. Egodigwe (2006) has stated that a successful organization will consider the competency model when selecting and hiring new employees and incumbent employees. In competency mapping the individual performance of employees is considered as a most important one since it leads to the achievement of the organization as a whole. The American compensation association has explained (1996) competency as the individual performance behavior that are observable, measurable and critical to successful individual or corporate performance.

X. SUGGESTIONS

In firms, competency mapping must be frequently done in order to test 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 to them. There is an acute need of a

structured knowledge management system in order to preserve and maintain the knowledge status in the company. Different sources of competency techniques must be encouraged among the employees. There is need for the support from the top management since it is considered a major hurdle in effective competency mapping system and the employees must also be made aware of importance of competency mapping techniques. Motivation should be given to the employees so that they take interest in knowledge enhancement and management.

XI. CONCLUSION

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently/excellently and it describes what has to be done, not how. Competency mapping should not be seen as rewards and it 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.

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