

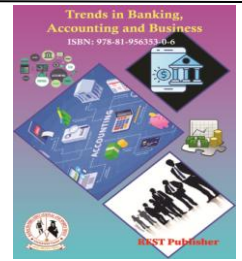


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# A Study on Competency Mapping with special reference to Sandvik Private Limited, Hosur

\* S. Janaki

*Adhiyamaan College of engineering (Autonomous), Hosur, Tamil Nadu, India.*

\*Corresponding Author Email: [sjanaki284@gmail.com](mailto:sjanaki284@gmail.com)

**Abstract:** In this modern world many organizations have gone down the route of carefully defining the attitudes & skill, as they are needed for challenging tasks. Some companies see these as their cultural hallmark. This is an important step towards identification of the pivotal skills on competency that really describe what makes people successful in given roles or situations. Many organizations today expect to release value from people through well-constructed programs in which managers & employers can be clear about objectives and other criteria that will make performance happen in that organisation. Many companies today have taken the route of radically changing their culture. Some have been successful, but the future organisation will not depend, so much on top down visionary leadership so much as emphasizing behaviour & changing individual responds to situations. This is the modern challenging world, the organisations have to come up with the changing situations and for this it seeks good competent employees in order to progress the development of the organisation.

**Keywords:** Competence, Skills, Attitude, Capacity, Traits

## 1. INTRODUCTION

A competency is a person related concept that refers to the behaviour lying behind competent performance. It is a wide concept, which embodies the ability to transfer skills & knowledge to new situations within the occupational area. It encompasses organisation and planning of work, innovation and coping with non-routine activities. It includes those qualities of personal effectiveness that are required in the workplace to deal with co-workers, managers & customers. A competency template describes what superior performers actually do on a job that produces superior results. The components of competency are.

1. Skill : The ability to perform a task well.  
(e.g. Negotiating with suppliers)
2. Knowledge : Determined by what a person knows  
About a specific subject or topic.  
(e.g. Knowledge of theories of Motivation).
3. Behavioral Traits : Determined by an individual Personality. (e.g. Integrity).

## 2. REVIEW OF LITERATURE

Damodar Suar and Abhik Dan (2008) conducted a study on competency assessment and training need identification on nine supervisors of sales officers, eight supervisors of office-in-charges, 20 supervisors of operation officers and eight supervisors of location heads evaluated the competencies of their respective subordinates on 47 dimensions. By analysing gaps in ten important competencies for each work area, existing competencies of the employees were found to be lower than required competencies. Deficiencies or gaps in competencies were found in more number of behavioural skills compared to technical skills.

Dwivedi (2009) conducted a study to identify some key managerial competencies for competitive edge where a sample of highly successful managers from six high performance Indian organisations was administered a set of three diagnostic measures to identify their three key competencies interpersonal communication styles, propensity to transformational / Transactional leadership and skill in the use of motivational techniques.

Jojan V. Jose (2010)<sup>37</sup> in the work titled "Project report on skill matrix and competency mapping", studied the competency levels of employees through skill matrix and competency mapping. He gathered responses from the 19 teams of Textron India Pvt. Ltd.; He found that employees should be clearly explained regarding the objectives of conducting the study, so that there is a cent percent involvement from the employees' side can be obtained

Yuvaraj (2011) has explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extent.

Gaspar (2012) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organization. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

Md.Ishtiaq Uddin (2012) in his study on Competency Mapping: A Tool for HR Excellence has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, Competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning.

Solomon (2013)<sup>43</sup> 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. OBJECTIVES OF THE STUDY

- To know about the level of awareness about the competency mapping among the employees
- To know about how Sandvik Asia get benefit out of this competency mapping
- To know about how the competency mapping can be used for various purpose
- To identify the training and development needs of individual or organization
- To identify and building competencies of individuals as efficient and effective managers.

**Scope of the Study:** The study is mainly conducted to know about the competency mapping for the employee in an organization and also about how the organization will get the benefit out of this competency mapping. So by conducting the research at the end we gather more information regarding how the competency instrument will give benefit to both the employees and the organization. And to find if there are any pitfalls behind that, through this we can give necessary suggestions wherever necessary and also to suggest innovative ideas so that it will prevent the company from future challenges to a greater extent.

#### Limitations of The Study

- The time schedule for conducting the research is a main limitation.
- The study was limited to “SANDVIK ASIA PVT LTD” HOSUR.
- The time and cost are constraint

#### Statement of The Problem

The company in a global context are increasingly aware of the need of competent employees. Company nowadays facing increased manpower cost, need to ensure maximum available organisational efficiency in the performance of various critical roles. The availability of huge manpower competency in the organisation if rendered competent will remove many difficulties.

These considerations justify the need for mapping, identifying and assessing the competencies for employees, becoming a strategy for core competency to the organisation.

### 4. RESEARCH METHODOLOGY

Research methodology tells us the modus operandi of the research. Under this heading we will get the information like data source, collection methods, tools and technique of the analysis, etc.

Research always starts with a question or a problem. The purpose is to find answers to the question, through the application of the scientific method. It is a systematic and intensive study directed towards a more complete knowledge of the subject studies.

Research can be classified into two broad categories

1. Basic research
2. Applied Research

Basic Research is sometimes called “Fundamental” Research or Theoretical Research or Pure Research. It aims at expanding the frontiers of knowledge and does not directly involve pragmatic problems. The essence of basic research is that it addresses itself to more fundamental questions and not to the problem with immediate commercial potential. Applied Research, which is called ‘Decisional’ Research on the other hand, proceeds with a certain problem, and it specifies alternative solutions and the possible outcomes of each alternative. Unlike Basic Research, it is prompted by commercial consideration. Though one way usually be able to distinguish between the two gets blurred. Several firms

may be engaged in Basic Research, which does not have any immediate commercial use. However, it may be potentially commercial or else the firms would not have undertaken it all.

Applied Research can be divided into two categories.

1. Problem solving Research
2. Problem oriented Research

### ***Problem solving Research***

As the name implies, is concerned with a particular issue or a problem and is usually proprietary in character. The latter characteristics indicate that such a research is undertaken within a firm or by an outside consultant on its behalf.

### ***Problem oriented research***

On the other hand is concerned with a class of issues or problems in which several firms may be interested. Research of this type concerned with conceptual aspects but is oriented towards applied problems.

### ***Research Design***

The Research Design specified the methods and procedures for conducting a particular study. The Research Design can be classified as follows. An Exploratory Research focuses on the discovery of ideas and is generally based on Secondary Data. It is preliminary investigation, which does not have a rigid design.

## **5. DESCRIPTIVE RESEARCH**

A descriptive study is undertaken when the researcher wants to know the characteristics of certain groups such as age, sex, educational level etc. An Experimental Research is undertaken when the researcher is interested in knowing the cause and effect relationship between 2 or more variables. It is concerned with the conducting of research regarding respondent's opinion, customer's opinion and brand promotion of marketing of goods among the customers. Descriptive research deals not only with definition of the problem but also provides solution to the problem. This research is based on descriptive research design since researcher want to find causal relationship between working atmosphere and to their productivity

### ***Sources of data***

There are 2 sources data.

1. Primary Data
2. Secondary data

### ***primary data***

Primary data can be collected during course of doing experiments in an experimental research, but in case of doing the research of descriptive type and perform surveys, whether sample surveys or census surveys. Primary data can be obtained through observation or direct communication with respondents in one or another or the personal interviews. There are several methods of collecting data, some of them are

- Observation method
- Interview method
- Questionnaire method
- Scheduled method

### ***Secondary Data***

Secondary data is defined as data collected earlier for a purpose other than the one currently being pursued. The secondary data was collected from company or websites.

### ***Sampling Design***

Due to time constraint the researcher decided to adopt convenience sampling. Though this sampling involves lot of limitation, this technique will be used due to the various factors.

Sampling is designed based on the number of permanent employees present in the organization.

SAMPLING SIZE:- 50

**Statically Tool And Techniques**

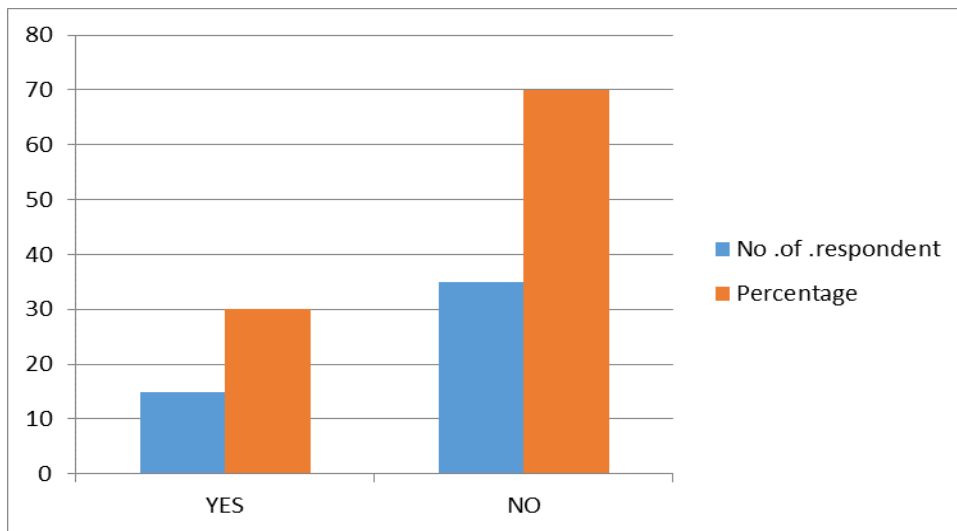
A percentage analysis is used to give a particular representation at the respondent view point. Column diagrams, Pie, Line, Cylindrical, Cone, Doughnut diagrams are used in this tool.

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

**6. DATA ANALYSIS AND INTERPRETATION**

**Recruitment and Selection Processes Carried Out Considering Competency of The Individuals**

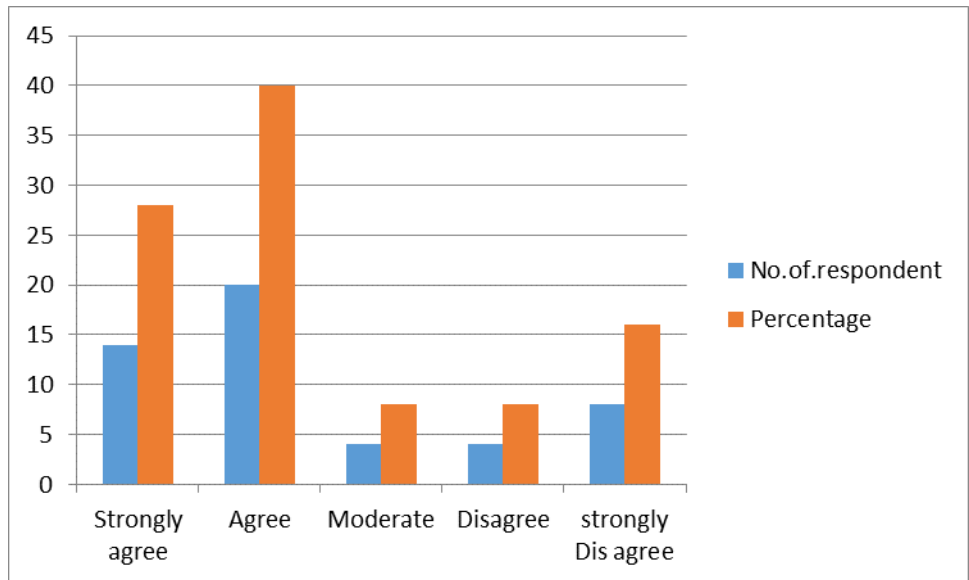
| S.NO | ASSESSMENT | NO.OF RESPONDENTS | PERCENTAGE |
|------|------------|-------------------|------------|
| 1    | YES        | 15                | 30         |
| 2    | NO         | 35                | 70         |
|      |            | 50                | 100        |



**Interpretation:** The above tables spells about the respondents of assessing competency mapping in the past .from the above tables it is clear that 30% of the respondents have assessed the competency mapping in the past and remaining 70% of the respondents didn't assess that recruitment and selection processes carried out considering competency of the individuals .now the organisations has training the employees about the ways through which they assess their competencies.

**Competency Mapping Helpful in Individual Career Development**

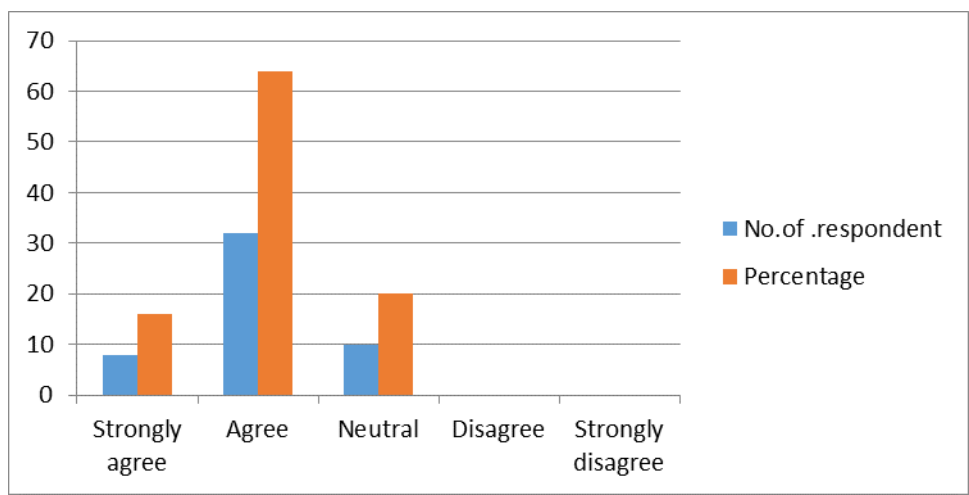
| S.NO | CAREEER DEVELOPMENT | NO.OF RESPONDENTS | PERCENTAGE |
|------|---------------------|-------------------|------------|
| 1    | STRONGLY AGREE      | 32                | 68         |
| 2    | AGREE               | 12                | 32         |
| 3    | MODERATE            | 0                 | 0          |
| 4    | DISAGREE            | 0                 | 0          |
| 5    | STRONGLY DISAGREE   | 0                 | 0          |
|      | TOTAL               | 50                | 100        |



**Interpretation:** The above table explains about the career development through competency mapping where 68% accepting and 32% said no to career development through competency mapping

**Competencies Can Be Developed Through Continuous Effort and Interventions**

| S.NO | Continuous effort and interventions | No. of. respondents | PERCENTAGE |
|------|-------------------------------------|---------------------|------------|
| 1    | Strongly agree                      | 40                  | 80         |
| 2    | Agree                               | 10                  | 20         |
| 3    | Neutral                             | 0                   | 0          |
| 4    | Disagree                            | 0                   | 0          |
| 5    | Strongly disagree                   | 0                   | 0          |
|      | Total                               | 50                  | 100        |



**Interpretation:** The above table explains about whether competencies can be developed through continuous efforts and interventions. From the above statistical data. It is clear that most of the respondents 40% strongly agreed that their competencies are developed through continuous efforts and interventions.

**7. FINDINGS OF THE STUDY**

- 80% of the employees in Sandvik Asia have the awareness about the concept of competency mapping. because they have this concept in their organization
- 90% of the employee suggest that competency mapping can't help in doing manpower planning
- 93% of the employee says that competency mapping is necessary for the growth of organization.
- 85% of the respondent didn't assess that recruitment and selection processes carried out considering competency of the individuals.

- 67% accepted that their career was developed through competency mapping
- Competency that help the most is the mobility to read, understand and follows written direction
- The most of the respondent agreed that they are facing challenges in their job environment.
- The employees are consequently facing high challenges in market place
- The employees are not having setbacks in the recent past due to lack of competence people.
- The employee never missed any business opportunities in the recent past due to lack of competent people to handle any one or more function of the business
- The employees are strongly agreed that their competencies developed through continuous effort and interventions.
- Top management are willing to invest time and effort in building the competencies of employees on a continuous basis.
- 93% of employees are intended to recruit people on the basis of competencies that are needed to perform each job.
- There is no competency based coaching scheme before
- 83% of the top management believe that the success of their organization depend on having competent managers.

## 8. SUGGESTIONS OF THE STUDY

- The organization should create awareness about the competency mapping and their uses among the employees through various programs
- The organization should enhance the employee's competencies through various training and development programs
- The HR manager can take the initial steps to teach their employees for
- assessing the employee's competencies
- By giving a proper communication the organization can avoid the problems while implementing the competency mapping
- Recruitment and selection processes must be carried out by considering competency of the individuals.

## 9. CONCLUSION

Competency mapping and assessment provides clear indication of employee developmental needs employee's weakness with respect to required competencies discovered in the assessments shows opportunity for development for the employees.

Sandvik Asia benefited out of the competency mapping. for that the HR has also taken many initiatives for the welfare of both the employees and the organization. This organization has used the competency mapping for various purposes like selection process, performance appraisal, succession planning and promotion etc. Sandvik Asia pvt . Ltd was using the competency mapping to make success of the organization for attaining the goals of organization. Competency mapping is essential for every organization. The employee's competencies can be enhanced through conducting various training and development programs, assigning projects to involve all the employees in decision –making process.

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