

A Feasibility Analysis on Competency Mapping In Apparels Private Limited

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Abstract- *Competency Mapping is a process of identifies key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. Competency Mapping to be done very intelligently in an industrial environment without giving dissatisfaction and a negative impact to workforce. It also involves by assessing the emotional intelligence and emotional quotient of the individual and assessing their current skills. Competency mapping also requires some thought, time, and analysis, and some people simply may not want to do the work involved to sufficiently map competencies*

Keywords- job evaluation, training, recruitment .

I. INTRODUCTION

Competency Mapping is a process of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies. If the company does not respond to competency mapping by reorganizing its employees, then it can be of little short-term benefit and may actually result in greater unhappiness on the part of individual employees. A person identified as needing to learn new things in order to remain happy might find himself or herself in a position where no new training is ever required. If the employer cannot provide a position for an employee that fits him or her better, competency mapping may be of little use. Competency has the following

- Knowledge
- Skills
- Attitude

These three factors are important for identifying competency of a person. Different individual requires different competency for example, a person working in a manufacturing unit may require different competency than a person working

in an IT sector. Competency difference from industry to industry

II. IDENTIFY, RESEARCH AND COLLECT IDEA

Sadhuji (2007) “A case study on competency mapping”. His study reveals Competency mapping is a process to identify key competencies for an organization and / or job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.

R.K.Antony (2008) Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it.

T.V Rao (2009) “A study on competency mapping and its importance” Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently.

A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies. If the company does not respond to competency mapping by reorganizing its employees, then it can be of little short-term benefit

A person identified as needing to learn new things in order to remain happy might find himself or herself in a position where no new training is ever required. If the employer cannot provide a position for an employee that fits him or her better, competency mapping may be of little use. The present study find out these problems in competency mapping in O.C.C.Apparels private limited, Tirupur.

OBJECTIVES OF THE STUDY

To study the competency mapping among the workers in .Apparels private limited.

To analyze the ability of workers to work in a team and with others effectively.

To find out emotional stability and ability to manage the stress in the work.

To suggest measures for developing personal competencies of workers.

SCOPE OF THE STUDY

Competency mapping is a way of assessing the strengths and weaknesses of a worker or organization. It's about identifying a person's job skills and strengths in areas like teamwork, leadership, and decision-making.

Individuals may also find that this type of assessment can help them to prepare for a career change or advance in a specific job field.

The present study aims to study the feasibility analysis of competency mapping in O.C.C. India private limited, Tirupur. This study is descriptive in nature. This study also reveals sufficient motivation provided by the employees, present work load, stress reducing techniques, types of training provided by the employees and benefits of competency mapping etc.,

LIMITATIONS OF THE STUDY

Time constraint is a major limitation of this study.

The study is applicable ton city only.

Since the sample size has been limited up to 150 respondents. The findings may not be applicable to the universe.

Personal bias of the employees is above one of the constraints.

Research methodology is a way of systematically solving the research problem. It may be understood as a science of studying how research is done scientifically. It is necessary for the researcher to know not only the research methods/techniques but also the methodology.

Research refers to a search for knowledge. Research is a scientific systematic search for pertinent information on a

specific topics. Infact research in an art of scientific investigation.

RESEARCH DESIGN

The study undertaken was descriptive in nature as it provides description of the state of affairs, as it exists at to study the feasibility analysis on competency mapping Apparels India private limited

SAMPLE SIZE

This refers to the number of items to be selected from the universe to constitute a sample. In this study 150 respondents in Apparels India private limited are taken as a simple for study.

SAMPLE TECHNIQUE

Convenience sampling technique is used for this study.

NATURE OF DATA:

The data was collected by using both primary data & secondary data which is used for the study.

METHODS OF DATA COLLECTION:

There are 2 types of methods of data collection used in the study

- A. Primary data
- B. Secondary data

A. PRIMARY DATA:

Primary data was collected by directly meeting the respondents with the aid of a interview schedule. It is the data collected for the first time & it is the fresh data collection by the researcher himself.

SECONDARY DATA:

The secondary data was collected from the magazines, books, journals and websites.

ANALYSIS OF TOOLS

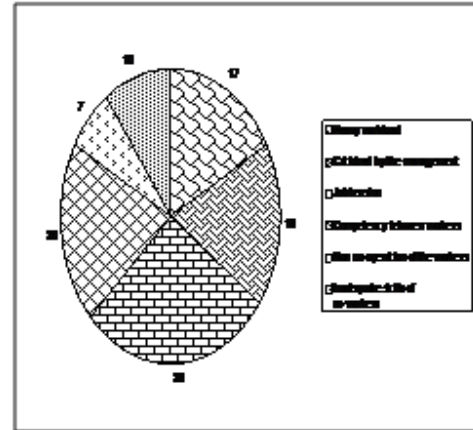
- Simple percentage analysis
- Point analysis
- Chi-square
- Rank analysis

- Anova

III. WRITE DOWN YOUR STUDIES AND FINDINGS

PARTICIPATION IN THE TEAM WORK

S.NO	INVOLVEMENT IN TEAM WORK	NO.OF RESPONDENTS	(%)
1.	Yes	126	84
2.	No	24	16
	TOTAL	150	100



OPINION ABOUT THE SUCCESS DEPENDS ON

RELATIONSHIP BETWEEN THE TEAM MEMBERS

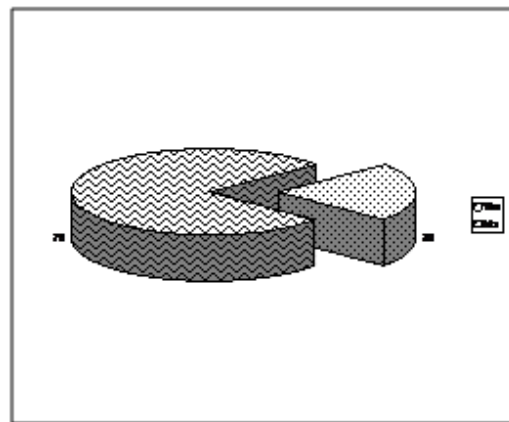
S.NO	OPINION	NO.OF RESPONDENTS	PERCENTAGE (%)
1.	Good	81	54
2.	Moderate	39	26
3.	Poor	30	20
	TOTAL	150	100

COMPETENT MANAGERS

S.NO	SUCCESS DEPENDS	NO.OF RESPONDENTS	PERCENTAGE (%)
1.	Yes	117	78
2.	No	33	22
	TOTAL	150	100

OPINION REGARDING REASON FOR STRESS

S.NO	REASON	NO.OF RESPONDENTS	(%)
1.	Heavy workload	20	17
2.	Criticized by the management	21	18
3.	Job tension	34	28
4.	Competency between workers	25	20
5.	Non co-operation of the workers	8	7
6.	Inadequate skills of co-workers	12	10
	TOTAL	120	100



OPINION REGARDING ORGANIZATION ABLE TO TREAT ALL DEPARTMENT WORKERS WITH KINDNESS AND COURTESY

S.N O	KINDNESS OF COURTESY	NO.OF RESPONDENTS	(%)	POINT ANALYSIS
1.	Very good	36	24	180
2.	Good	84	56	336
3.	Moderate	21	14	63
4.	Poor	9	6	18
5.	Very poor	0	0	0
	TOTAL	150	100	597
	Mean value			3.98

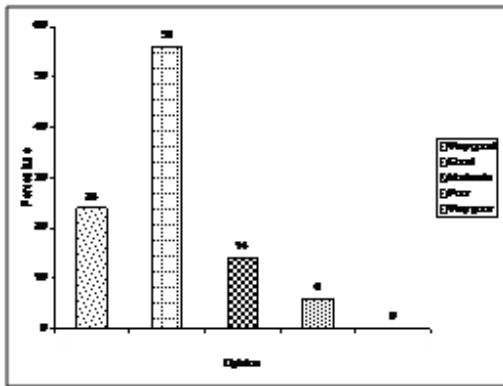
The above table, it shows that, 56% of the respondents felt good, 24% of the respondents felt very good, 14% of the respondents felt moderate and remaining of the respondents felt poor regarding the organization able to treat all department workers with kindness and courtesy.

POINT ANALYSIS:

Total Points

$$\text{Point Analysis} = \frac{\text{Total Points}}{\text{No. of Respondents}} = \frac{597}{150} = 3.98$$

The total points obtained as 597 and the calculated mean value is 3.98, which is greater than the normal mean value 3. Hence the respondents are satisfied with the organization able to treat all department workers with kindness and courtesy.



RANK ANALYSIS

Factors	I	II	III	IV	V	Total Points	Rank
Increasing productivity	36	36	24	27	27	477	2
Work performance	60	18	30	21	21	525	1
Good relationship with management	18	27	36	36	33	411	4
To identify the behavioral standards	12	36	24	48	30	402	5
Performance excellence	24	30	36	18	42	426	3

The above table reveals that out of 150 respondents, the factor work performance was assigned first rank, second rank is assigned to the factor increasing productivity, performance excellence was assigned third rank, good relationship with management was assigned to fourth rank and to identify the behavioral standards is the reason to assigned fifth rank

ASSOCIATION BETWEEN THE PERSONAL FACTORS AND BASIS OF PROMOTION

To test the influence of independent variable (Gender, Age, Educational qualification, Years of Experience and Marital status) on the kind of segment, chi-square test has been applied. Table 3.27 has depicted the relationship between personal factors and basis of information with the null hypothesis.

H₀: There is no significant relationship between personal factors and basis of promotion.

Personal factors		Segment				C. V	T. V	Result
		Experience	Seniority	Influence	Total			
Gender	Male	50	30	16	96	1.5983	5.991	NS
	Female	31	18	5	54			
	Total	81	48	21	155			

					0			
Age group	20-25 years	21	18	3	4	9.388	12.592	N S
	26-30 years	30	16	14	6			
	31-35 years	15	7	2	2			
	Above 35 years	15	7	2	2			
	Total	81	48	21	15			
Educational Qualification	Illiterate	2	2	2	6	7.977	12.592	N S
	SSLC	3	3	3	9			
	HSC	20	13	13	3			
	UG	56	30	13	9			
	Total	81	48	21	15			
Years of experience	Below 1 year	15	12	3	3	14.279	12.592	S
	1-3 years	20	18	4	4			
	3-5 years	22	16	7	4			
	Above 5 years	24	2	7	3			
	Total	81	48	21	15			
Marital status	Married	47	33	10	9	1.394	5.991	N S
	Unmarried	34	15	11	6			
	Total	81	48	21	15			

TABLE ANOVA TABLE

Source of variation	Sum of square	Degree of freedom	Mean of square	F value
Between columns	44026.19	3	14675.4	114.15
Between rows	62.69	3	21.56	67.45
Residual	1157.06	9	128.56	
Total	45835.94	15		

ANOVA results (high F value 114.15, 67.45) have revealed that the opinion of respondent has different significantly between the respondents of different age group. The f value is higher than table value (3.86), hence the hypothesis is rejected.

The test the influence of independent variable (Gender, Age, Marital status, Educational qualification, Years of Experience) on the kind of segment, chi-square test has been applied. Table 3.28 has depicted the relationship between personal factors and employees training with the null hypothesis.

H₀: There is no significant relationship between personal factors and employees training.

1. There is a relationship between gender and basis of promotion.
2. There is a relationship between age group and basis of promotion.
3. There is a relationship between educational qualification and basis of promotion.
4. There is no relationship between experience and basis of promotion.

There is a relationship between marital status and basis of promotion

AGE GROUP VS TRAINING PROGRAMMES, OPPORTUNITIES PROVIDED TO IMPROVE INTERPERSONAL SKILL, TREAT WORKERS WITH KINDNESS AND COURTESY & RELATIONSHIP WITH MANAGEMENT AND EMPLOYEES.

H₀: There is no significant difference opinion among the respondents of different age group and opinion about training programmes are useful to acquire new skills, opportunities provided to improve interpersonal skill, treat all department workers with kindness and courtesy & relationship with management and employees.

ASSOCIATION BETWEEN THE PERSONAL FACTORS AND EMPLOYEES TRAINING

					0			
Age group	20-25 years	21	18	3	4	9.388	12.592	N S
	26-30 years	30	16	14	6			
	31-35 years	15	7	2	2			
	Above 35 years	15	7	2	2			
	Total	81	48	21	15			
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	Total	81	48	21	15			
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	1-3 years	20	18	4	4			
	3-5 years	22	16	7	4			
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	Total	81	48	21	15			
Marital status	Married	47	33	10	9	1.394	5.991	N S
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1. There is a relationship between gender and basis of promotion.
2. There is a relationship between age group and basis of promotion.
3. There is a relationship between educational qualification and basis of promotion.
4. There is no relationship between experience and basis of promotion.

H₀: There is no significant relationship between personal factors and employees training.

There is a relationship between marital status and basis of promotion

ASSOCIATION BETWEEN THE PERSONAL FACTORS AND EMPLOYEES TRAINING

AGE GROUP VS TRAINING PROGRAMMES, OPPORTUNITIES PROVIDED TO IMPROVE INTERPERSONAL SKILL, TREAT WORKERS WITH KINDNESS AND COURTESY & RELATIONSHIP WITH MANAGEMENT AND EMPLOYEES.

H₀: There is no significant difference opinion among the respondents of different age group and opinion about training programmes are useful to acquire new skills, opportunities

Personal factors		Segment				C. V	T. V	Result
		Existing employees	Unskilled employees	Fresh employees	Total			
						3.954	5.99	S
Gender	Male	20	30	46	96			
	Female	19	12	23	54			
	Total	39	42	69	150			
Age group	20-25 years	10	18	14	42	19.6344	12.592	NS
	26-30 years	10	10	40	60			
	31-35 years	7	6	11	24			
	Above 35 years	12	8	4	24			
	Total	39	42	69	150			
Marital status	Married	20	30	40	90	3.638	5.991	S
	Unmarried	19	12	29	60			
	Total	39	42	69	150			
Educational qualification	Illiterate	2	2	2	6	5.078	12.592	S
	SSLC	3	3	3	3			
	HSC	12	12	12	36			
	UG	22	25	52	99			
	Total	39	42	69	150			
Years of experience	Below 1 year	12	8	10	30	4.993	12.592	S
	1-3 year	10	14	18	42			
	3-5 year	10	10	25	45			
	5 year	7	10	16	33			
	Total	39	42	69	150			

1. There is no relationship between gender and employees training.

2. There is a relationship between age group and employees training.
3. There is no relationship between marital status and employees training.
4. There is no relationship between educational qualification and employees training.

There is no relationship between years of experience and employees training.

V. IMPROVEMENT AS PER REVIEWER COMMENTS

FINDINGS

- It is found that 64% of the respondents are male.
- 40% of the respondents are 25-30 years of age group.
- Majority 60% of the respondents are married.
- 66% of the respondents are under graduate.
- Out of 150, 44% of the respondents monthly income is above Rs.8000.
- 30% of the respondents have 3-5 years experience.
- 32% of the respondents are working in stitching department.
- It is found that 68% of the respondents says that they are leader of the team.
- Majority 84% of the respondents participated in the team work.
- 54% of the respondents felt good regarding the relationship between the team members.
- Majority 72% of the respondents says that the employees insists them to participate in team work.
- 56% of the respondents always participate in the team work.
- Majority 72% of the respondents face some problems during team work.
- 37% of the respondents face the problem of heavy work load during team work.
- Majority 64% of the respondents felt good regarding motivation has obtained from the senior workers to work as a team.
- It is found that 60% of the respondents are satisfied with the communication system.
- Majority 80% of the respondents face some stress.
- It is found that 28% of the respondents says job tension is the main reason to creates job stress.
- 64% of the respondents felt that their present work load is heavy.
- It is found that 50% of the respondents followed listening music is the technique to reduce stress.
- 66% of the respondents states on the job training is conducted in the organization.

- 62% of the respondents states that the training program is conducted 6 months once.
- 46% of the respondents the training is needed for fresh employees.
- Most of the respondents (i.e.) 40% of the respondents are agreed regarding the training programmes are enough to acquire new skills.
- It is found that 54% of the respondents states that, the promotion is given in the concern on the basis of experience.
- Majority 70% of the respondents states that the management accepts their opinion and suggestions.
- 32% of the respondents have the competency of concern for excellence.
- Majority 54% of the respondents felt good regarding the opportunities provided to improve interpersonal skill.
- 62% of the respondents are satisfied with the competency level.
- Majority 70% of the respondents states the competency increases employees self reliance to work.
- Majority 78% of the respondents states that, top management accepts success of their organization depends on having competent managers.
- Majority 66% of the respondents states their management support the employees in problem solving & decision making.
- Majority 70% of the respondents states the interpersonal skills increases the productivity.
- Most of the respondents (i.e.) 56% of the respondents felt good regarding the organization able to treat all department workers with kindness and courtesy.
- 50% of the respondents felt good regarding the relationship between management and employees.
- The factor work performance was assigned first rank.
- The motivation of the people will increase the productivity, so the management may encourage the staff for their good performance.
- Some of the respondents feels their work load is heavy. Inadequate human resources lead to work overload to existing employees so that management may recruit more employees as per need.
- Recreation and refreshments can be arranged to regenerate the staff by reducing their physical fatigue and mental stress.
- Management should provide opportunities to employees to express their problems and feelings freely and should help them to overcome it.

VI. CONCLUSION

An organization cannot function if the employees are incompetent. Because the personal competency influences their work behaviour to greater extent. Developing these personal competencies will enhance the way of professional relationships are handled to facilitate individual learning and personal improvement. Companies are investing tremendous amount of time and money to have competent employees or they develop ordinary employees to extra-ordinary employees by developing distinguishable competencies. Managers and HR professional have realized the importance of competency mapping and they believe that, the future belongs to competent people and competency based organizations.

Competency mapping helps an organization to identify the critical competencies that are essential for employees to excel in an organization. By identifying the critical competencies existing with well performing employees, the other employees can also be stressed with the same by conducting training and development programmes.

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