

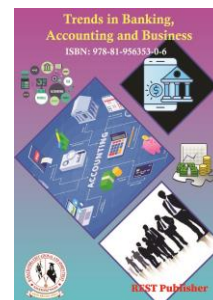


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A Study on Mapping Training needs of employee and the need of analysis with reference to 3De Technology Prototype Solution Pvt Ltd Hosur

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Abstract: Human resources are regarded as one of the key assets for any kind of organization. From, the organization's point of view employee development holds the key. The Development of the employees mainly depends upon the competencies (Knowledge, Skills, and Abilities) that they have. To be successful the organizations have to find and develop some competencies among their employees to be more adaptive and competitive. But here the bigger challenge from the organization perspective is what competencies are to be identified and developed. Researchers suggested that there are no specific lists of competencies to do the job, but the competencies change from person to person based on their job's role. So to find the competencies proper job analysis has to be done and thereby preparing effective job descriptions and employee specifications is crucial. Once the requisite competencies are identified those competencies can be incorporated through various training and development programs Human resource development aims at constantly assessing competency requirements of different individuals to perform the job assigned to them effectively and provide opportunities for developing these competencies to prepare them for future roles in the organization. Hence an attempt has been made to analyse the link between competency mapping and human practice in the organization. Further efforts have also been made to know the impact of competency mapping on individual and team and to know the impact on training provided to the employees.

Keywords: Human Resources, Employee Development, Competencies, Employee's performance, and Training.

1. INTRODUCTION

In the modern complex world, which is characterized by scarcity resources, it has become a foremost object of every business person to use the available resources efficiently and in best way. The different resources include men, material, machinery, and money. To maximize returns and minimize wastage all these resources must be properly synchronized. Man power, both technical and managerial, is the most important resource of an organization. No other factor can be utilized efficiently without man power. Thus, its mismatch with any of the factor will give rise to wastage of time, money and efforts leading to loss of efficiency. Thus, it is very necessary to use these resources effectively. However, the most important resource is also the most difficult to manage. The reason for this difficulty is that no two persons are similar. Each person is been endowed with different qualities, skills, attitudes, motives, knowledge like the same. Moreover, these factors have an imperative impact on their performance. Competency may be defined as an ability of an individual to do a job properly. Competency mapping is a process of identifying the gap of an individual's performance or job-related skills in order to fill those gaps through effective training. Competency for the job can be defined as a set of human attributes that enable an employee to meet and exceed expectations of the internal as well as external customers and stake holders. The competency framework serves as the bedrock for all human resource applications. As a result of competency mapping, all the human resource processes like talent induction, management development, appraisals and training yield much better results.

2. OBJECTIVES OF STUDY

- To study the concept of Competency mapping in general.
- To analyse that link between Competency mapping and human practices.
- To study the impact of competency mapping on individual and team growth.
- To study the impact of Competency mapping on training provided to the employees.

3. SCOPE OF THE STUDY

In the present competitive business world, the human capital has become the most important resource. Thus, it is necessary to understand various tools of proper management of human resources. Competency mapping, which is yet unexplored in India, is considered as one of the best human resource tools, which leads in most adequate recruitment and selection of an employee. Thus, to have the in-depth knowledge of competency mapping, the study is done. And apart from that, it is also necessary to find its importance and applications in an organization. Apart from this, the study is done with the object to understand competency mapping for an employee. The chosen samples of one hundred respondents were asked to answer the questionnaire prepared by the researcher in the above focused points and the option given by them which were classified and analysed.

Limitations of The Study: Time is major limitation. The sample size is limited to 100 respondents in the selected company.

4. LITERATURE REVIEW

Yuvaraj (2011) has highlighted that competency mapping identifies an individual's strengths and weaknesses to help them better understand themselves and it describes what has to be done. Competency mapping is one of the most accurate means in identifying the job and behaviour competencies of an individual in an organisation.

Dr. Nagaraju and Sathya Narayana Gowda (2012) in their article concluded that competency is a key behaviour of employees in the sample organizations that enables the superior performance of the organizations as a whole. Competency mapping lends to innovate, ability to adopt new technologies and understand the needs of customers.

Dr.V. K. Jain (2013) in his article has concluded that the term of competencies included attributes, skills and knowledge parameters in detail and makes a gap analysis in the actual and desired skills and assesses the training needs of the employees.

Balaji and Vimala (2012) in their study have portrayed that the competency gaps are found to be higher in job related skills, performance and Meta qualities of employees in the organization. These could be developed by giving training to the employees.

Dr. P. Suguna and Tamilselvi (2013) found that competency mapping should not be seen as rewards and it is not only done for confirmed employees of an organisation and it can also be done for contract workers or for those seeking employment to show their skills.

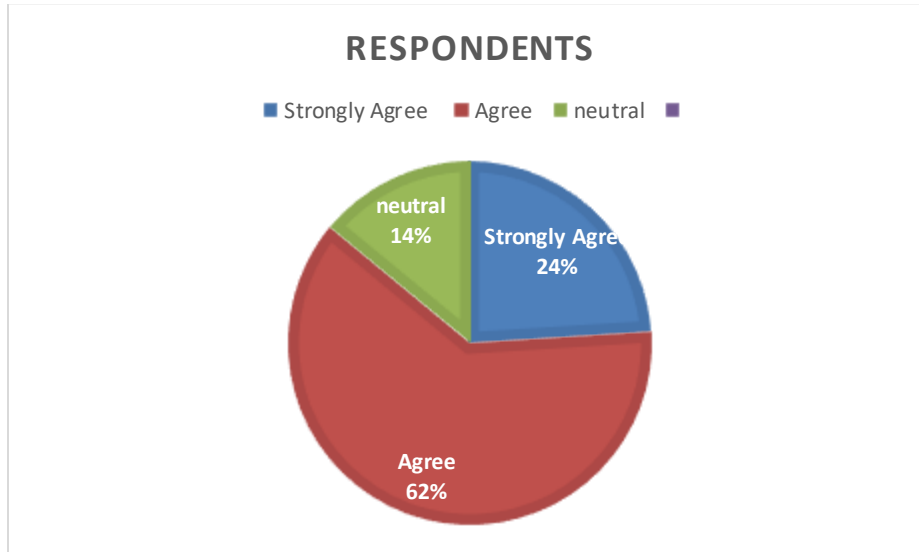
5. RESEARCH METHODOLOGY

Data for the research was collected from 100 employees in the organization by random sampling method and a well-defined questionnaire was prepared with 3 point scale and distributed among the employees. Primary data was collected through questionnaire and secondary data was collected from various journals and books. Chisquare was used as tool for analytical purpose.

6. DATA ANALYSIS

PDDRO (Planning, Design, Delivery, Review and Outcome) process cycle is conducted to implement training program.

Degree of Rating	No of respondents	Percentage (%)
Strongly Agree	24	24
Agree	62	60
Disagree	14	14
Total	100	100



Application of Chi-Square test: Null hypothesis (Ho)

There is no difference between the PDDRO process cycle is conducted to implement training program based on their experience.

Degree of Rating	Experience Years				Total	Significant Level
	0-5 years	5-10 years	10-15 years	Above 15 years		
Strongly Agree	18	5	1	0	24	0.21
Agree	42	16	4	0	62	
Disagree	11	2	0	1	14	
Total	71	23	5	1	100	

7. FINDINGS

1. It is clear to find the findings that there is a difference in the levels of satisfaction.
2. Most of the respondents agreed that PDDRO Training program is conducted.
3. 24% of the employees strongly agreed for conducting the PDDRO process.
4. Majority of the respondents were 0-5 years experienced.
5. The P. Value 0.210 is greater than 0.05 at 5% significant level.
6. So, the null hypothesis is accepted.
7. There is no relationship between the PDDRD process cycle is conducted to implement training program based on their experience.

8. SUGGESTIONS

Competency mapping must be frequently done to test the competency level of the employees. Since most of the employees are performing different jobs than they were doing at the time of their joining, more training shall be provided to perform the new work. Though the present status of competency mapping of employees is good and effective at 3De Technology Proto Type Solution Pvt Ltd., Hosur the following suggestions may be taken into

consideration to maintain the same status and strengthen the existing system of competency mapping in future. Some employees feel that they need more soft skill programs to perform the work effectively. Different sources of competency techniques may be encouraged among the employees. The company shall organize career development programme frequently at regular intervals to improve their efficiency. The management shall regularly implement the 360-degree feedback system to increase the performance level of employees. Motivation should be given to the employees so that more interest can be inculcated in knowledge enhancement and management.

9. CONCLUSION

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently and it describes what must be done and what must not be done. The competency mapping is a vital part that can duly be considered for retaining the latent skill sets of all categorical employees to meet job requirements in organisations. From the above study it can be concluded that competency mapping is a new era in the field of Human Resource. 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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