A Study on Mappingo Employees Competency

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Abstract-This study aims to assess the competency of the employees of organisation. It evaluates various aspects of employees' competency such as ability to mutual relationship, communication, adaptability, leadership and overall task proficiency. This study may help the organization to identify the men of incompetence among the employ-ees, and to take remedial measures to improve their performance.

I. INTRODUCTION

In a knowledge-based economy, it is important for organizations to evaluate workforce competency and develop them on an ongoing basis to meet the global competition. Organizations rely on their competent employees as a main resource. Such concept has lead to the success of an organization. McClelland (1973) stated that a "competence" in tradition, is "a personal trait or set of habits that leads to more effective or superior job performance", in other words, an "ability that adds clear eco¬nomic value to the efforts of a person on the job". Competency mapping is used to identify key attributes (knowledge, skills, and behaviour attributes) that are required to effectively perform job classification or any identified process. Competency map¬ping evaluates individual strengths and weaknesses, helping to show them, where career development efforts are required.

II. COMPETENCY

Competency is the capacity of an individual developing behaviour, adequate for the job demands governed by parameters of the organizational environment in achieving desired results. The competency mix is comprised of Knowledge, Skills and Attitude.

According to Hogg B (1989) "competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupa¬tional area. Competency also embodies the capacity of transfer sills and abilities from one area to another"

Klemp (1980) defined it as, "an underlying characteristic of a person which results in effective and/or superior performance on the job".

Woodall and Winstanley (1998) maintain competency as "the skills, knowledge and understanding, qualities and attrib¬utes, sets of values, beliefs and attitudes which lead to effective managerial performance in a given context, situation or role".

III. REVIEW

Boyatzis (2007) adopted the term competency an "underlying characteristic of an individual that is casually related to effective or superior performance in a job". He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership, human resource management, directing subordinates and focus on others.

Deb (2006) stated that Human Resource Manager has to help all other functions to continuously upgrade their own systems, processes, practices, and skills by providing relevant internal and external training and expertise. He also explained that to keep upgrading the competencies of the human resources functionaries at all levels, in the formulation and implementation of human resources structures, systems, policies and practices dealing with individuals and collectives, as well as their dynamically updated knowledge of the business environment, others functions challenges and emerging human resources needs.

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 organisation. Performance management com¬petency 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.

Gilbert (1996) define competence as the state of being com¬petent refers to having the ability to consistently produce the re-sults (the worthy outcomes of behavior) that are required for the most efficient and effective achievement of the larger organiza¬tional goals.

IV. CLASSIFICATION OF COMPETENCIES

Core Competencies

A core competency is defined as an inherent individual capability, critical to the success of business. This is a competency that most individuals are expected to possess, most valued by organisations. Core Competencies are not fixed, as they change in response to the company's environment, involving flexibility and overtime, concomitant with new business changes and adaptations.

Professional Competencies or functional competencies Distinctive organization competencies for each job are grouped, wherein the goal is to optimize performance by improved technical skills.

There are three groups:

1. Behavioural Competencies - required in terms of behaviour.
2. Threshold competencies- required to perform a job effetively.
3. Differentiating competencies-which identify and rate indi¬vidual performances.

Competency Mapping

Competency mapping identifies the competency of an individual or group of individuals in relation to job requirements. Competency mapping envisages development and sustainability of competency, based on the changing organizational requirements.

Competency Identification

It identifies the competencies required to perform a given job/role successfully. The following tools are used to iden¬tify the competencies job; task forces, self benchmarking or by superiors- HR specialist, job experts/ subject matter specialist, task analysis workshop, questionnaire, interviews, group work, critical incident technique and repertory grid.

Competency assessment

Competency assessment is the process of assessing the required competency of an individual or group of individuals. The competency of individual or group are assessed by using the following tools; Self and Superior Assessment, 360 degree feed-back, Assessment center, Psychometric tests, Interviews, Leaderless Group Discussion (LGD), In-basket exercise, Management Games, Role play, Case study, Scenario discussion and Portfolio presentation.

Objectives Of The Study

To measure the level of competency of the employees . To explore the needs of the employees to develop their competency for effective and efficient job performance.

Justification For The Study

Firms in Global context are increasingly aware of the need of competent employees. Companies nowadays, facing increased Manpower cost, need to ensure maximum available organiza¬tional 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 consid¬erations justify the need for mapping, identifying and assessing the competencies for employees, becoming a strategy for core competency to the organization.

Scope Of The Study.

This research is to help organizations to develop the com¬petency of the employees; while helping organisations regarding promotion of HR activities , training, career development, career succession planning, job redesign, counselling and coaching by suitable matching of individual competency with the compe¬tency required. Thereby this research will identify and develop specific skills needed of the individuals, to minimize their defi¬ciencies.

V. CONCLUSION

The broad concept might say to be based on the frequently quoted adage: "people get hired for what they know but fired for how they behave!" This research describes to, check the feasibility of implementing competency mapping. Competency mapping can implemented since Competence management will have various aspects under it like competence profiling and finding what the company is good at, competence building that is building new competence to match the market demands, recruitment based on competencies.

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