

A Review Study On Employees' Competency Mapping And Output Management: With Reference Nagpur Based Small Scale Manufacturing Industries

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Abstract:

One of an organization's most important resources is its human capital. From the perspective of the organisation, employee development is the key. The competences (Knowledge, Skills, and Abilities) that employees possess have a major role in how they develop. In order to be successful, firms must identify and foster certain competencies among their workforces to make them more competitive and adaptable. However, from an organisational standpoint, the major problem here is figuring out which talents need to be identified and cultivated. According to research, there aren't any predetermined lists of skills needed for any job; rather, each person's skills vary depending on the demands of their position. Therefore, doing an accurate job analysis is required to identify the competencies, and creating strong job descriptions and staff specifications as a result is essential. Once the necessary skills are known, several training and development programmes can be used to incorporate those skills.

Keywords: Competency Mapping, Employee Development, Employee Performance, Employee competencies, Organizational Growth.

Introduction:

The most important and rare resource available to any firm on the planet is considered to be human resources. These days, how well an organization's human resources are recruited, managed, used, and kept is how we gauge its performance, not how well its physical resources perform. It is common knowledge that modern multinational corporations and other businesses need experts with the appropriate competences to enable their staff to perform their duties in a business climate that is always changing and competitive. Because competencies vary from job to job, it is impossible to say with certainty that this is a list of those that are required. It should be emphasised that there are many different ways to define competencies and how they are acquired. Competency is defined by the traditional author (White, 1959) as one's capacity or ability to engage successfully with

its surroundings and efficacy in achieving goals. When we ask HR - Managers what competences are necessary for a person to be competent, they frequently give us a variety of lists of abilities and traits. However, front-line managers believed that employees' perspectives and job performance were shaped by their competencies. (Erik Sandberg)

But if we consider the question, is the developed world facing a skills crisis? The majority of university graduates actually lack a significant number of abilities (Eben Harrell). Deloitte surveyed CEOs at large organisations in 2013, and over 39% of them stated that they are "barely able" or "unable" to meet their talent needs (Eben Harrell). Companies have two alternatives for overcoming the talent shortages: 1. aiming for the outside labour market; 2. concentrating on growing the inside market. Employees are under enormous

pressure to be more adaptable and multi-talented as the workplace is changing at a faster rate as a result of the introduction of new technology and innovations (P.Nagesh). From the viewpoint of the organisation, it must determine which staff competencies are crucial, and how these competencies are combined is a difficulty.

Competency includes knowledge, skill, attitude, and behaviour in its entirety. It also has a relationship to behaviour. Finding the essential competencies and implementing them among employees through appropriate job evaluation, recruitment, and training is known as competency mapping (Keerthana). The term "competence" evolved from R.W. White's 1959 psychological review paper, "Motivation Reconsidered: The Concept of Competence," which put it into the public eye. (2015) Cheryl Lasse Specific skills requiring a certain level of expertise make up a competency. Next, each ability must be precisely described, followed by a list of the specific actions required at various competency levels (Cheryl Lasse, 2015). When a certain person can perform a variety of duties or abilities at the desired competency level for the job, that employee is considered to be competent in that position (Cheryl Lasse, 2015). The University of Nebraska at Lincoln's (2019) definition of competency may be the clearest: It is the combination of observable and measurable knowledge, skills, abilities, and personal characteristics that contribute to improving the employee's performance and ultimately lead to organisational success.

Methodology

- The study, which is entirely secondary, aims to define competency and explain how it is crucial for the growth of both individual employees and the business as a whole.

The study's objectives are to:

- Review the literature, investigate competence mapping, and examine the

difficulties companies face in identifying distinct competencies.

- To determine how organisations perceive competency mapping as a useful tool for staff development.

Highly cited research studies on competency mapping, specifically the mapping of competencies that is done across businesses, were among the criteria used to choose the current research on the subject. EBSCO has been chosen for the review since it offers the most recent research studies that are now available on Google. For a deeper understanding of the chosen subject, various competency mapping models used by Indian organisations were investigated.

Literature Review

According to Naqvi, F. (2009), the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delve deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have successfully integrated competency-based systems in their HR initiatives.

Takey, S. M., & de Carvalho, M. M. (2015) proposes a seven-step method for the project management competency map. Additionally, the method helps to evaluate and design evolution trajectories based on organisational experience and challenges. This methodological approach merges literature reviews with qualitative and quantitative research methods. Data were collected in a

large Brazilian engineering company through the analysis of documentation, behavioural event interviews, self-assessment surveys and statistical analyses. The proposed method is simple, replicable and insightful for managers across all industries and consists of the following: a description of competence and performance criteria, an assessment process, a diagnosis of the current proficiency level, the identification of competence levels that differentiate professional categories, the establishment of expected profiles, a gap analysis and the association between experience and competency development.

According to Kaur, J., & Kumar, V. (2013), as global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the Strategic use of human resources. The ability of companies to effectively carry out competency based human resources management. HRM is becoming more and more crucial for their survival which are important to address with the changing nature of organizations. The researchers tested to what extent competency mapping would help in analyzing the gap in required skill and could be worked upon improve the level of competency. The competencies of managers from three different levels of management were measured with the help of questionnaire and gap was analyzed and it was found that the manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives.

According to Jain, V. K. (2013), HRD aims at constantly assessing competency requirements of different individuals to perform the jobs assigned to them effectively and provide opportunities for developing theses competencies to prepare them for future roles in

the organization. RXY Laboratories keeps a record of employees' Job Roles and prepares the Job descriptions accordingly. The present study was undertaken to analyze employee competencies including Attributes, Skills and Knowledge parameters in detail and make a gap analysis in the actual and desired skills and assess the training needs of the employees. It will help to improve the performance of the employees in general and provide information to the company about the skills they possess which will ensure development of promotion strategies within the company. The parameters were derived from the Job roles, HR policies and Key Result Areas (KRAs).

Al Hammadi, H. A. (2020), in his paper pointed to a major challenge facing large organizations in the U.S. at the time, which was the difficulty of attracting and retaining talented and experienced people especially for senior executive / leadership roles. The Talent Management as identified and mentioned by researchers. In general, these components could be considered as a component of talent retention and leadership, however, they do identify more with one of the main components than the other based on their characteristics Leadership: the talent mind set needs to be embedded throughout the organization, starting with the organization's head (**Kehinde 2012**). This research is important for academic reason; it helps to provide essential data and enhance ability of the organization to employee retention to longer period. Data were collected by distributing questionnaires to 371 systematic randomly sampled respondents. Data collected were analyzed by using descriptive and inferential statistics. The research showed that The Role of Leadership in The Talent Management and Employee Retention of Education in Abu Dhabi.

Putri, M. N., Kristiawan, M., & Rohana, R. (2020), in their research aimed at describing the competencies of the Principal in State Secondary school in Banyuasin Regency, it can be mapped the right program given to optimize it. This study was mixed method. The results

obtained the competencies of principals in State Secondary schools Banyuasin Regency have moderate managerial competency; entrepreneurship competencies are mostly included in the medium criteria; Supervision competencies in the medium category. Overall, most of the principals have good competency.

According to Kakemam, E., Liang, Z., Janati, A., Arab-Zozani, M., Mohaghegh, B., & Gholizadeh, M. (2020), competent managers are vital to the productivity and service quality of healthcare organizations and the sustainability of the healthcare system. To improve their management competence, understanding of management competency requirements is important. The purpose of this study was to synthesize the evidence related to the leadership and management competencies in healthcare organizations through the best-fit method. A systematic review of literature published between 2000 and 2020 was performed to identify studies focusing on confirming and/or identifying the competency requirements of hospital managers. The best-fit framework synthesis method was used to map the identified competencies and associated behavioral items against the validated management competency assessment program (MCAP) management competency framework. Twelve studies were identified for inclusion in the review. The mapping of the identified competencies and behavioral items generated a competency model for hospital managers that can apply for different healthcare context. The new competency model includes the following seven core leadership and management competencies: evidence-informed decision-making, operations, administration and resource management, knowledge of healthcare environment and the organization, interpersonal, communication qualities and relationship management, leading people and organisation, enabling and managing change, and professionalism. This review and the mapping of the competencies identified in previous studies against the validated MCAP framework has resulted in the recommendation for an extended leadership and management

competency framework for health service managers. It provides guidance for the formulation of training and development directions for the health service management workforce in a different healthcare context.

Salman, M., Ganie, S. A., & Saleem, I. (2020) in their paper follows three objectives. The paper aims to demonstrate a synoptic view of the historical evolution of competence, significant growth and changes in conversation. The second objective is to investigate the meaning and definitional usage of competence and competency. The third objective is to present a synoptic view of different dimensions of competence. This paper reviews the selected literature spanning from 1959 to date from various databases using the following keywords: competence, competency, employee competence, employee competency, competency management and competency-based management. A total of 170 studies were selected in the first wave. In the second wave, a detailed assessment was made, as suggested by Tranfield Denyer and Smart, to ascertain the relevance of the articles. In this way, only 63 studies were selected for the review. This study also considers other relevant literature. It was found that the historical evolution demonstrates that competence scholarship has focused on use of the concept in different fields and contexts, theoretical frameworks for competence development and strategic relevance of competence-based (demand-based) human resource management. Results also suggest that the term competency and competence are interchangeably usable. Finally, the review summarizes a total of 16 dimensions of competence, studied in various contexts and classifies them into hard and soft competence and further dividing them into knowledge, skill and self-actualization-related competence.

Noopur (2021) in her paper attempts to understand as to how high involvement HR practices help strengthen innovation performance in IT employees. The study has also tried to interrogate work engagement as a connecting medium between the two and the

role of resource commitment in influencing the interactions between work engagement and innovation performance. The methodology used for data collection was through survey questionnaires from the superior as well as subordinates of the managerial cadre of the IT firms in the Pune region, India. For a good model fit, confirmatory factor analysis was done on the available dataset eliminating the outliers and SPSS macro, and PROCESS was used for further analysis. Results showed that HIHRP has an influence on innovation performance and work engagement mediates the relationship between HIHRP and innovation performance, additionally resource commitment positively mitigates the interaction between work engagement and innovation performance. The present study is the first of its kind which has empirically examined the mediation/moderation interactions between HIHRP, work engagement, resource commitment and innovation performance.

According to Madhavi, T., & Mehrotra, R. (2021), the successful running of an establishment is only dependent on trust and competence infused in its employees. In this context, competence management has a key function to take part in with the business front of any establishment. For the viability of any organization, the latter as the ultimate responsibility to pour in enough confidence and competence among these employees going on various sections of the institutions might finally contribute to success of the organization in the business field. The operational and behavioral facets of employees have to be satisfied by implementing competency management by providing training and updating their skills. Human resource policies and practices as well as competencies of human resource play a tangible role to reap competitive advantage in the field. The concept of competency is a vital organ of human resource management presenting a groundwork to analyze workforce practices and bring them near to the management attention in the organization. This report discusses an innovative, vibrant and

proactive approach to the consolidation of human resource development, competency management and knowledge management to attain the best execution for an efficient organization's business performance in combination with strategic business needs at the right direction for its winner. Further, it may also form one of the success factors for the organization by contemplating enhancement of a workforce sufficiently through the development of human resources and management of competencies.

Mukhopadhyay, K., Banerjee, N. R., & Sil, J. (2021) in their research suggested that, Competency-based performance management system (CBPMS) has become the key tool for every firm to be in a strategically sustained advantageous position. The objective is to identify relevant and important competencies for successful accomplishment of desired tasks. In this chapter a holistic approach is proposed to review the competency-based approach that is based on the framework of relevant work-related and behavioral competencies. CBPMS is explained in terms of sequential steps of framing the competencies which provide better performance advantages with their expected values and thereby measuring the levels of these work related and behavioral competencies present in the job incumbents with the help of IT interventions. Using this approach, an organization will be able to more effectively use their limited resources to reap more benefits from their investments in both people and technology.

According to Immanuel, L., & Shaikh (2021), The term Industry 4.0 has gained immense popularity in the last two decades. The skill & readiness of the workforce for the same has been a matter of research and discussion for academicians & scholars. Artificial Intelligence, Machine learning, cloud computing among other emerging digital trends is creating a major shift or change in skill set asks. It therefore becomes important to have an unbiased review of literature to understand the terms competency & industry 4.0 and the

impact it has on the current workforce and skills needed for the future. The current paper explores at understanding the title Behavioral competency needed in Industry 4.0 with specific reference to the research/study that has been already done. It also looks at the research done in terms of understanding the impact of industry 4.0 on job market and skills of existing workforce. The present study contributes to body of knowledge by reviewing existing literature on the topic and understanding the gaps and thus providing a starting-point for further research regarding behavioral competencies needed in Industry 4.0.

The application of Competencies in Human Resource Management Practices:

Implementing Competencies in Recruitment and Selection: The fundamental premise is adhered to and put into practise using competencies that are employed in both recruitment and selection. The satisfaction and performance outcome will be higher, depending on how well a certain job demand matches a job holder's competencies.

Implementing Competencies in Training & Development: Prior to integrating skills into training, it is essential to clearly establish the objectives for competency training and development and make sure they were reviewed. The training courses should put more of an emphasis on developing leadership skills, or on offering additional learning and development assistance through executive coaching and competency development courses.

Implementing Competencies in Performance Management: Integrating competences with an organization's present performance management system improves results, identifies new positions that need to be filled, and contributes to the development of a productive workplace for both individual employees and the organisation as a whole.

Competencies support Performance Management by: -

- Assists in tying personal objectives to the aims and objectives of the company.
- Assists in behaviour, procedure, and work enhancement.
- Assists in performing routine evaluations and revising performance plans as necessary to address shifting needs.

Conclusion: As said above, with a few exceptions to be taken into account, firms can develop and sustain a competitive future workforce with adequate competency identification among their employees. The difficulty in this situation is keeping the skilled incumbent personnel to fulfil the demands of the job and other obligations of their employers. From the viewpoint of the organisation, the success depends on how well the competencies are integrated with its HR-Functions that are practised, developing an effective competency-based model that aids individuals, employees in focusing on their current competencies and the competencies to be acquired by designing suitable training and development programmes.

Effective competency mapping, according to this study's findings, gives employees a more comprehensive understanding of who they are and what competencies set them apart. After completing several developmental programmes to acquire the necessary competences, employees are able to multitask and are more competitive. And it must be acknowledged that, although having the same educational background, two people are different in terms of their competencies. It has been demonstrated via numerous research studies that competences are more valuable than IQ; in this context, a competency is defined as the behaviour and method of successfully completing the prescribed task.

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