

Competency Mapping: An empirical study on manpower skills for a desired career and sustainability in the profession

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Abstract

In the emerging role of professionals with the latest skills demanded and required, the change in turning the workforce into high-performing employees is the need of the hour. Workforce management with the new skills and talent is the re-evaluation of the employee performance in the job context. The tone for the present and the future workplace and the position are set only if a competitive advantage is made by the employees in their profession. New-age human resource professionals occupy the predominant position if innovative practices are built that result in resilience, transformation, and organization growth. Attracting talent, and nurturing and retaining the right talent is critical for success in the organizational landscape. Rethinking the workforce's skills and mitigation of strengths and weaknesses would match the potential needed by the employer. Enabling employees not only to conventional practice in performing tasks but also encouraging them to imbibe new skills to transform an employee-centric workplace. This ensures workforce productivity and efficiency in meeting the goals and objectives of the organization. Identifying the most significant priority is necessary to up skill periodically to pace with the increasing demands and carve a competitive advantage in redefining the position in their profession. The outbreak of the Covid-19 pandemic has revamped the existing work style. Consequently, technology has proved to be a major enabler in upskilling the workforce irrespective of the discipline. To maintain continuity in various sectors amid disruptions by adopting digital ways of working. The insightful technological advancements made the employees rely on them creating a hassle-free environment to work.

Keywords: Competency Mapping, High-performing employees, Employee-centric, Technology, Digital Transformation, Productivity

1. Introduction

Emerging issues like employee expectations, employer expectations, flexible work environment, and employee well-being are the most significant factors in reshaping the employee position and the structure of the organization. By embracing and incorporating digital transformation analytics, there is an opportunity to take a big leap in creating a more efficient, effective, and collaborative workforce. Identification of strengths and minimizing the weaknesses in the best possible means is the crucial aspect of enhancing job performance and productivity by gaining experience for a sustainable future. Future skills mapping for the desired job and multi-skill development is the need of the hour for sustainable competitive advantage in a particular profession. With the identification of strengths and weaknesses in any employee, there is a chance of understanding themselves better and mitigating the grey areas in transforming them into multi-talented employees. To perform the job effectively and efficiently, behavioral competencies and cognitive skills are the most important factors in the profession. The perfection and excellence of the job can be recognized by the contribution of the Key Performance Indicators (KPI) for the task assigned. Competency mapping skills are one of the prerequisites that every employee should acquire and implement at work in creating a productive work environment. This becomes a strength that cannot be imitated or applied by observation at work. In the digital-dominated era, the demand for higher order skills from the employees is expected, and there is a rise in employment in this segment.

2. Literature Review

Competencies of an employee lead to the demonstration of knowledge, Skill, and Attitude and Cognition (KSAC) along with the Key Performance Indicators (KPI). The difference in job performance of the employee is not observed in the Job description and Job specification. Rankin (2002) defined “Competencies are the definition of skills and behaviors that organization expects their staff to practice in work”. It is recognized with the cognitive skills, experience, thought process, zeal, and enthusiasm along with behavioral characteristics. This also builds trust and harmonious relationships among colleagues and peers in achieving the goals and objectives of the organization. Hogg B (1989) defined competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity to transfer skills and abilities from one area to another.

Job description	Competency can be mapped
Educational Qualifications	K S A C (Knowledge, Skill, Attitude, Cognition)
Technical Skills	
Soft Skills	
Experience	
Roles and Responsibilities	
Positive working relationships	Conflict resolution Skills
Setting short-term and long-term goals	Planning skills
Knowledge of digital tools and technologies	Digital Skills
Interviews, Group activities, and role plays	Behavioral Skills

Fig1: Competency mapping elements

Competency mapping is used excessively in organizations to assess the performance of the employees. Boyatzis (1982) described competencies as underlying characteristics of an individual, which are causally (change in one variable causes change in another) related to effective job performance. It is treated as a crucial factor to know about the skills of the employees and to upskill them by identifying the weak areas in their job performance. Yuvaraj, (2011) states that employee competency mapping has always been the most precise means for identifying the job, behavioral and personal competencies required for an individual to perform better. With the support provided to the employees, they become ready to fulfill the next set of acquired skills and responsibilities at work. Jain, (2013) analyses the factors of employee competencies like personal attributes, skills, and knowledge and analyses the gap between actual and desired skills and assesses the need for employee training.

3. Limitations of the study

- Few respondents were reluctant to give the data unbiased due to the fear of the management
- It was difficult gaining the cooperation of the employee in collecting the data

4. Scope of the study

The study focuses on the possession of the skills of the employees working in the organizations. The study may extend to identify the grey areas in providing training to meet the future requisitions at the time of recruitment and skilling manpower that matches the competency levels of the standard job requirements and the competence expected from the future employees.

5. Research methodology

Research methodology is a way to solve the research problem systematically. It may be understood as a science of studying research is conducted as a research methodology that has many dimensions and research methods to constitute a part of the study.

5.1 Research design

Research Design is a plan of the proposed research works. It is the arrangement of conditions for collecting and analyzing data relevant to the research purpose. This descriptive study explains the formulation of objectives and the type of data collected that would be necessary to reveal the characteristics of the context.

5.2 Research sample and data collection

The study covered randomly selected employees in a few organizations in Hyderabad. A structured questionnaire was used in gathering relevant data from employees respectively. Survey questionnaires were collected that were filled by the respondents for the study.

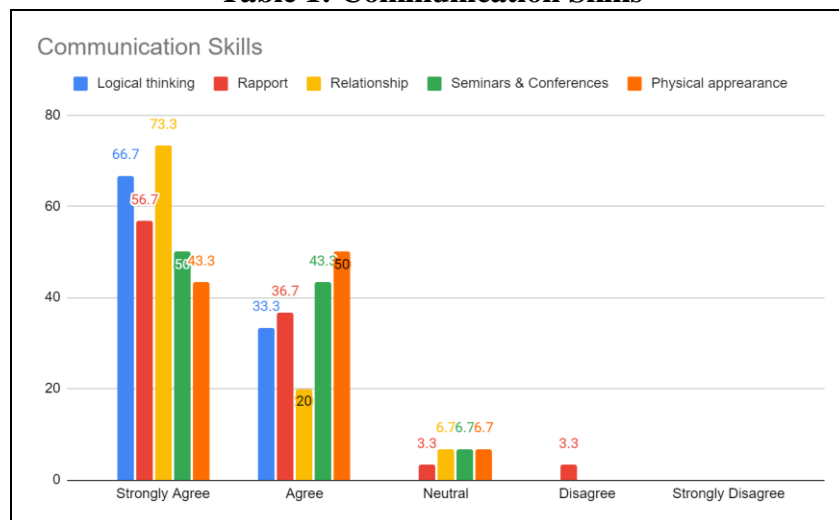
5.3 Data analysis and interpretation

The procedure of data analysis involved assessing the data collected through primary and secondary sources. The data collected were classified on their common characteristics. Tabulation was used as the basic means of data presentation. Simple percentages were used to represent the number of respondents who gave particular responses to certain questions in the questionnaire.

A. Communication Skills

B.

Table 1: Communication Skills

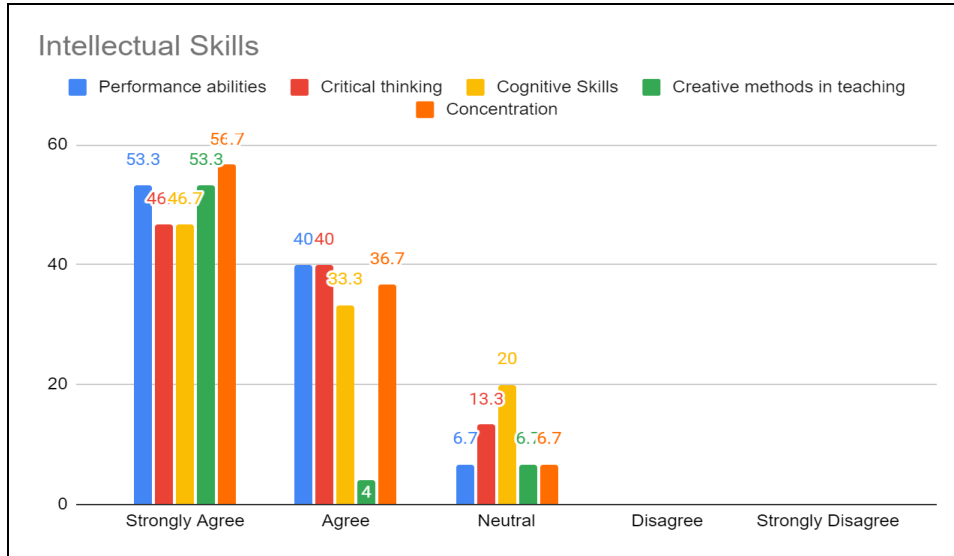


Interpretation

It is observed that the majority of the respondents have expressed that logical thinking, development of rapport, and harmonious relationship among the employees are a prerequisite for excellent communication skills in a particular context. Proficiency in oral communication creates an edge in the seminars and professional presentations on the job.

C. Intellectual Skills

Table 2: Intellectual Skills

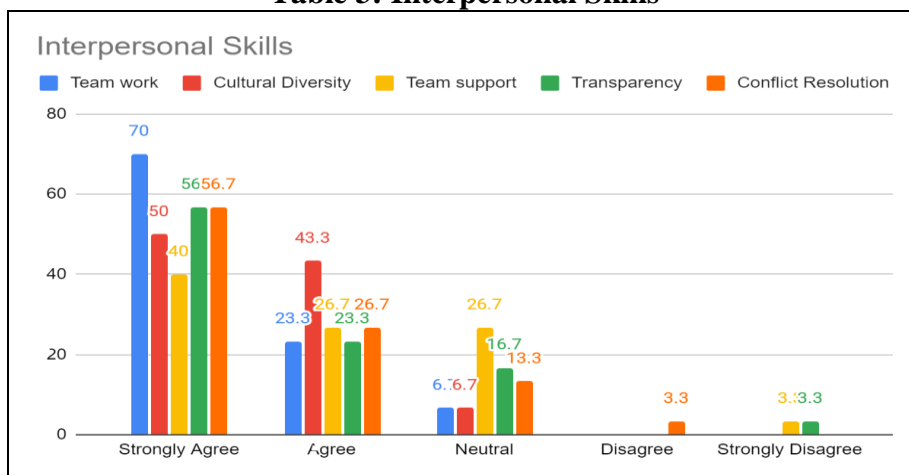


Interpretation

It is observed that most of the respondents expressed that to improve performance at work, it is mandatory to develop cognitive skills and creative and innovative methods of teaching with critical thinking. This not only helps to enhance the job performance but also the personal development to compete.

D. Interpersonal Skills

Table 3: Interpersonal Skills

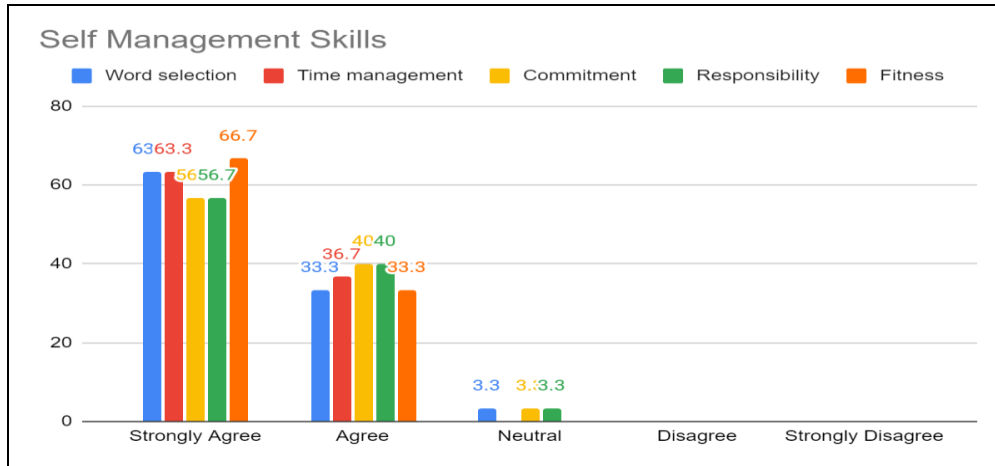


Interpretation

The majority of the respondents expressed those interpersonal skills can be developed through teamwork as there is an exchange of ideas and opinions for the tasks assigned at the workplace. It is also observed that cultural diversity is one of the most significant factors to be imbibed in the diversified employment era in being adaptable to foster team support in accomplishing the goals of the organization.

E. Self-Management Skills

Table 4: Self-Management Skills

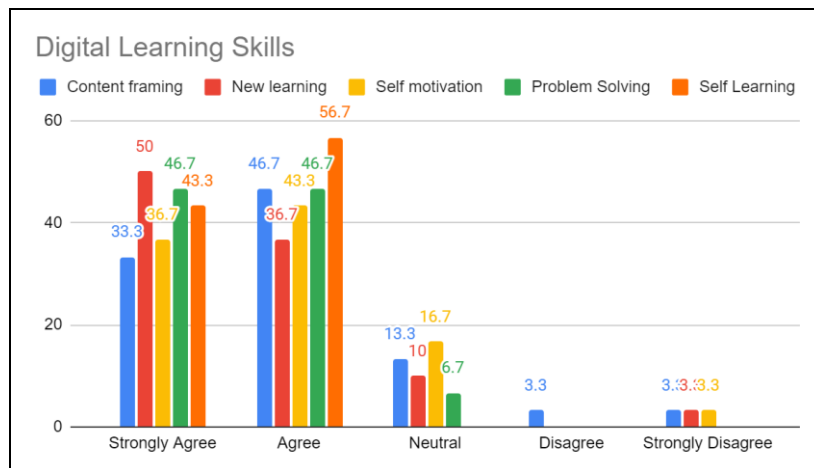


Interpretation

From the above representation, it is important to acquire time management skills as it drives towards the organizational commitment, and makes the employee responsible for the job. Choosing words in communication with peers and colleagues makes the conversation productive and serves the purpose of interaction at work also can stay physically and mentally fit during the working time.

F. Digital Learning Skills

Table 5: Digital Learning Skills

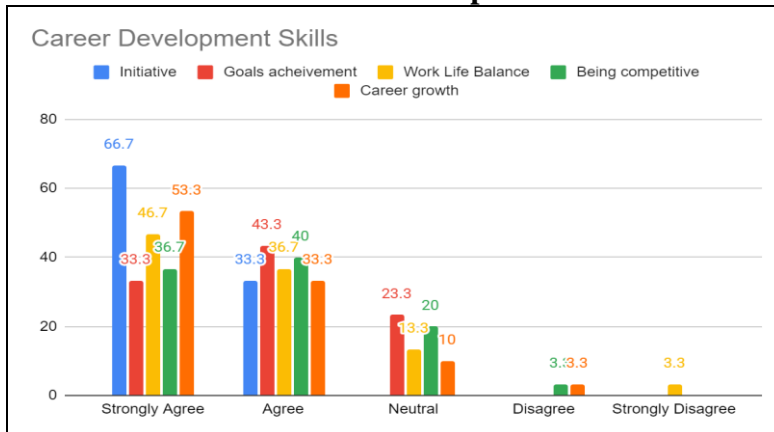


Interpretation

The majority of the respondents expressed that in the acquisition of digital learning skills, self-learning is the most critical aspect that needs self-motivation, interest, and enthusiasm for upskilling in a particular profession. E-content framing is the inevitable task in the digital learning-dominated society. It is also observed that problem-solving is one of the methods of learning that is an intrinsic motivational factor for enhancing digital skills in the name of new learning.

G. Career Development Skills

Table 6: Career Development Skills



Interpretation

It is observed that all the respondents have agreed that initiative is the most important motivator in performing a task at work. This also supports being competitive in achieving the goals of the organization along with personal and professional growth. The majority of the respondents have expressed that they can maintain the work-life balance for better career growth.

Advantages

- Self-learning skills help to grab the opportunities for job enrichment and enlargement in identifying as a multi-talented employee in an organization
- Effective communication with peers and superiors either in teams fosters creativity and innovation in sharing ideas and arriving at a consensus at work
- Organizational commitment and responsibility are improved with effective time management that drives the focus and concentration toward work
- Self-motivation and interest can be developed in designing the digital content and acquisition of new skills that demand the job

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Recommendations

- Initiative is essential for developing rapport among the members of the team that might be an encouragement for the others to communicate and can have a longer conversation in the workplace
- Vast knowledge of acquiring digital skills and developing e-content is the major factor that is inevitable for an educationist for self-learning and through problem-solving learning methods
- In the global work environment, it is mandatory to be adaptable to working in teams as it cultivates transparency and openness among the team members for better commitment towards the work and the organization

Conclusion

Competency mapping is not only applied to the employees in the existing positions in the organizations. There may be future scope in assessing the performance of the employees with the latest skills demanded in that context. Gone are the days when there were pen and paper discussions and meetings offline. It is high time for the learners, students, and employees to get well equipped with the latest means of communication and cognition to give the best in their education or the profession. Competency mapping is not the existing performance evaluation process. It is inevitable irrespective of the job profile and performance as the adaptability and accountability of the work



increases, there is a need for the multi-skilled employee who can imbibe the skills demanded that foster success in performing any task. It is one of the pillars of the employee's credentials that not only must be satisfied in the present job but also to develop to the greater heights for escalation of the career shortly.

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