RELATIONSHIP BETWEEN ORGANIZATION STRATEGIES AND EMPLOYEE COMPETENCY MAPPING PRACTICES

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Abstract:
In the wake of industrialization and globalization, Organizations' are undergoing heavy transformation. To cope up with the same, Human Resource Management practices are getting wider acceptance in the developmental and transformational process. Management is giving more thrust in understanding and developing the competency of employees and make use of competency mapping tool, for the improvement of productivity and in maintaining a positive work culture. Application of competence mapping covers the operational areas of human resource management and is a process of identifying key competencies for a particular position in an organisation, and then using it for job evaluation, recruitment, training and development, performance management, succession planning, etc. The competency mapping works at the enterprise level than outside realms. It 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 competency is something that describes how a job might be done excellently; a competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest. In this paper it is been elucidated existing competencies in the targeted group and gaps between existing competencies and required competencies. The study reveals that mere linkage between employee competencies and business strategies is not enough but the quality of linkages between competencies and business strategies to achieve organisational performance is also required.
Key words: competency mapping, skill development, core competency, multi skill, need fulfillment.

Introduction:

Human Resource Management adds value when it helps individuals and organizations do better than their present level of performance. But functional and behavioral competencies have acquired major significance in achieving exemplary job performance within an individual's roles, responsibilities and relationship in an organization and its internal and external environment. Competency model is one around which the process of selection, placement, redeployment, development and separation can be knit. Over the years, highly skilled and knowledge based jobs are increasing, while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is an increasing need for multi skill development.

Competency is something that describes how a job might be done, excellently; a Competence only describes what has to be done, not how. Competency refers to the intellectual, managerial, social and emotional competency. It is a capacity of an individual that leads to the behavior, which meets the job demands within the parameters of the organizational environment and in turn brings about desired results. Competency is an underlying characteristic of an individual that is related to effective or superior performance in a job or situation. They are derived from specific job families within the organization and are often grouped around categories such as strategy, relationships, innovation, leadership, risk taking, decision making, emotional Intelligence, etc. The competence of the workers is as important as the means of production, the products, the economy and the markets.

Competency Mapping:

John Flanagan (1954) grounded Critical Incidents Technique as a precursor to the key methodology used in rigorous competency studies. The idea of testing the competencies, required for efficient performance at a position, was proposed by David McClelland in the early 1970's. The term competency has been interpreted by various authors/researchers with their unique way of giving meaning to it. Boyatzis (1982) described competencies as underlying characteristic of an individual, which are causally (change in one variable cause change in another) related to effective job performance. 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 (UNIDO (2002).

Competency mapping is a process of identifying key competencies for a particular position in an organization, and then using it for job evaluation, recruitment, training and development, performance management, succession planning, etc. It is an important resource in this environment, and is an addition to knowledge management and learning organization initiatives. It is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skill and behaviour) that are required to perform effectively in a job classification or an identified process. The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. It generally examines two areas: Emotional Intelligence and strengths of the individual in areas like team structure, leadership and decision making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of employees. They may also use competency mapping to analyse the combination of strengths in different people to produce the most effective teams and highest quality work.

Review of Literature:

For the purpose of study and for gaining in-depth knowledge of the employee competency mapping in organizations, global leading articles related to the topic has reviewed. Some research gaps have also identified which justified research problem also. The concept employee competency mapping has 52 years of history. Grown from cellular model to gigantic model, today employee competency mapping has become the crux for success of any organization in the present competitive scenario.

Naqvi, Farah. (2009) has discussed about 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 deliver 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. Jaideep Kaur & Vikas Kumar (2009) proceeded with the examples of companies, which have successfully integrated competency mapping in talent management practices. Kodwani, Amitabh Deo (2009) has focused on the Performance- is the mantra of today's business organization. People with right abilities are able to perform better. Competencies are the set of such skills and abilities (technical as well as behavioral) which are required for desired level of performance. Right competencies are the key to superior performance. These days most of the business organizations are dealing with a problem of competency mapping, which is basically attach with the capacity of an individual that leads to behaviour and the organizational/job requirement. According to Rice, James A. (2006) competency-based leadership development does not just drift, however it is intentionally focuses on clear career aspirations. Meanwhile, he stressed that disciplined approach to career growth will enhance the organization's performance. Along with these growths is career planning for health leaders that would set as innovative strategies for development. Smita Nigam, Poonam Pandey, Dhruv Kumar Pandey (2009) in their research paper expounds that employee competency mapping is one such innovative practice that is widely being used by organizations today. Competency mapping is about assessing the value of human capital and its development. Care needs to be taken to ensure the involvement of the entire organization. The need to map and monitor the competence is perceived by most organizations as a tool to

add value to their key resource areas as observed by the authors. Lucian Cernusca, Cristina Dima (2007) explained the concept of competency and how competency is linked to performance and one's career development. The authors also look into some models of competency mapping and appraisal tools for performance management. A business might possess extremely capable human resources, but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to help the HR experts choose who should work on what position. William J Rothwell and John E Lindholm (2008) addressed employee competency efforts in the USA programmes have evolved from an early focus on distinctions between best-in-class (exemplary) and fully-successful performers to become a link between organizational strategy and organizational and individual performance. Interest in competency-based approaches is growing. Training and development professionals are using competency models to clarify organization-specific competencies to improve human performance and unify individual capabilities with organizational core competencies. Bergenhene, Gouwen (2010) explains the concrete application of a competence-based HRM system in the petro-chemicals industry illustrates the task of linking an organization's core competences to the personal competences of employees by making use of HRM instruments.

Research Objectives:

This study derives its significance from its potential contribution at two primary levels: theoretical and practical. At the theoretical level, the present study is expected to bridge a gap in the literature for empirical research focusing on relationship between organization's strategies and employee's competencies, in different organisations operating in Delhi and NCR. Main objectives of the study are:

1. To analyze the link between competencies, strategies, business performance and results;
2. To examine the competency mapping strategies with jobs and attainment of individual and organization objectives;
3. To analyze the impact of competency mapping in relation to individual corporate objectives.

Research methodology:

The research is a descriptive research, as it includes surveying and fact finding. The researcher identified the past and the current employee competency mapping practices adopted by the same companies. The researcher narrates the facts and figures relating to employee competency mapping strategies, its implementation and the consequences in terms of individual and organisational performance. The study quantified the qualitative phenomenal concerning employee competency mapping strategies and their implementation for organisational success. After identifying the present research problem and strategic construction of dependent and independent variables, questionnaire for respondents was constructed. Data was also collected through discussion and records like organisational hierarchy chart, job description, job specification etc. Core and functional competencies developed for each position. For analysis of data chi square distribution and five point scale is used ranging from strongly agree to strongly disagree. Sample size for the research discussion is 100 executives from different multinational banks, BPOs, Pharmaceutical firms, automobile and IT firms.

Findings and Analysis:

It has been universally accepted that the individuals' inherent apparent attributes decides the superior on the job performance or otherwise. Competency includes knowledge, attitudes, skills, ability, motive, trait and the like of an individual. When asked about to indicate what constitutes employee competency, the respondent competency management teams, executives and non executives in the sample organisations, 80-85 percent of them conceded to the given statements.

Linkage Parameters	Response Executives (N-100)				
Employee competencies in your organization are linked to:	SA (%)	A (%)	N (%)	D (%)	SD (%)

Employee Satisfaction	32	28	16	12	12
Department goals and objectives	36	32	12	16	4
Department Growth and Development	36	32	12	12	8
Business Unit goals and Objectives	28	32	12	20	8
Corporate goals and objectives	32	28	16	12	12
Business Performance	32	32	12	16	8
Employee Productivity	36	32	8	16	8
Organization's Profitability	40	36	8	8	8
Business Diversification	4	4	20	36	36
Corporate Expansion	8	12	20	32	28
Interpersonal Relations	20	24	20	24	12
Overall Corporate Growth	32	28	16	12	12
Change Management	8	12	20	32	28

Table 1: Aligning Employee Competencies with Business Strategies

The respondent executives ranging from 75-80% agreed that employee competencies are linked to business strategies, performance and results. The linkage produced positive results in the areas of productivity, profitability and overall growth. The results are minimum and moderate on the variables such as diversification, expansion, interpersonal relations and change management from employee competencies linkages with business strategies. In the sample organisations, it was found that mere link between employee competencies and business strategies is not sufficient, but important is the quality such links between competencies and strategies to achieve predetermined individual and organisational performance. Majority of the sample organisations link competencies with goal achievement.

Mapping of the critical competence in the sample organization involves analyzing the future competence of the workforce required, analyzing the gap between current and future competence, analyzing the rate of development of workers, analyzing the future development of employees.

The major findings of the study are:

- After study it was found that over the years most of the sample companies have started using competency management practices at various levels of the organization. Automobile and software and pharmaceutical firms have adopted this practice to a great extent in comparison to BPO, Multinational banks and IT firms;
- It was also found that in Multinational banks and IT firms, competency is the key behavior factor among the employees' that enables them to show better performance of the organization as a whole;
- 70% of the sample units have competitive edge through developing and sustaining employee competencies in addition to ability to innovate, adopt new technologies and to understand the customer and their needs;
- By competency mapping sample units identified and described most critical competencies and also determined the extent to which an employee possesses various job related competencies;
- Two third of the sample units strategically linked employee competencies with productivity, profitability, business unit goals along with individual objectives and goals;
- Competency mapping is a focal point in the sample organisations for planning, organizing, integrating and improving all aspects of HR systems including recruitment, selection, assessment, coaching, succession planning and career path;
- Competency mapping actually sorted out the problem of HR professionals in sample organisations in choosing who should work on which position. The HR activities are therefore, competency based recruitment, selection, training and development and competency based compensation management. The half of the sample organisations shifted job based pay to competency based pay. In the process two fifth of the sample firms achieved the uniqueness in the competencies;
- All the sample firms identifies, defines, assesses, monitors the employee competency models, employee competency mapping and employee competency development;

- Two third of sample units achieved level 4 of people capability maturity model stage and one third sample firms had reached People Competency Maturity Model (PCMM) indicates the optimum level at which, the organisations continuously focus on improving individual competencies and finding ways to improve employees' motivation and capability to become learning organisations.
- Consistently permanent employees were rated by their immediate line supervisors about their performance. The gaps for the need identified are focused by giving appropriate training. The training may vary accordingly, On-the job training & Off-the job training. Training given on need based. Need based fulfillment are done consistently for all direct permanent employees in the organization.

Organisations considered Skill development by the competency mapping as one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency mapping is not only done for confirmed employees but also can also be done for contractual employees or for seeking employment to emphasize the specific skills which would make them valuable to a particular employer.

Conclusion:

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

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