Employees' Competency Mapping Among Spinning Mills in Rajapalayam – an Empirical Research

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Abstract
Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. The significant of differentiating competencies into different types such as conceptual, technical, contextual, interpersonal, etc. has gained momentum. Consequently, understanding the abilities, intentions, concealed possibilities, qualities of the people working in the association is critical. Every job has its own profile and specification. The research involved a survey in which total of two hundred and fifty employees drawn from various spinning mills in Rajapalayam were used as subjects. It is examined with the help of statistical tool together with various demographical factors was also studied using simple Percentage analysis, Weighted Average and Chi – square test. Data was collected through questionnaire and analyzed through SPSS. The chi-square analysis shows that there is significant Relationship between age of the respondents and knowledge of the respondents and also shows that there is significant Relationship between experience of the respondents and job performance of the respondents.

Keywords: *Competency, Organization Performance, Emotional Intelligence*

Purpose of Research:
Competency mapping and assessment provide a clear indication of employee developmental needs. Employee weakness with respect to the required competencies discovered in the assessments shows opportunity for development for the employee. In the fashionable cost-effective world, the business managers are required to improve the efficiency and effectiveness of their business operation. Competency mapping helps to develop an objective system for recruitments, Promotions, training & development, and performance diagnostics. Competency Mapping has emerged as one of the most powerful tools aiding the improvement for the HR professionals in finding the right employee for a job and development of the employed person in doing the assigned job effectively. Competency Mapping can be defined as a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization.
The main need for their study is to analyses the importance of competency mapping among Spinning mills in Rajapalayam. The research is needed to support corporate Objective, Strategy, Vision, Mission and Culture and Establish performance appraisal by a systematic approach for career growth which results in improved job satisfaction and better employee. Through this research, the organization knows about the effectiveness of the knowledge, skills, and abilities which have a direct impact on the success of the employees.

Introduction
Meaning – Competency Mapping:

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. Competency maps are often also referred to as competency profiles or skills profiles.

Definition
Competency Mapping is a method of identification of the abilities required to perform correctly a given process at a given point of time. It consists of breaking a given job into its constituent responsibilities or activities and figuring out the abilities (technical, managerial, behavioral, conceptual understanding, competencies and mind-set, and so on) had to carry out the equal efficiently.

Competency Map
A competency map is a list of an individual competencies that represent the factors most critical to success in a given job, departments, organizations or industries that are the part of the individual's current career plan

The Benefits of Competency Mapping: "Effectiveness of an organization is the summation of the required competencies in the organization". They are:
- Increased Productivity
- Improved work performance.
- Training that is focused on organizational objectives.
- Employee knows up front what is expected of them.
- Employees are empowered to become partners in their own performance development.

Objectives of the study:
- To review the core competencies of the employees among Spinning mills in Rajapalayam.
- To analyze the factors influencing the employee competency.
- To measures the employee performance with competency factors.
- To offer suggestions to the organization for betterment of the employees and organization.

Scope of the study:
The study is mainly conducted to know about the competency mapping for the employees in Spinning mills in Rajapalayam division and also about how the organizations will get benefit out of this competency mapping. So by conducting the research at the end, we gather more information regarding how the competency instrument will give benefit to both the employees and the organization. And to find 'Is they any pitfalls behind that'. Through this, we can give necessary suggestion wherever necessary and also suggest innovative ideas so that it will prevent the company from future challenges to a greater extent.

Review of Literature:
Natali Sakharkar (2019), Competency could be a set of skills, connected data associate degree attributes that enable a personal to with success perform a task or an activity within a particular operate or job ability. It consists of breaking a given role or job into its constituent's task or activities and distinctive the competencies (Technical, Behavioral, and soft skills etc.) required to perform the identical with success. The aim of the study is to judge the ability of the staff of the textile industry. To accomplish the aim, the author has collected the requisite knowledge Indo Rama Textile Ltd., Nagpur. An ability is some things that describes however employment may be done excellently; an ability solely describes what needs to be done, not how. Core ability are some things that cannot be derived and it's the pillar upon that individual rest
Anusha Prabha. P (2018), Competency mapping and assessment provide a clear indication of employee developmental needs. Candidate weakness with respect to the required competencies discovered in the assessments shows opportunity for development for the candidate. The descriptive research method is used for the study of competency mapping as an effective tool for HR with a sample size of 150 collected from the employees working inside the organization. This organization has used the competency mapping for various purposes like selection process, performance appraisal, succession planning & promotion etc. At

present scenario, Competency mapping is essential for every organization. The only thing that if the organization used it effectively means, they will definitely get the benefit. The employee's competencies can be enhanced through conducting various training and development program, assigning projects, to involve all the employees in decision-making process etc.

C. Sagunthala (2017), Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Analysis of the data revealed that most of the employees are satisfied with the organization and they believe that there is team-orientation in the organization. Based on the findings of the study, the researcher has proposed suggestions to the organization to concentrate on the informal relationship between the employer and employee. Therefore, the Textile sector can go in for 360-degree feedback apart from performance appraisal as this feedback would help the employees to identify areas of opportunity, where a change in the behavior can make a significant difference in the abilities of the employees. Though meeting the new needs of the employee is a smaller part, but it is a relevant part of overall competency development.

Nisha, N., (2015), Competency Mapping of the Employees**,** Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. Competency mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment.

Velayudhan, Mily, (2014), Mapping Core Competencies of Employees,in today's competitive world it is becoming very important to build on the competitive activities of the business, particularly regarding what competencies a business needs to have in order to compete in a specific environment. In performing or carrying out work, it is essential that the required job skills first be articulated. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Yet often to perform well, it is not enough just to have these skills. It is also critical to complement the skills with the necessary knowledge and attitudes. These skills, knowledge and attitudes required for the work are usually collectively referred as competencies.

JayasheelaPati, August (2014), Competency Mapping, An Empirical Study**,** Human resource management plays a vital role in the development of any organization. There is no doubt that properly designed, implemented and managed human resource practices lead the organization towards success. Competencies are skill, knowledge and capability of an individual, which result in superior performance on the job. And the process of identifying, assessing and developing these competencies is known as competency mapping. Competency mapping not only helps the organization in identifying the key competencies required to perform on the job effectively, it also aids in assessing the levels of competencies possessed by the people on key roles in the organization. Most of the times people perceive their competency level as good, but that would not be true. Measuring the difference between self and others perception of one's competency helps in improvement.

Bhuvaneswary, S., (2013), Competency Mapping of Employees**,** the current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also competency mapping is a strategic HR frame work for monitoring the performance.

Vijaya Mani, June, (2013), Competencies refer to those unique set of skills and abilities (technical as well as behavioral) which are required for achieving the desired level of performance. These competencies provide a framework for distinguishing between poor performances and exceptional performance. Despite the growing level of awareness, competency-based Human Resource still remains an unexplored process in

many organizations. The process of competency mapping is much more complex than it seems to be, and most HR departments have been struggling to formulate the right framework for their organizations.

Sharma Ritu and Tewari Ruchi (2013), have explored the relationship between competencies and job performance in firms drawn from inter alia IT industry. For this purpose, they listed a pool of competencies drawn from many important international studies. These competencies were presented to a group of experts and practitioners drawn from five different domains, one of which was the IT industry. The study found that some of the critical competencies- which were assigned highest ranking- need to be prescribed as obligator for the entry level managers in order to ensure that the organizational performance was achieved in an effective and efficient manner.

Uddin M.I. et al (2012), studied a set of organizations that had adopted competency mapping and development programmes. The study found that competency mapping serves individual employees who seek gainful employment in a dynamic environment that is conducive for learning and acquiring new skills. They also found that intellectual and emotional challenges are better managed by competent workers. They suggest that competency mapping can be done for workers of all types as well as for those that seek employment lined to specific skills so that their value for the potential employers is enhanced.

Kumari Anitha and Sita V (2010), empirically investigated the role of competencies for employee development in the Indian IT and Pharma industries. They found that the competencies possessed by the employees had an impact on the organizational success. The study also found that developing and implementing competency based approach was crucial for effective human resource management.

Research Methodology:
Meaning:
Research is an academic activity and as such the term should be used in a technical sense. According to Clifford Woody Research comprises defining and redefining problems, formulating hypothesis or suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulating hypothesis.

Research Design:
A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure."

Descriptive Research:
Descriptive research includes survey and fact-finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variable; he can only report what has happened or what is happening.

Sampling Design:
A sampling design is a definite plan for obtaining a sample from a given population. It refers to the techniques or the procedure the researcher would adopt in selecting item for the sample.

Sampling Method:
- **Probability sampling:** Probability sampling form a finite population refers to that method of sample selection which gives each possible sample combination an equal probability of being picked up and each item in the entire population to have an equal chance of being included in the sample.

Sampling Technique:
- **Simple Random Sampling:** In some instance, every element in the population has a known and equal chance of being selected as a subject.

Sampling Unit:
The researcher considered the employees who are working in Spinning mills in Rajapalayam Division.

Population:

The population for this research is 2000 employees working in Spinning mills in Rajapalayam.

Sample Size:
Sampling size of 250 respondents are selected from Spinning mills in Rajapalayam Division.

Sources of Data:
- **Primary Data:** The primary data are those which are collected afresh and for the first time, and thus happen to be original in character.
- **Secondary Data:** The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process.

Statistical Tools used for analysis:
- Univariate Percentage Analysis
- Weighted Average Analysis
- Chi-square Analysis

Research Hypothesis
- There is no relationship between age of the respondents and knowledge of the respondents in the organization.

Data Analysis and Discussion:
Table 1.1: Demographic Profile of Workers

Particulars		No. of Respondents	Percentage (%)
Gender	Male	179	71.6
	Female	71	28.4
Age Group	Below 25 years	35	14
	26-35 years	49	19.6
	36-45 years	94	37.6
	Above 45 years	72	28.8
Education Qualification	School level	89	35.6
	ITI	37	14.8
	Diploma	66	26.4
	UG	43	17.2
	PG	15	6
Monthly Income	Below Rs.10000	87	34.8
	Rs.10001-Rs.20000	73	29.2
	Rs.20001-Rs.30000	53	21.2
	Above 30000	37	14.8
Years of Work Experience	Less than 5 years	69	27.6
	5-10 years	78	31.2
	10-15 years	58	23.2
	Above 15 years	45	18
Job Position	Supervisory level	56	22.4
	Managerial level	20	8
	Technician level	174	69.6

Source: Primary Data

Demographic Profile of Workers
- 71.6% of the respondents were male in Spinning Mills in Rajapalayam Division.
- Majority of the respondents were aged between 36 – 45 years (37.6%) followed by above 45 years (28.8%), 26-35 years (19.6%) and Below 25 Years (14%)

- Majority of the respondents were Diploma education (26.4%) who worked in Spinning mills.
- Majority of the respondents were earning below Rs. 10000 (34.8%) in the Spinning mills.
- Majority of the respondents were having 5 – 10 years of experience (31.2%) who worked in Spinning mills.
- Majority of the respondents were in Technical level positions (69.6%) who worked in Spinning mills.

Table 1.2: Weighted Average Analysis
Table 1.2.1 Respondents Core Competencies in Spinning Mills

S.No	Competencies	Particulars
1	**C1**	Clear sense of direction for the team
2	**C2**	Delivers consistent message
3	**C3**	Encourage open discussion
4	**C4**	Gives timely and specific feed back
5	**C5**	Works to create practical solution to problem
6	**C6**	Produce sound conclusion and recommendations
7	**C7**	Facing challenging problems and getting assistance
8	**C8**	Applies experts to perform the job effectively
9	**C9**	Seeks information to maintain current knowledge
10	**C10**	I am able to perform my duties with ease
11	**C11**	Employees in my organization are well behaved
12	**C12**	I am satisfied with their job responsibility and roles
13	**C13**	I cope with the rapidly changing technology
14	**C14**	My coworkers relate well with each other
15	**C15**	I meets productivity standards
16	**C16**	I complete work in timely manner
17	**C17**	I works quickly
18	**C18**	I achieve established goals
19	**C19**	Demonstrates required skills
20	**C20**	Adapts to new technologies
21	**C21**	Uses technology to increase productivity
21	**C22**	Keeps technical skills up to date

Weighted Average Analysis – Respondents Core Competencies

S.No	CC	1	2	3	4	5	Total	Weighted Average	Rank
1	C1	67	224	84	80	115	570	2.3	**XXII**
2	C2	64	294	69	36	35	498	1.99	**XVIII**
3	C3	78	268	51	52	40	489	1.95	**XV**
4	C4	129	172	66	24	35	426	1.7	**V**
5	C5	74	294	36	40	35	479	1.9	**XIV**
6	C6	93	254	45	32	35	459	1.8	**X**
7	C7	126	196	39	36	20	417	1.6	**III**
8	C8	86	258	54	44	30	472	1.885	**XIII**
9	C9	65	294	72	24	40	495	1.98	**XVII**
10	C10	84	266	54	32	35	471	1.884	**XII**
11	C11	87	228	36	92	70	513	2.05	**XX**
12	C12	89	274	18	48	15	444	1.77	**VII**
13	C13	135	134	63	72	45	449	1.79	**VIII**
14	C14	149	108	87	48	30	422	1.68	**IV**
15	C15	129	152	60	68	40	449	1.79	**VIII**
16	C16	153	126	48	20	15	362	1.4	**I**

17	C17	164	108	36	60	25	393	1.5	**II**
18	C18	132	152	69	56	25	434	1.73	**VI**
19	C19	119	174	54	64	50	461	1.84	**XI**
20	C20	99	172	90	92	60	513	2.05	**XX**
21	C21	106	186	69	48	80	489	1.95	**XV**
22	C22	97	178	102	72	60	509	2.03	**XIX**

Source: Primary Data

Weightage

1- Strongly Agree   2-Agree   3-Neutral   4-Disagree   5-Strongly Disagree

Formula

$$\text{Weighted Average} = \frac{\sum_{i=1}^{n} \text{Value} * \text{Weightage}}{\text{Total number of Respondents}}$$

$$\text{Weighted Average Mean} = \frac{\text{Weighted Average Value}}{\text{Total number of Attributes}}$$

Inference

From the above table it is inferred that, most of the respondents are ranked that they complete their work in timely manner.

Table 1.2.2 Factors influencingEmployeesCompetency Level

S.No.	Factors	Particulars
1	**F1**	I could use my knowledge to perform current task
2	**F2**	I could use my skills to teach other employees
3	**F3**	I have ability to adapt the changes
4	**F4**	I have ability to deal with difficult situations
5	**F5**	I always believe people have good intention for me
6	**F6**	I always behave straightforward
7	**F7**	I always emphasis high standards for my job
8	**F8**	I have strong imagination to solve problem
9	**F9**	My peers understand my responsibility
10	**F10**	My peers as my support system
11	**F11**	My superiors and peers treat me with respect
12	**F12**	My peers help me with on the training
13	**F13**	I can spend greater part of my energy with my family and company
14	**F14**	I can work flexible working hour
15	**F15**	I have freedom to complete my task
16	**F16**	I have less conflict in the workplace

Weighted Average Analysis - Factors influencing the employee Competency Level

S.No.	Factors	1	2	3	4	5	Total	Weighted Average	Rank
1	F1	123	172	66	52	30	443	1.77	**VIII**
2	F2	154	88	63	76	60	441	1.76	**VII**

3	F3	173	78	54	48	40	393	1.57	I
4	F4	135	136	69	64	40	444	1.78	IX
5	F5	55	326	48	52	25	506	2.02	XIV
6	F6	113	172	72	68	50	475	1.9	XII
7	F7	124	146	78	68	50	466	1.86	XI
8	F8	116	164	102	40	40	462	1.84	X
9	F9	134	146	72	64	65	481	1.92	XIII
10	F10	146	128	66	48	30	418	1.67	IV
11	F11	98	174	81	88	80	521	2.08	XVI
12	F12	137	138	69	56	35	435	1.74	VI
13	F13	173	92	36	56	25	382	1.58	II
14	F14	147	118	72	52	35	424	1.69	V
15	F15	151	124	57	56	20	408	1.63	III
16	F16	97	178	102	72	60	509	2.03	XV

Source: Primary Data

Weightage

1- Strongly Agree   2-Agree   3-Neutral   4-Disagree   5-Strongly Disagree

Formula

$$\text{Weighted Average} = \frac{\sum_{i=1}^{n} \text{Value} * \text{Weightage}}{\text{Total number of Respondents}}$$

$$\text{Weighted Average Mean} = \frac{\text{Weighted Average Value}}{\text{Total number of Attributes}}$$

Inference

From the above table it is inferred that, most of the respondents are ranked that they have the ability to adapt the changes.

Table 1.3: Chi – Square Analysis

1.3.1 Relationship Between Age of the Respondents and Knowledge of the Respondents

Null Hypothesis: There is no relationship between age of the respondents and knowledge of the respondents in the Spinning Mills

Alternative Hypothesis: There is relationship between age of the respondents and knowledge of the respondents in the Spinning Mills.

Age of the Respondents	Produce sound conclusion & Recommendations					Total
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
Below 25 years	35	0	0	0	0	35
26-35 years	49	0	0	0	0	49
36-45 years	9	85	0	0	0	94
Above 45 years	0	42	15	8	7	72
Total	93	127	15	8	7	250

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	451.365[a]	12	.073
Likelihood Ratio	433.750	12	.179
Linear-by-Linear Association	185.777	1	.475
N of Valid Cases	250		

Source – Primary Data

The critical value is greater than significant value i.e., (0.073>0.05)

Hence the null hypothesis is accepted.

Inference:

There is no significant relationship between age of the respondents and knowledge of the respondents in spinning mills.

Major Recommendations

- The Management may make sure that they ensure their employees that they are ready to spend time and money for employee development
- Since most of the employees belong middle aged and elder generation, it is the best time for the management to improve the core competencies needed for the employees in the organization as this is the experienced period of the career of most of the employees.
- Provide various opportunities for employees to explore their ideas and knowledge with management or other workers.

Conclusion

From this research, the researcher concludes that concluded that competency mapping is definitely a new era in the field of HR. Skill development by 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 and it describes what has to be done.

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