

**A STUDY ON COMPETENCY MAPPING SP CREATIONS IN TIRUPUR**

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**Abstract**

In modern world, the business managers are required to improve the efficiency and effectiveness of the business operations. As there are several factors that affect the efficiency and effectiveness of the business operations, the improvement is required to be carried out in every factor. The objectives of the study are (i) to Study the existing system for competency mapping in S.P.Creations, Tirupur, (ii) to study the problems faced by the employees of in S.P.Creations, Tirupur, (iii) to measure the efficient level of the employees based on the performance, (iv) to evaluate the methods (Motivational Factors) adopted by the company to improve the competency level of workers and (v) to find the remedial measures and offer recommendation to solve the competency mapping. The researcher had adopted Non- probability sampling design (judgmental sampling technique) with the sample size of 100. The study concluded that "Competency mapping" for the Quality Assurance department may help the employee to understand the process and requirements of the organization, department more effectively and direct the training mechanism in the organization, so that the training program that is being followed will better suited to meet the employee's and organizational needs.

**1.1.INTRODUCTION**

In modern world, the business managers are required to improve the efficiency and effectiveness of the business operations. As there are several factors that affect the efficiency and effectiveness of the business operations, the improvement is required to be carried out in every factor. Manpower, technical and managerial skills are very important resources for any business organization. These important resources are very difficult to manage as no two persons are similar. Every person has different attitudes, skills, personality traits, motives, knowledge etc. which has effect on their performance at work. Organization, in order to facilitate excellence in performance of the people in the organization, they are required to identify the right person to the right job. The matching between jobs and people is an important avenue for organization's efforts. Currently most of the organizations are using personal interview, written tests and group discussions for the purpose of assessment. These approaches are mostly based on personality tests/psychometrics tests. These tests have improved the assessment of candidates but still the reliability of the test results is not adequate to forecast the effectiveness of the selected candidates for the job. The effectiveness of a person to carry out a job depends not only on single or isolated factors but on a set of different factors. Such set of factors that help a person to be effective in a particular job is termed as competency for a particular job. The process of identifying key competencies for a particular position in an organization is called competency mapping.

**HISTORY**

The term competency has been defined in the literature from several different points of view. It was originally used in the field of education to describe trainee teacher behaviours. This was implemented and successfully used by Prof. Bowden and Dr. Masters. Then later on this concept became very popular and widely exploited in the management field of management through the work of Boyatzis However, the term competency was not "owned" by any particular group. In fact, a variety of stakeholders was involved in using the term, each with their own agendas. According to Sir Burgoyne, Competency mapping was used in the following fields in different ways.

- Psychologists were concerned with the concept as a measure of ability and whether the observable performance of a person represented his underlying traits or capacity.

- Management theorists applied a functional analysis to define how organizational goals were to be best achieved through improved individual performance.
- Human resource managers viewed the concept as a technical tool to implement strategic direction through the tactics of recruitment, placement, training, assessment, promotion, reward systems and personnel planning.
- Educationists attempted to relate the idea of work preparation and professional recognition with that of a broad education.
- Politicians, including those involved in the political process such as Trade Unions, Employer groups and political parties, particularly in the UK and Australia, have used the concept as a means of improving the efficiency of the labour market.

### **CONCEPT OF COMPETENCY MAPPING**

"The competency framework serves as the bedrock for all HR applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results," states well known HR consultant Ullhas Pagey.

It has been a general observation that hard work, sincerity, knowledge and intelligence alone does not make a person star performer in his profession. But apart from these, there are many other factors that help an individual to excel in his job. Thus the above definition implies that Competencies of a job refer to those factors which a person must possess and which assists an individual to do his job efficiently and to meet and exceed expectations of organization and external factors like customers and shareholders. In other words, these are the factors, which enable an individual to meet organizational goals along with personal goals. This concept of competencies can be better understood with the help of following instance, the top scorer of a class is not always the most intelligent or the most hardworking student of the class, but rather he is good at presenting answers and also good in time management. Similarly, a top scorer in Objective type test is not able to hold the same position in descriptive type of tests. This is because he has the competencies required to excel in objective type test and do not possess competencies required for a descriptive type of test. For better understanding, let us take an example of good runner. A good runner cannot always be a good cricket player or a good football player. He has the ability to run fast but not the abilities like concentration, good batsman ship etc., which is required to be a good cricket player. Thus, set of human qualities and attributes that make a person star performer for a particular activity defines the Competency for that particular activity.

Thus in an organization managers are generally aware of the skills and qualities that a person must possess in order to do a job effectively, and they make use of their own knowledge and experience to select and train their subordinates. In an organizational and business context, competency required for a particular job depends on many factors. The factors includes Social culture, nature of business, business environment, organizational cultures, work environment, duties and responsibilities, nature of processes and assigned activities, attitude, motives of colleagues, superiors and subordinates etc.. Some of these factors may change with the time and thus changing competency requirements for the same job position in the organization. As discussed earlier, every different type of task demands a unique set of competencies and as in an organization the number of tasks are innumerable, it is difficult to maintain many sets. For this purpose, the job competency is divided into following elemental competencies.

#### **➤ Elemental Competency:**

It is also popularly termed as Task Competency. It is an ability to do a particular type of task. A job consists of many different types of tasks, thus requiring different elemental competencies. The elemental competencies can be standardized, precisely differentiated, developed into a model across the organization and are easier to identify, study, understand map assess and develop. Generally, the competencies discussed in HR are Elemental Competencies.

➤ **Behavioural Indicators:**

The overall competency requirement for a job needs to be understood in terms of elemental competencies, which depend upon education, knowledge, training, experience, technical and non-technical skills, attitude, personal skills, etc... And some of these attributes are difficult to objectively assess and measure. However, persons with high competency for a particular task demonstrate certain logically associated behaviour, which can be used to identify the factors that make the person highly competent for the task.

## **1.2 STATEMENT OF THE PROBLEM**

Based on the efficiency of the workers or employees their earning of an individual is decided. Hence there is a considerable difference in the earning of the employees which leads to frustration of the job to the workers who are having less efficiency. Sometimes the incentives given by the management encourages the workers to perform their work efficiently to earn more income but in most of the cases it tempts the feeling of other workers. In such situation the affected workers due to the differences in the wages or salary to the workers at the same cadre takes the decision to quit from the company or sometimes the workers may be sent out by the management. In most of the business concern this is the real practices followed due to incompetency of the individual worker. It is the responsibility of the managerial personnel to take initiatives for competency mapping to avoid attrition to any individual workers and retain the existing workers by improving their competency level.

## **1.3 SIGNIFICANCE OF THE STUDY**

Competency mapping places vital role in increasing the productivity of the organization. It reduces the misunderstanding between the workers as competency mapping helps to get equal pay like the co-workers in the similar category in the department or in the other department of the organization. It ensures voluntary involvement of workers and loyal to the work delegated to an individual workers. Competency mapping helps to control the turnover of the employees from one business concern to another concern. Further competency mapping provides training to workers based on the work or function allotted to them. The function specific training is given to the Employee Quality Assurance Department in which the training is given with an overall functional training instead of concentrating over their weak areas that require more extensive training. Competency mapping identifies the gap between the competencies.

## **1.4. OBJECTIVE OF THE STUDY**

- To Study the existing system for competency mapping in S.P.CREATIONS, TIRUPUR
- To study the problems faced by the employees of in S.P.CREATIONS, TIRUPUR
- To measure the efficient level of the employees based on the performance
- To evaluate the methods (Motivational Factors) adopted by the company to improve the competency level of workers.
- To find the remedial measures and offer recommendation to solve the competency mapping
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## **1.5. RESEARCH METHODOLOGY**

### **1.5.1. RESEARCH:**

Research in common parlance refers to “a search for knowledge”. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The advanced learner’s dictionary of current English lays down the meaning of research as “a careful investigation or inquiry especially through search for new facts in any branch of knowledge”. Redman and Mory define research as a “systematized effort to gain new knowledge”.

### **1.5.2 RESEARCH METHODOLOGY:**

It is a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them. It is necessary for the researcher to know not only the research methods or techniques but also the methodology.

### **1.5.3 RESEARCH DESIGN:**

The research design used for the study is descriptive research design

#### **❖ DESCRIPTIVE RESEARCH DESIGN:**

Descriptive research design is used to describe the state of affairs during the time of survey. The descriptive research is a rigid design and it gives the complete and accurate information about the study.

### **1.5.4. SAMPLING DESIGN**

Sampling is used to collect primary data when the source of data is far too many to be exhausting handled. Sampling is the integral part of data collection process. The way of selecting a sample is known as sample design. It is the definite plan for obtaining a sample from a given population. It may as well lay down the number of items to be included in the sample i.e. the size of the sample. Sample design is determined before data were collected.

#### **❖ SAMPLING TECHNIQUE:**

Non- probability sampling design (judgmental sampling technique).

#### **❖ Sample size:**

Sample size is 100

### **1.5.5. DATA COLLECTION:**

#### **❖ PRIMARY DATA**

The primary data are those, which are collected afresh and for the first time, and thus happen to be original in character. There are several methods of collecting primary data, particularly in survey and descriptive research. Some important ones are observation method, interview method, through questionnaire, through schedules etc.

The data were collected through structured questionnaire.

#### **❖ SECONDARY DATA**

Secondary data means, data that were already available that is they refer to the data which have already been collected and analysed by someone else and which have already been passed through the statistical process. Secondary data may either be published data or unpublished data and can be gathered through Internet, books, magazines, manuals, journals etc. The secondary data were collected from official records, internets and magazines.

### **1.5.6 TOOLS FOR DATA ANALYSIS:**

The collected data are tabulated and interpreted by using simple

#### **STATISTICAL TOOLS:**

##### **➤ Percentage Analysis**

The Percentage analysis is an effective tool to study the attributes of the respondents. Each response by the respondent to a particular statement is plotted into frequency table and quantified. The entire response to the statement is considered as 100 percent and each of the choice within the statement is measured as what percentage does it holds to the total response to that particular statement.

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

### **1.6. SCOPE OF THE STUDY**

- The scope of the study is limited to the workers and employees of Solve Plastic Product Pvt Ltd Company Kerala
- The study has been done on the basis of the job descriptions given by the department.

- The study is done until finding the competencies required by the employees and identifying & defining various levels for each competency.

### 1.7 LIMITATION OF THE STUDY

- Due to insufficient time, the project is done till identification and defining of competency levels. Assessment and implementation stages are not included in this project.
- The roles and responsibilities of the employee are not properly defined. There is no exact blue print on job descriptions of the employee.
- The data provided by the employees is biased and employees are not clear with their roles and responsibilities.

### 1.8 ANALYSIS AND INTERPRETATION

#### PERCENTAGE ANALYSIS

**TABLE NO- 1** : Table showing the Gender of the Respondents

Serial No	Gender of the Respondents		
	Gender	Frequency	Percent
1	Male	87	87.0
2	Female	13	13.0
	<b>Total</b>	100	100

Sources – Primary data

#### Interpretation

From the above table it is clearly understood that among 100 respondents 87% of the respondent are male and 13% of the respondent are female.

**TABLE NO- 2** : Table showing the Age of the Respondents

Serial No	Age of the Respondents		
	Age	Frequency	Percent
1	18-24 years	14	14.0
2	25-31 years	41	41.0
3	32-39 years	41	41.0
4	Above 40 years	4	4.0
	<b>Total</b>	100	100.0

Source: Primary data

#### Interpretation

From the above table it is clearly understood that among 100 respondents 41% of the respondents belong to the age group of 25-31 and 32-39 years respectively, 14% of the respondents belong to the age group of 18-24 years while the remaining 4% of the respondents are above 40 years.

**TABLE NO- 3** : TABLE SHOWING THE EDUCATION OF THE RESPONDENTS.

Serial No	Education of the Respondents		
	Education	Frequency	Percent
1	Up to 10th std	1	1.0
2	Up to 12th std	12	12.0
3	Degree	70	70.0
4	Professional and others	17	17.0
	<b>Total</b>	100	100.0

Source: Primary data

**Interpretation**

The above table reveals that among 100 respondents 70% of the respondents have studied up to degree, 17% of the respondents have studied professional and other courses, 12% of the respondents have studied up to 12<sup>th</sup> std while the remaining respondents has studied up to 10<sup>th</sup> std.

**TABLE NO- 4** : Table showing the Monthly Income of the Respondents

Serial No	Monthly Income		
	Income	Frequency	Percent
1	Rs.5000 -9000	23	23.0
2	Rs.9001-13000	34	34.0
3	Rs.13001-17000	30	30.0
4	above Rs.17000	13	13.0
	<b>Total</b>	100	100.0

Source: Primary data

**Interpretation**

The above table lime lights that among 100 respondents 34% of the respondents are earning a monthly income between Rs.9001-13000, 30% of the respondents earn Rs.13001 to 17000 per month, 23% of the respondents earn Rs.5000-9000 as their monthly income while the remaining 13% of the respondents earn Rs.17000 and above as their monthly income.

**TABLE NO-5**

Table showing the Step taken by the Company to Improve the Competency of the Respondents.

Serial No	Step taken by the company to improve the competency		
	Steps taken	Frequency	Percent
1	On the job training	78	78.0
2	Incentives	17	17.0
3	Promotion	4	4.0
4	Pay cut	1	1.0
	<b>Total</b>	100	100.0

Sources – Primary data

**Interpretation**

From the above table it is clearly understood that among 100 respondents 78% of the respondents want to them on the job training, 17% of the respondent want to incentive, 4% of the respondent wants to promotion and remaining 1% of the respondent want to pay cut.

**TABLE NO -6**

Table showing the Tenure of Training of the Respondents

Serial No	Tenure of Training		
		Frequency	Percent
1	One month	1	1.0
2	Two months	75	75.0
3	Six month	23	23.0
4	Based on competency level	1	1.0
	<b>Total</b>	100	100.0

Sources – Primary data

**Interpretation**

From the above table it is clearly understood that among 100 respondents.75 % of the respondents wants to two month training, 23% of the respondents wants to six month training and remaining each 1% of the respondents wants to one month and based on the competency level.

**TABLE NO- 7**

Table showing the Training with Pay of the Respondents

Serial No	Training with Pay		
	Type of pay	Frequency	Percent
1	Minimum amount	8	8.0
2	Consolidate pay	17	17.0
3	Full pay	68	68.0
4	Half of the regular pay	6	6.0
5	Only food and accommodation	1	1.0
	<b>Total</b>	100	100.0

**Sources** –Primary data

**Interpretation**

From the above table it is clearly understood that among 100 respondents.68% of the respondents should get full pay, 17% of the respondents get the consolidated pay,8% of the respondents get the minimum amount,6% of the respondents get the half of the regular pay and remaining 1% only for food and accommodation.

**TABLE NO- 8**

Table showing the Time limit to finish the Work of the Respondents

Serial No	Time Limit to Finish the Work		
	Time limit	Frequency	Percent
1	Always	3	3.0
2	Rarely	11	11.0
3	Take more time	33	33.0
4	Take right time	51	51.0
5	Little bit more time	2	2.0
	<b>Total</b>	100	100.0

**Sources** - Primary data

**Interpretation**

From the above table it is clearly understood that among 100 respondents. 51% of the respondent are take right time to finish the work,33% of the respondent are take more time, 11% of the respondents are rarely finish the work,3% of the respondents are always finish the work and remaining 2% of the respondents are take little bit more time .

**1.9 FINDINGS**

1. In my analysis the majority 87% of the respondents are male.
2. The analysis clearly tells about majority 41% of the respondents belong to the age group of 25 to 31 and 32 to 39 years respectively.
3. The study clearly defined that the majority70% of the respondents has studied up to degree.
4. The analysis shows that the majority 34% of the respondents are earning a monthly income between Rs 9001 to 13000.
5. The study shows that the majority 78% of the respondents want on the job training.
6. The analysis clearly shows that the majority 75% of the respondent wants to 2 month of the training.

7. The analysis shows that the majority 68% of the respondents should get full pay.
8. The analysis says that the majority 51% of the respondent are take right time to finish the work.
9. The analysis shows that the majority 51% of the respondents required guidance when ever thy have doubt.
10. The study shows that the majority 47% of the respondent frequently perform the competency maping.
11. The analysis clearly identified that the majority 54% of the respondent frequently used the 360 degree feedback method.
12. The study shows that the majority 60% of the respondent expected reasonably from the worker.
13. The study clearly says that the majority 73% of the respondents are satisfied with competency to do the job.
14. The analysis shows that the majority 74% of the respondents are satisfied with their skill level.
15. The analysis shows that the majority 69% of the respondents are satisfied with capacity to compete with others.
16. The analysis says that the majority 64% of the respondents are satisfied with their ability to attain their perfection.
17. The study shows that the majority 68% of the respondents are satisfied with their level of accuracy.
18. In this analysis clearly identified that the majority 59 % of the respondents are agree with the training
19. The above analysis clearly defined that the majority 66% of the respondents are agree with the manpower planning.
20. The study shows that the majority 66% of the respondents are agree with the organisational environment.
21. In this analysis clearly identified that the majority 43% of the respondents are agree with the career development and growth.
22. The majority 50% of the respondents are satisfied with the effectiveness of the competency mapping.
23. The study shows that the majority 42% of the respondents are highly satisfied with the improvement in the skill.
24. The analysis shows that the majority 38% of the respondent are highly satisfied with the monetary benefit.
25. The study shows that the majority 69% of the respondents are satisfied with their monetary support.
26. The analysis shows that the majority 67% of the respondents are satisfied with the work perfection.
27. The study clearly identified that the majority 62% of the respondents are satisfied with the possibility for promotion.
28. The study shows that the majority 46% of the respondents are satisfied with their increment after competency mapping.
29. The analysis shows that the majority 46% of the respondents are neutral with the incentive provided.
30. The analysis clearly shows that the majority 44% of the respondents are satisfied with the approaches by the superior after competency mapping.

#### **1.10 SUGGESTIONS**

- The employee should be clearly said about their roles and responsibilities in order to do their work effectively.



- There should be a blue print of job descriptions of the entire employees to make them understand their duties exactly.
- Operators should be taught about the process, products and also the cost of failure to control the damages and defects as they have very less knowledge regarding them.
- Necessary initiatives to be taken by the management, to improve the performance of the employees and also their competency so that will enable the management to achieve the target of the organization.
- The management should provide recreation facilities to develop the interpersonal relationship among the workers.
- Some of the respondents are not satisfied with the monetary systems, the existing system for evaluating the performance of the employees to know the competency of the workers.
- The management if possible should find other system to bring betterment of all workers.

### 1.11 CONCLUSION

The success of any company lies mainly in the hands of the employee. They are like the backbone to any company. Though the company is very sound, has good infrastructure, excellent rules and regulations, and if the employee are not satisfied or not aware of the organizational needs and goals, it will be very difficult to any industry to be successful. There will be a huge gap between the both. Competency mapping integrates the organizational needs with the employee needs and creates a transparency among them. It helps the employee to identify their inherent strengths and weaknesses and helps them to be expertise in their fields.

This project of “Competency mapping” for the Quality Assurance department may help the employee to understand the process and requirements of the organization, department more effectively and direct the training mechanism in the organization, so that the training program that is being followed will better suited to meet the employee’s and organizational needs.

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