

## **A RESEARCH ON COMPETENCY MAPPING TOWARDS EMPLOYEES IN PRODUCTION COMPANY**

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### **ABSTRACT**

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. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. The objectives are to find the competency levels of employees in production company. To find the proportion of good performers to that of average/bad performers. To ensure the effectiveness of competency/competencies at all levels. The type of research undertaken for the study is descriptive study. Descriptive research provides a description of a specific situation in such a way, so as to help the researcher to identify the cause and relationship. For the purpose of analysis, we use the radar chart, also known as a spider chart or a star chart because of its appearance, plots the values of each category along a separate axis that starts in the center of the chart and ends on the outer ring. The study has helped to understand about the competency level of employees in production unit. As a result, the gap between the expected and the observed competency for leadership, motivation, communication, knowledge and team spirit is low, hence the managers possess good level of competency and the gap between the expected and the observed competency for decision making and interpersonal skill is high, hence the managers have to improve on that for better result.

**(Key words:** Organizations, Competencies, Descriptive research, Radar chart, for leadership, motivation, communication, knowledge and team spirit)

## INTRODUCTION

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. Competencies are the inner tools for motivating employees, directing systems and processes and guiding the business towards common goals that allow the organizations to increase its value. Competencies provide a common language and method that can integrate all the major HR functions and services like Recruitment, Training, performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system.

Over the past 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance.

## COMPETENCY MAPPING

Competencies are becoming a frequently-used and written-about vehicle for organizational applications such as:

- Defining the factors for success in jobs (i.e., work) 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 jobs and roles
- Selecting applicants for open positions, using competency-based interviewing techniques.

## COMPETENCY MODEL:

The roots of competency modeling date as far back as the early 1900's but these models have become widely popular these days. A competency model is an organizing framework that lists the competencies required for effective performance in a specific job, job family (e.g., group of related jobs), organization, function, or process. Individual competencies are organized into competency models to enable people in an organization or profession to understand, discuss, and apply the competencies to workforce performance.

The competencies in a model may be organized in a variety of formats. No one approach is inherently best; organizational needs will determine the optimal framework. A common approach is to identify several competencies that are essential for all employees and then identify several additional categories of competencies that apply only to specific subgroups. Some competency models are organized according to the type of competency, such as leadership, personal effectiveness, or technical capacity. Other models may

employ a framework based on job level, with a basic set of competencies for a given job family and additional competencies added cumulatively for each higher job level within the job family

### **Skills + Knowledge + Ability**

=Competency

=Observable Behavior

=Effective Outcomes [Performance on Job]

=Strategic Success Modeling – A Competency Model

## **TRADITIONAL JOB ANALYSIS VS COMPETENCY APPROACH**

Job Analysis leads to

- Long lists of tasks and the skills / knowledge required to perform each of those tasks.
- Data generation from subject matter experts; job incumbents
- Effective Performance

Competency model leads to

- A distilled set of underlying personal characteristics.
- Data generation from outstanding performers in addition to subject matter experts and other job incumbents.
- Outstanding Performance

The approach allows executives and managers to make a distinction between a person's ability to do specific tasks at the minimum acceptable level and the ability to do the whole job in an outstanding fashion

## **REVIEW OF LITERATURE**

First popularized by **BOYATZIS** (1982) with Research result on clusters of competencies:

“A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results”

### **UNIDO (2002)**

A Competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job.

**MANSFIELD (1997)**

“Underlying characteristics of a person that results in effective a superior performance”

**WOODRUFFE (1991)**

**Competency:** A person- related concept that refers to the dimensions of behavior lying behind competent performer.

**Competence:** A work- related concept that refers to areas of work at which the person is competent

**Competencies:** Often referred as the combination of the above two.

**ALBANESE (1989)**

Competencies are personal characteristics that contribute to effective managerial performance.

**Michael Crozier**

Michael Crozier shocked the management community by defining the organization as imperfect social compromises. Far from being scientific constructs he depicted a complex organization as a reflection of its actual degree of competency.

Despite a growing interest of competency among managers and human resource professionals in recent years, the modern competency movement in industrial-organizational psychology actually dates from the mid1950's and early 1970's.

In that regard, John Flanagan's work (1954) and Dave McClelland's studies (1970) might be cited as two landmark efforts that originally invented the concept of competency. Concept maps were invented by Joseph Novak in the 1960s for use as a teaching tool. Later in 1986 William Trochim developed the concept map into a strategic planning tool for use in the design of organizational components. Trochim's technique differs significantly from Novak's original school of thought. While Novak's maps are generated for an individual, Trochim's are generated by a group.

**Benjamin Bloom (USA)**

In mid fifties Benjamin laid the foundation for identifying educational objectives by defining KSA's needed to be developed in education. The educational objectives developed by them were grouped under the cognitive domain.

**David McClelland (Harvard Psychologist)**

He pioneered the Competency Movement across the world and made it a global concept. His classic books on Talent and Society, Achievement motive, The Achieving Society, Motivating economic achievement and power the inner experience brought out several new dimensions of the competency. These competencies exposed by Mc .Clelland dealt with effective domain in Bloom's terminology.

**John Flanagan (1954)**

A seminal article published by John Flanagan in 1954 established Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies. Based on studies of US Air Force pilot performance, Flanagan concluded that "the principle objective of job analysis procedures should be the determination of critical requirements. These requirements include those which have been demonstrated to have made the difference between success and failure in carrying out an important part of the job assigned in a significant number of instances". From here, critical incidents technique was originally discovered.

Critical incidents itself can be defined as a set of procedures for systematically identifying behaviors that contribute to success or failure of individuals or organizations in specific situations.

Flanagan's work, while not strictly about competencies, was important because it laid the foundation for a new approach to examining what people do. In a later form, the critical incidents technique would resurface to focus around significant behavioral events that distinguish between exemplary and fully-successful performers.

It is Flanagan's critical incidents technique that sixteen years later inspires David McClelland to discover and develop the term of "competency".

**Richard Boyatzis.**

Richard Boyatzis wrote the first empirically-based and fully-researched book on competency model developments. It was with Boyatzis that job competency came to widely understood to mean an underlying characteristic of a person that leads or causes superior or effective performance. Boyatzis was explicit in describing the importance of clearly-defined competency as reflected in specific behavior and clearly defined performance outcomes when he wrote that "the important points is that specific actions cause, or lead to, the specified results. Certain characteristics or abilities of the person enable him or her to demonstrate the appropriate specific actions"(Boyatzis, 1982, p. 12).

As founding developer of competency modeling in the United States, Boyatzis grounded competency interventions on documented behavioral indicators that caused or influenced effective job performance. Boyatzis, like Flanagan, stressed the importance of systematic analysis in collecting and analyzing examples of the actual performance of individuals doing the work. The method for documenting the actual performance was collected through the behavioral event interview (BEI), an intensive face-to-face interview that involves soliciting critical incidents from performers and documenting what the performers thinking and doing during the incidents.

### **OBJECTIVES OF THE STUDY**

- To find the competency levels of employees in production company.
- To find the proportion of good performers to that of average/bad performers.
- To ensure the effectiveness of competency/competencies at all levels.
- To identify the areas where development is needed.
- To identify the gap between expected and actual performance

### **COMPETENCY MATRIX:**

- **BY USING RADAR CHART**

A radar chart, also known as a spider chart or a star chart because of its appearance, plots the values of each category along a separate axis that starts in the center of the chart and ends on the outer ring.

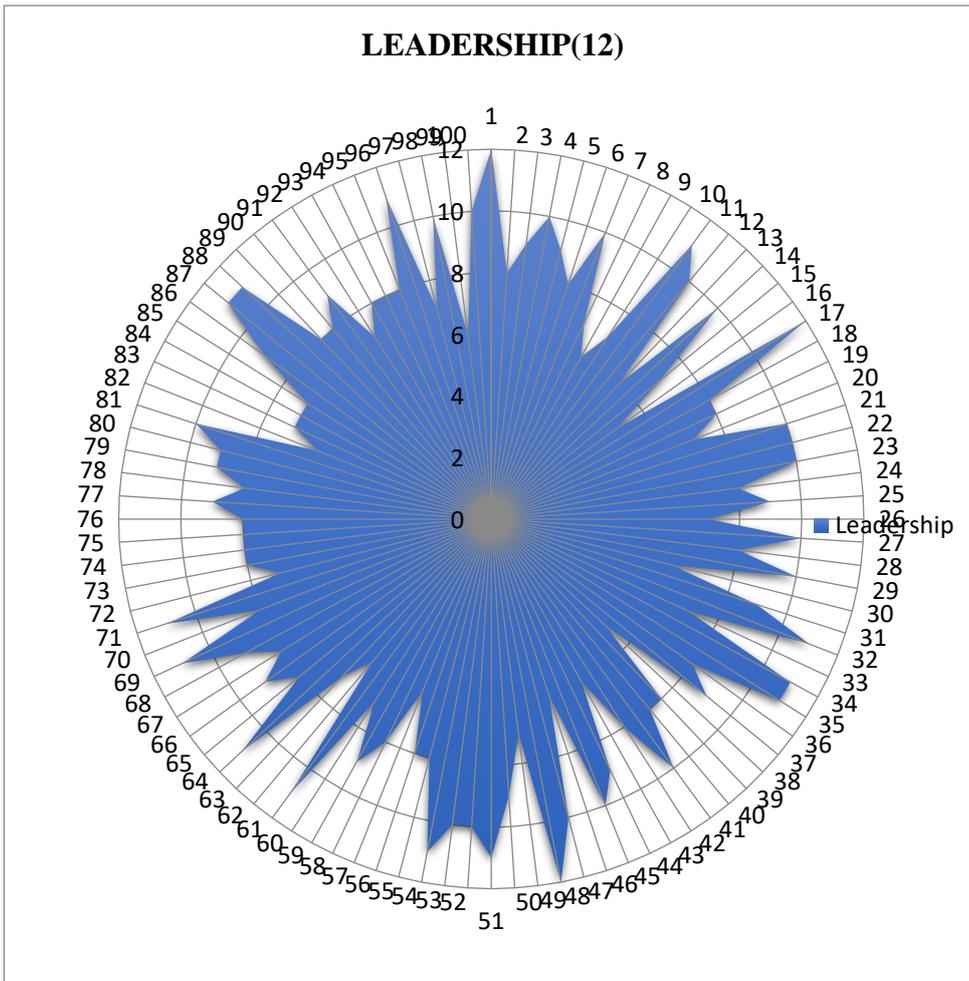
Radar charts are usually used to compare performance of different entities on a same set of axes. A radar chart graphically shows the size of the gaps among five to ten organizational performance areas. The chart displays the important categories of performance and makes visible concentrations of strengths and weaknesses. A radar chart shows how a team has evaluated a number of organizational performance areas.

**COMPETENCY MATRIX  
BY USING RADAR CHART**

**RADAR CHART:**

To show the competency gaps that exists at a particular job position.

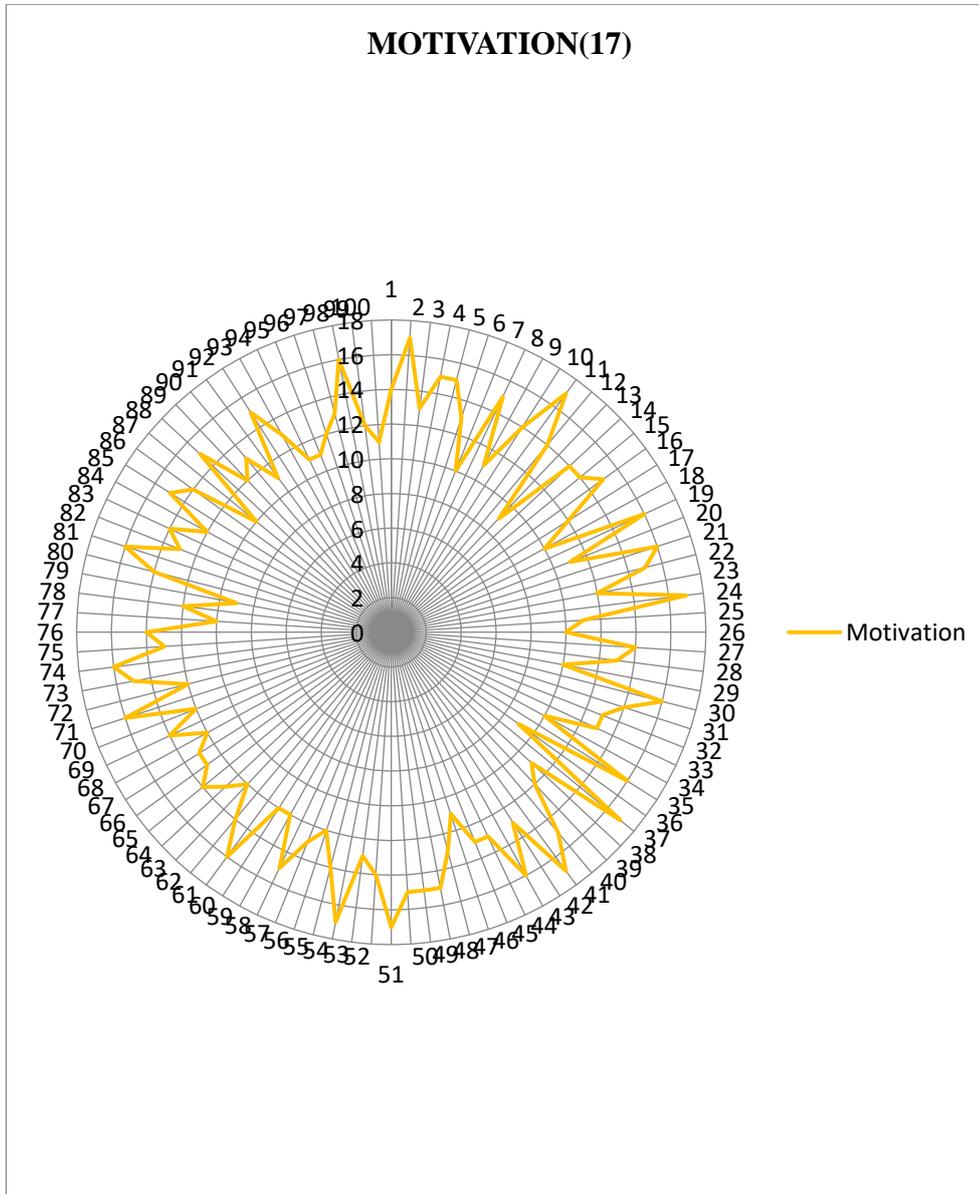
**LEADERSHIP**



**INFERENCE:**

It is inferred that the leadership competency level of manager is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good leadership quality.

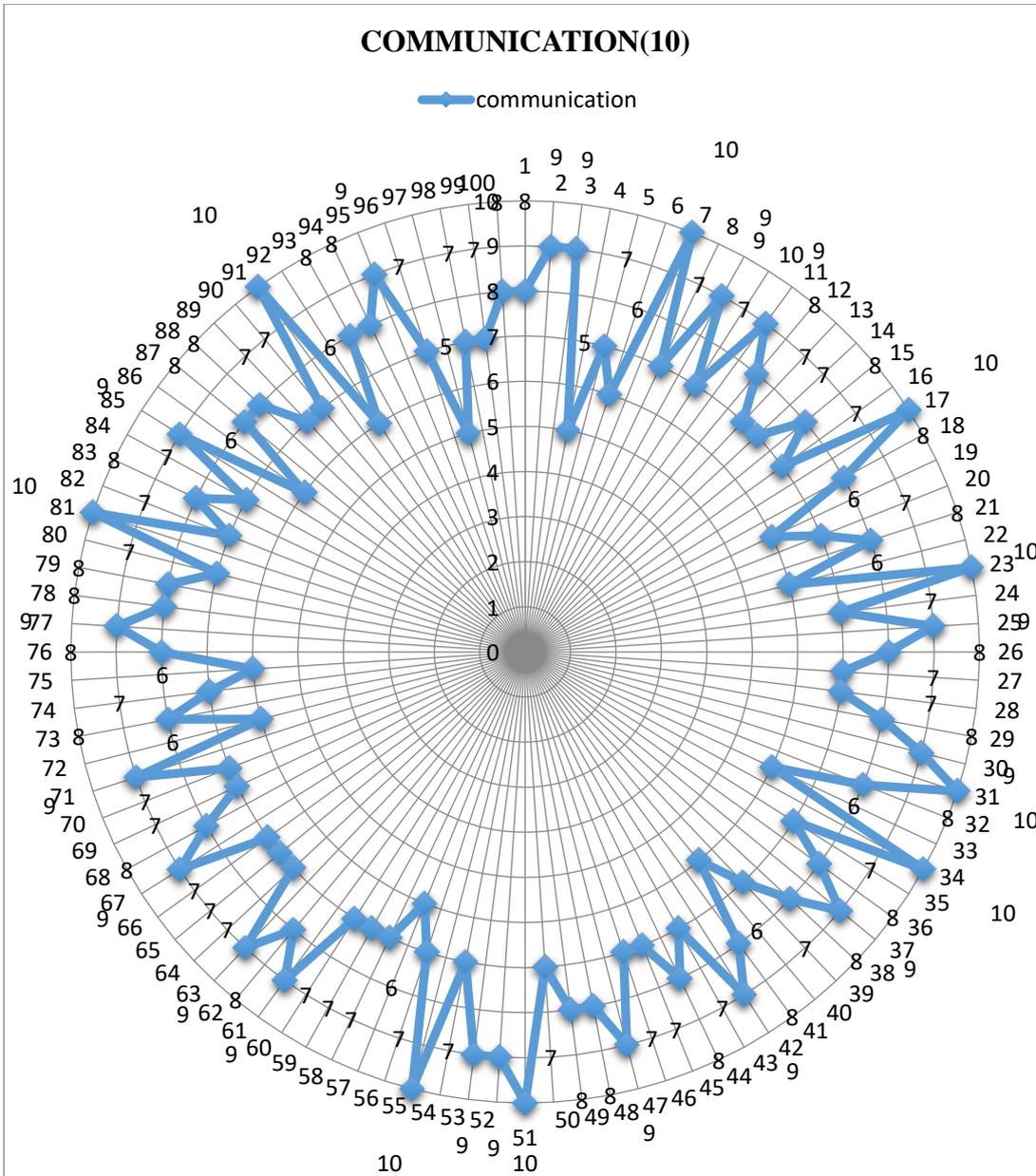
## MOTIVATION



### INFERENCE:

It is inferred that the motivation competency level of manager is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good level of motivating their employees.

COMMUNICATION

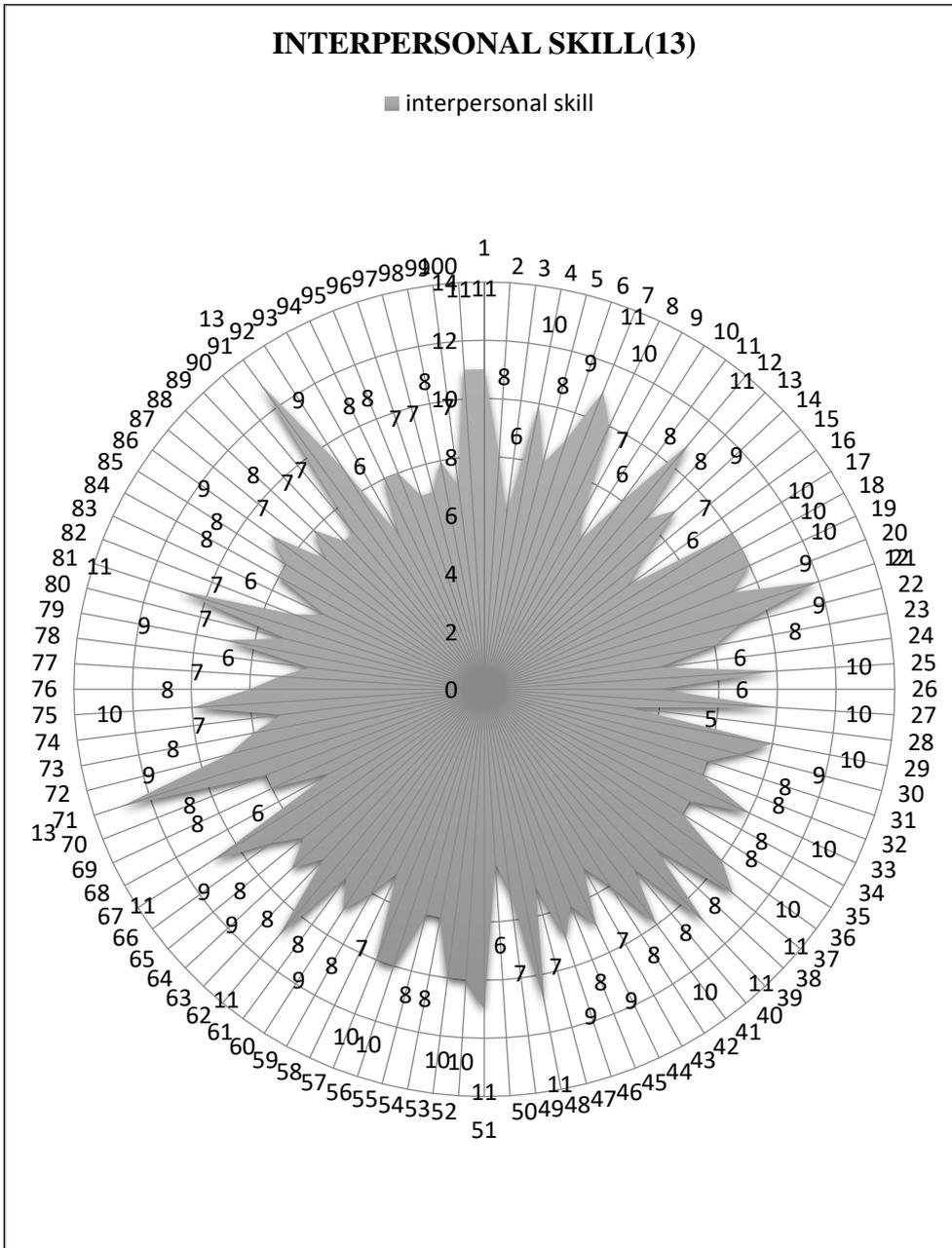


INFERENCE:

It is inferred that the communication competency level of manager is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good level of communication with their employees.



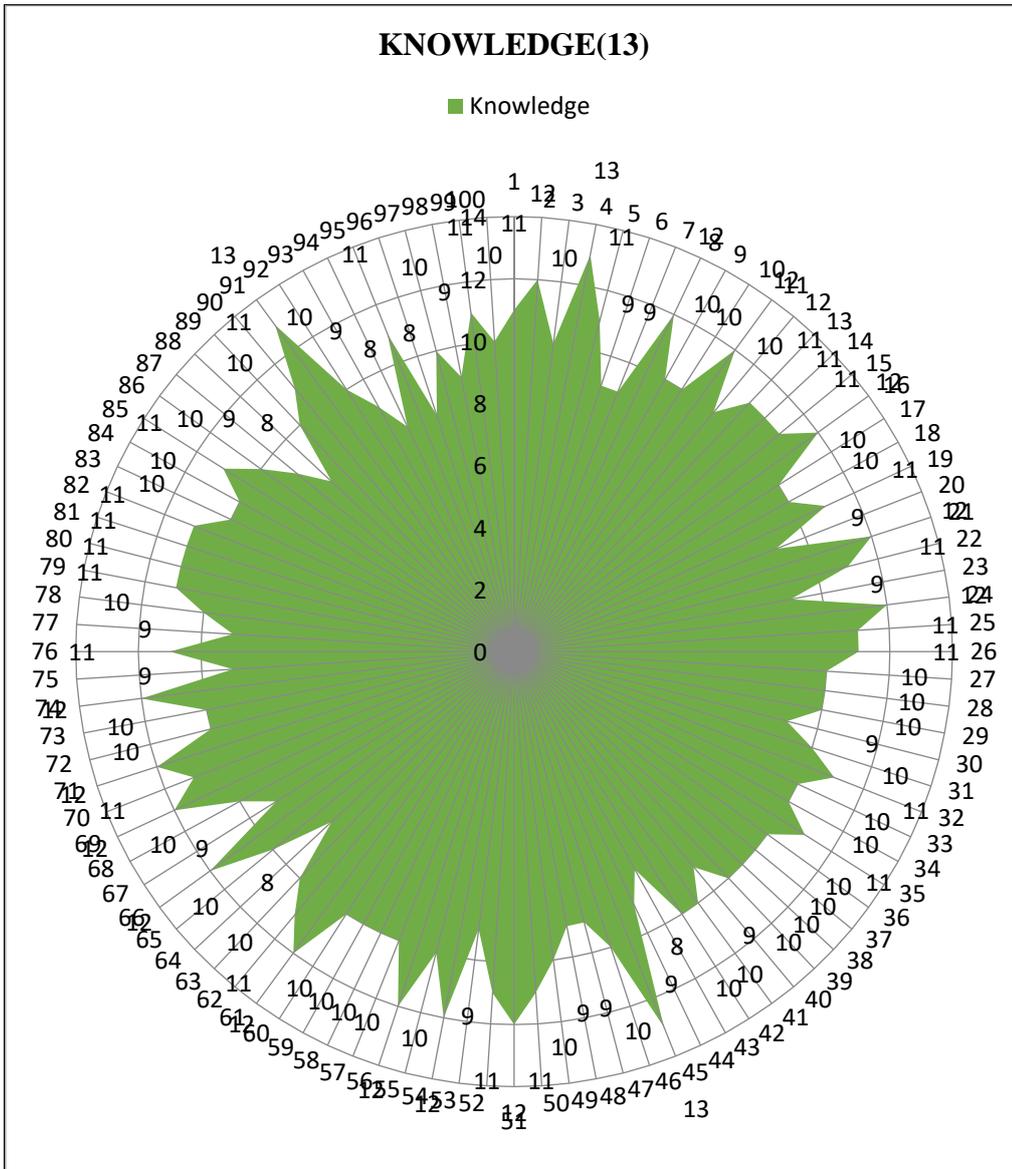
**INTERPERSONAL SKILL**



**INFERENCE:**

It is inferred that the interpersonal skill competency level of managers is not up to the mark and the gap between the expected and the observed competency is high, hence they possess low level of interpersonal skill.

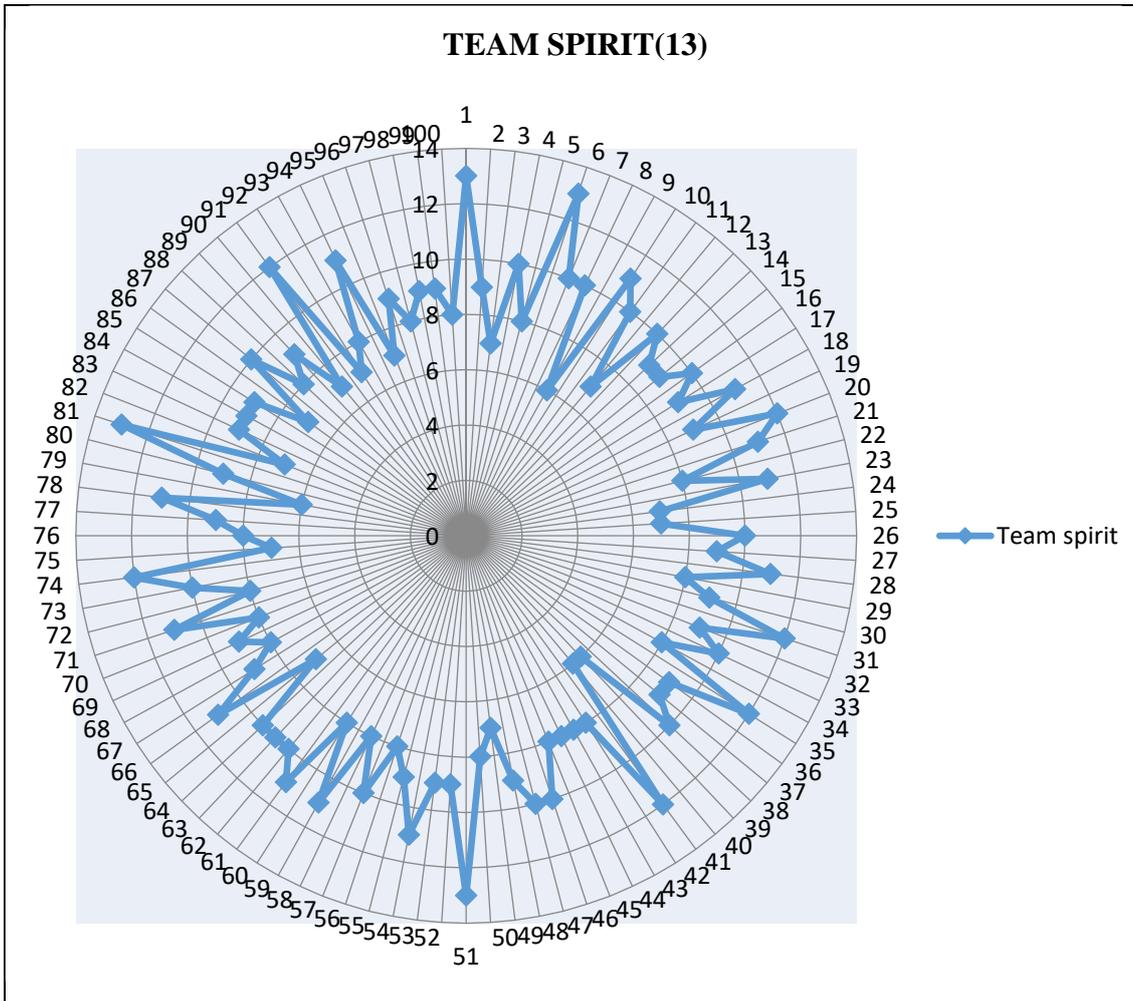
### KNOWLEDGE



### INFERENCE:

It is inferred that the knowledge competency level of employees is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess high level of knowledge.

**TEAM SPIRIT**



**INFERENCE:**

It is inferred that the team spirit competency level of employees is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good level of team spirit.

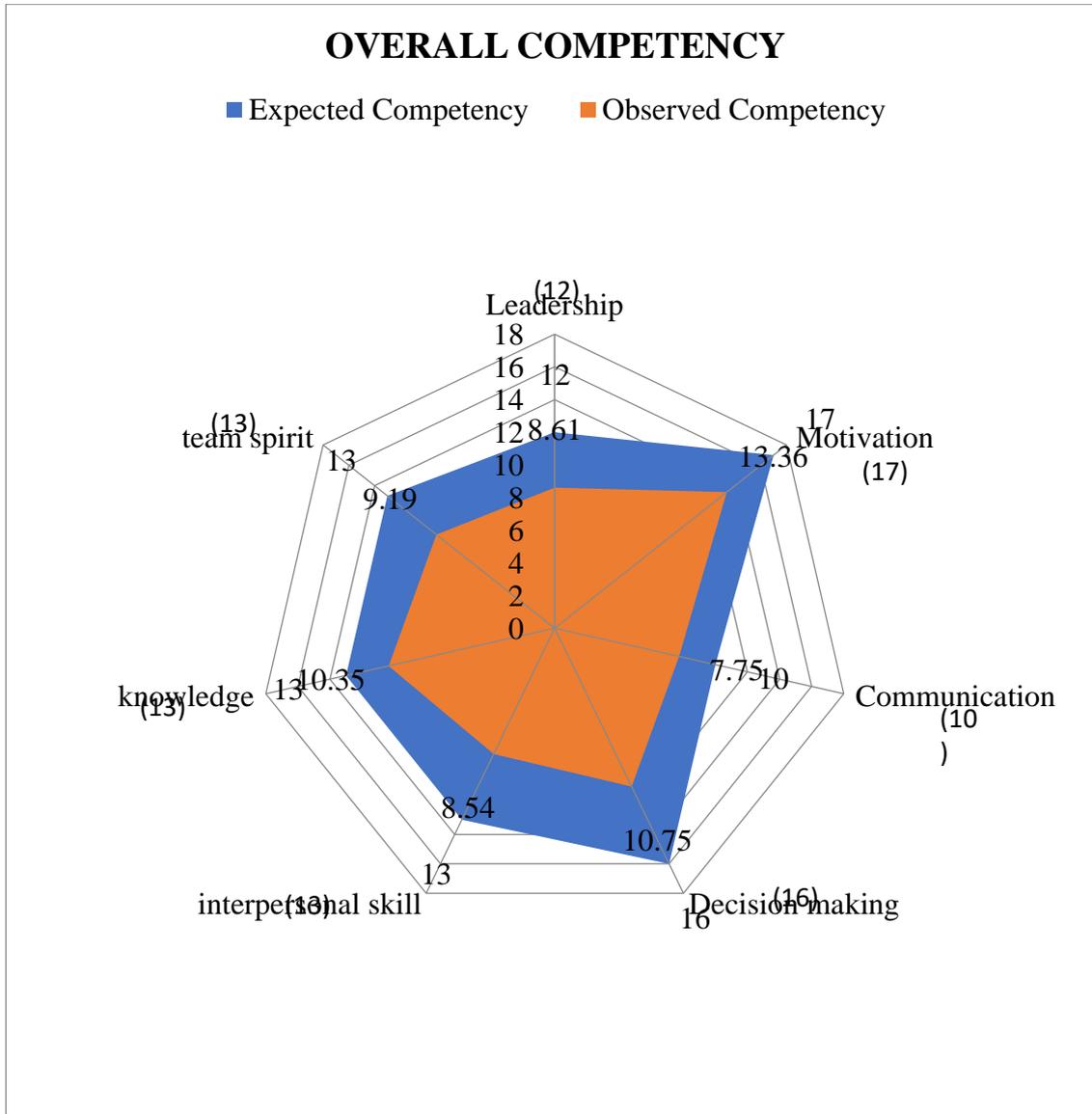
**OVERALL COMPETENCY LEVELS**

<b>PARTICULAR</b>	<b>EXPECTED COMPETENCEY</b>	<b>OBSERVED COMPETENCY</b>
LEADERSHIP	12	8.61
MOTIVATION	17	13.36
COMMUNICATION	10	7.75
DECISION MAKING	16	10.75
INTERPERSONAL SKILL	13	8.54
KNOWLEDGE	13	10.35
TEAM SPIRIT	13	9.19

**INFERENCE:**

It is inferred that the leadership, motivation, communication, knowledge and team spirit level of the managers are up to the mark, hence the gap between the expected and the observed competency is low and where the competency level of decision making and interpersonal skill level of managers is not up to the mark and the gap is also huge when compared to other competencies.

**FIGURE OVERALL COMPETENCY**



**INFERENCE:**

It is inferred that the leadership, motivation, communication, knowledge and team spirit level of the managers are up to the mark, hence the gap between the expected and the observed competency is low and where the competency level of decision making and interpersonal skill level of managers is not up to the mark and the gap is also huge when compared to other competencies.

## RESULTS, DISCUSSION AND CONCLUSION

### FINDINGS OF THE STUDY

- It is found that 59% of employees are not inspired by their managers.
- It is found that 40% of employees are encouraged sometimes by their managers.
- 36% of employees feel that their managers resolve the conflict when arises.
- 79% of respondents agree that their managers have necessary skills to perform the tasks.

### MATRIX:

- The leadership level of the manager is up to the mark and the gap between the expected and the observed competency is low and hence they possess good leadership quality.
- The motivation competency level of manager is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good level of motivating their employees.
- The communication competency level of manager is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good level of communication with their employees.
- The decision-making competency level of manager is not up to the mark and there is huge gap between the expected and the observed competency, hence the decision-making capacity is not well possessed.
- The interpersonal skill competency level of managers is not up to the mark and the gap between the expected and the observed competency is high, hence they possess low level of interpersonal skill.
- The knowledge level of employees is up to the mark and the gap between the expected and the observed competency is low.
- The team spirit of employees is up to the mark and the gap between the expected and the observed competency is minimum, hence they possess good level of team spirit.

### SUGGESTIONS

- Managers can encourage their employees, even more as it increases the involvement and initiation from employees.
- The level of involvement by managers for resolving conflict should be increased which makes employees feel secured.

- Managers must concentrate more on recognizing and acknowledging the work done by employees which may produce best results.
- Employees must be given better training on cooperation.
- Decision making skill has to be improved for the better result.
- Managers must improve their interpersonal skill.

## **CONCLUSION**

Most of the employees are satisfied with the support, motivation and communication provided by their superiors. Also, most of the workmen possess a good knowledge on all the aspects of the organization. As a result, the gap between the expected and the observed competency for leadership, motivation, communication, knowledge and team spirit is low, hence the managers possess good level of competency and the gap between the expected and the observed competency for decision making and interpersonal skill is high, hence the managers have to improve on that for better result.