A Study on Competency Mapping in Textile Industry

Natali Sakharkar¹ and Dr. Sharad Patil²

¹(Asst. Professor, Suryadatta College of Management, Information Research & Technology Bavdhan, Pune)
²(Professor, Suryadatta College of Management, Information Research & Technology, Bavdhan, Pune)

Abstract: 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 Mapping could be a method of identification of the competencies needed to perform successfully a given job or role or a collection of tasks at a given purpose of your time. It consists of breaking a given role or job into its constituent’s task or activities and distinctive the competencies (Technical, Behavioural, 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. A ability are some things that describes however employment may be done excellently; a 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.

I. INTRODUCTION

Nowadays organizations are all speaking in phrases of competence. Human beings used to talk in time period of ability units, which could make their companies aggressive. Now people trust in excelling and no longer competing. It's miles higher to improve a centre competency in an effort to see them through crisis. And what other manner to increase the people, for human resource is the precious resource to any agency. Corporations of the future will have to rely more on their capable employees than another useful resource. It's far a major element that determines the achievement of an organisation. Skills are the inner equipment for tactics, Directing systems and motivating employees and guiding the commercial enterprise towards common desires that allow the corporation to increase its value. Competencies offer a not unusual method that may integrate all the most important HR functions and services like career and succession making plans, included Human resource control machine, Recruitment, schooling and performance. Abilities include the gathering of fulfilment factors essential for accomplishing essential outcomes in a specific activity or work role in a specific agency. Achievement elements are mixtures of knowledge, skill and attributes (extra historically referred to as “KSA’s”) that in the ones jobs or work roles. Attributes includes: personal characteristics, tendencies, reasons, values or ways of questioning that impact an individual’s behaviour.

Idea of Competency Mapping

It 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, behavioural, conceptual understanding, competencies and mind-set, and so on) had to carry out the equal efficiently.

- Competency Map. A competency map is a listing of an character’s skills that constitute the factors most crucial to achievement in given tasks, departments, organizations, or industries that are part of the man or woman’s cutting-edge career plan.
- Competency Mapping. Competency mapping is a method an man or woman uses to discover and describe competencies which are the most crucial to achievement in a work state of affairs or work function
- Competency profiling it is the method of figuring out the KAS and judgment required for effective overall performance in a specific profession or profession. It is a business/organization particular.

What is Competency?

Any underlying traits required for performing a given position, undertaking or pastime can be considered as competency.

Competency may also take the following paperwork:
[Knowledge, Attitude, Skill]. Character characteristics along with [Motives, Values, Traits, Self Concept]

Steps in Competency Mapping

The steps in competency mapping with an give up result of activity evaluation includes the subsequent:
Step 1: become aware of departments for competency profiling.
Step 2: figuring out hierarchy in the employer and choice of ranges.
Step 3: attain the process descriptions
Step 4: education of semi dependent interview.
Step 5: Recording of interview information.
Step 6: instruction of a list of skill.
Step 7: suggest talent degrees.
Step 8: Validate recognized competencies and talent levels with instantaneous superiors and different heads of the concerned department.
Step 9: practise of competency.
Step 10: Mapping of abilities.

Position of Competency Mapping

Competency mapping identifies an character’s strengths and weaknesses that allows you to help them better understand themselves and to expose them wherein career development efforts want to be directed. Competencies are from precise jobs in the company and are grouped into classes like emotional intelligence, strategy, selection making, courting innovation, leadership, danger-taking, and so on.

Competency Model

The roots of competency modelling date as some distance lower back as the early 1900’s however these models have emerge as widely popular in recent times. A competency version is an organizing frame paintings that lists the capabilities required for effective overall performance in a selected job, task own family(e.g, group of associated jobs),corporation, feature, or method, individual talents are organized into competency fashions to enable people in an business enterprise or career to recognize, speak, and apply the abilities to staff performance.

The capabilities in a version can be organized in a diffusion of codes. No person can approach is inherently great; organizational desires will determine the ideal framework. A everyday methodology is to recognize some talents that apply only to precise subgroups. Competency models are prepared in step with the kind of competency, including personal effectiveness, or technical capability, management. Other competency models may also employee a framework based on paintings stage, with an important set of capabilities for a given activity own family and extra talents introduced cumulatively for every better job stage in the process circle of relatives.

Abilities may be characterised as talents, levels areas of information, mind-set and competencies that distinguish high performers.

Skills + Knowledge + Ability = Competency = Observable Behavior = Effective Outcomes[Performance on job] = Strategic Success Modeling.

Traditional Job Analysis V/S Competency Approach

Job analysis leads to: Long lists of obligations and the skills/know-how required to perform every of these responsibilities, Information technology from subject matter experts; activity incumbents, Effective performance.

Competency version leads to: A refined set of basic individual characteristic, Information generation from outstanding entertainers in addition to issue count, Outstanding performance. The methodology allows administrators and supervisors to make a distinction between a person’s potential to do specific duties on the minimal appropriate stage and the capacity to do specific tasks at the minimal suitable degree and the ability to do the whole activity in an tremendous style.

Fundamental Characteristics

- Knowledge: Information an man or woman has in particular content areas.
- Skill: The potential to carry out a positive physical or intellectual task.
- Motives: The things a person continuously thinks about or needs that motive action.

Motives “power, direct and pick” behaviour toward positive actions or goals and The capability to perform a certain physical goals for themselves and feedback to do better.

Attitude/self-concept and values: A individual’s belief that he can be powerful in any scenario is a part of that man or woman’s idea of self.
Surface and Core Competencies

Surface expertise and talent talents (fig 1) are distinctly smooth to increase; training is the most effective manner to relaxed those personnel capabilities. Core motion and trait competencies on the increase; it is the maximum value effective to select these characteristics.

These are characteristics that won't be effortlessly observable however alternatively exist ‘under the surface’ - behavioural questions can assist draw out instance of these competencies.

Behavior Indicator

A competency is a described in terms of key behaviours that allow recognition of that competency at the paintings area. These behaviours are confirmed by means of notable performers on-the-activity a great deal greater consistently than average or poor entertainers. These features for the most element take after the 80-20 rule in that they encompass the behaviours that in most cases drive remarkable overall performance. Today corporations are all speaking in terms of negative entertainers. These features for the most component take after used to speak in phrases of skill sets, which could make their companies aggressive. There has been a shift inside the focus of the businesses. Now they believe in excelling and now not contending. It is good to fabricate a centre competency on the way to see them via disaster. And what other manner than add to the individuals, for human asset is the most worthwhile useful resource any organisation has. Organizations of the future will have to depend extra on their equipped employees than any other resource. It is a primary issue that determines the achievement of an company. Competencies are the inner gear for propelling people, coordinating frameworks and coping with the commercial enterprise in the direction of commonplace language education, performance control ,control, remuneration, execution appraisal, career and progression arranging and coordinated Human resource management device., the use of competency- based totally totally interviewing techniques. Over the past 10 years, human aid and organisational improvement professionals have generated lot of hobby inside the perception of talents as a key regularly used and written about car for organisations.

Objectives Of Competency Mapping

Competency mapping serves some of purposes. It is defeated the accompanying capacities: [Gap Analysis, Role Clarity, Succession Planning, Growth Plans, Restructuring, Stock of capabilities for future arranging.]

Impact Of Competency Mapping On Other Hrd Systems

Recruitment & Selection ,Performance Management gadget, Training, Development Compensation Management

The Eleven outstanding abilities found from a few research are as itemized below :

Technical information: Legal & rules Appraisal System

Thinking skills: Analytical wondering and judgement, Planning & organising, Personal/expert effectiveness: Communications skills, Innovation &change control Customer consciousness Professional behaviour

Team skills: Team member skills, Team management capabilities

Many corporation in India and overseas are channelling their attempt to mapping abilities and enforcing assessment and development centres. From the point of view of methodology, there’s a vast difference between a scientific mapping thru interview with the personnel of the corporations. By means of an outside consultant (truth accumulated) and a managed development procedure in which the employees co-perform on
the difficulty of competency in terms of the strategy of the organisation (manner approach). The result and hassle will issues will depend, each on the selection of approach and on how it's miles utilized by:

- Making a competency based totally lifestyle inside the affiliation.
- Distinguishing and building abilities of humans as efficient and effective managers.
- To assure that proper individuals are distinguished and positioned inside the right joins and employees ability is recognized, advanced and applied completely.
- To help uplift the abilities of essential businesses of managers, by means of offering them insights into their talents and developmental opportunities.
- The Different Categories Of Competencies Are: Generic abilities, Managerial competencies.

II. OBJECTIVES OF THE STUDY

- To measure employees work knowledge, skill, ability and behaviour that contribute to competency mapping.
- To analyse the gap in the competencies.

Hypothesis

H1: Knowledge will contribute to the competency mapping in the organizational productivity improvement
H2: Skills will contribute to the competency mapping in the organizational productivity improvement
H3: Ability will contribute to the competency mapping in the organizational productivity improvement

RESEARCH METHODOLOGY

The data had been accrued thru, Primary resources, Secondary sources, questionnaires, Likert scale, statistical gear.

Primary assets: Primary facts are in the form of raw fabric to which statistical strategies are implemented for the motive of analysis and interpretation. Primary resources are discussion with employees, statistics amassed thru questionnaires.

Secondary resources: Collection of statistics’ from secondary assets i.e, books statistics, journals, prospective of the agency.

Population: 1270 employees
Sample Size: The overall sample size is 130 employees are randomly selected and the questionnaire changed into distributed.
Statistical Tool: The statistical tools used for the study T-test.

III. REVIEW OF LITERATURE

Over the past 10 years, human resources & organizational development specialists have generated a variety of interest in the notion of talents as a key element & degree of the performance. Competencies are becoming a regularly –used & written –approximately automobile for organizational application along with:

- Defining the elements for achievement in jobs (i.e., work) & paintings roles within the company
- Examining the contemporary performance & future improvement wishes of men and women holding jobs function.
- Competency Mapping succession possibilities for personnel in the enterprise
- Identifying candidates for open positions, using competency- based interviewing strategies.

Competencies consist of the collection of achievement factors essential for accomplishing important in a specific activity or paintings role in a selected enterprise. Success component like combinations of expertise, capabilities and attitude referred to as KSA’s. These are 3 definitions which can be important to talk about:

Competency Map: A listing of an character’s skills that constitute elements maximum important to success in given jobs, departments, organizations, or industries which can be a part of the character’s modern-day career plan.

Competency Mapping: Competency mapping is the process of an person makes use of to identification & describe skills which might be the maximum essential to success in a work state of affairs & work roles.

Top Competencies: Top talents are the essential to an man or woman of their ongoing profession control system. There are wide variety resources that describe a few very not unusual character functioning abilities determined to be essential for personnel in any respect levels throughout association. One brilliant quote here is from Michael Zwell (2000, Pgs 53-55), the author of making culture of abilities when he says, “From the social event of competency exam up to now, a base set an abilities might separate the top quartile of performers from the relaxation in maximum positions in an association: interest, impact, Result Orientation, Teamwork, Service Orientation & sympathy closer to nice.” “How do Competencies identifies with individual Career Development?”

One of the primary encounters with competencies for maximum people is in securing employment in a new association. Association which can be deliberately using cutting edge strategies to pick skills for positions.
or assignment roles are carrying out what’s referred to as ‘competency primarily based interview & willpower’. Later these are utilized as to evaluate execution, to guide destiny development plans from people & to plan for succession inside the agency. For the example in the case of the guide machine, an hierarchical improvement counselling brokerage association. Support as of past due launched a manual entitled ‘How to Hire the Right Consultant, ‘in which it diagnosed 18 elements that can used to assess expert, (Fulcrum Network, 2002, pg.10) Most of the 18 elements could be taken into consideration abilities, as in line with the definition blanketed in this studies.

**RANKIN (2002)** - “Competencies are definition of competencies and behaviors that corporations anticipate their group of workers to exercise in work.”

**WOODRUFFEE (1991)** Competency: A man or woman – related idea that refers to the dimension of conduct mendacity behind competent performer.

**Competence**: A Work – related concept that refers to vicinity of work at which someone is competent

**Competencies**: Often referred as the mixture of the above.

### IV. DATA ANALYSIS AND DISCUSSION

**H1: Knowledge will contribute to the competency mapping in the organizational productivity improvement**

| Test Value = 0 | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee’s have work knowledge to handle the making handling the procedure laid down by the organization</td>
<td>130</td>
<td>.000</td>
<td>1.595</td>
<td>1.49</td>
<td></td>
</tr>
<tr>
<td>Employees have sufficient work knowledge to handling the cost procedure during their duties.</td>
<td>130</td>
<td>.000</td>
<td>1.846</td>
<td>1.69</td>
<td></td>
</tr>
<tr>
<td>Employees are well known to their outcomes in the organization</td>
<td>130</td>
<td>.000</td>
<td>1.519</td>
<td>1.42</td>
<td></td>
</tr>
<tr>
<td>Employees are aware of the consequences of their work.</td>
<td>130</td>
<td>.000</td>
<td>1.573</td>
<td>1.48</td>
<td></td>
</tr>
</tbody>
</table>

From the above table, it is observed t-value ("t" column), the degrees of freedom ("df"), and the statistical significance (p-value) ("Sig. (2-tailed)") of the one-sample t-test. In this example, p < .05 (it is p = .000). Therefore, it can be concluded that Knowledge will contribute to the competency mapping in the organizational productivity improvement.

**H2: Skills will contribute to the competency mapping in the organizational productivity improvement**

| Test Value = 0 | t | df | Sig. (2-tailed) | Mean Difference | 95% Confidence Interval of the Difference
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees are efficient in handling the machinery</td>
<td>130</td>
<td>.000</td>
<td>1.718</td>
<td>1.61</td>
<td></td>
</tr>
<tr>
<td>Employees are aware of new technology used in production process</td>
<td>130</td>
<td>.000</td>
<td>1.802</td>
<td>1.66</td>
<td></td>
</tr>
<tr>
<td>Employees know minute details of production process</td>
<td>130</td>
<td>.000</td>
<td>1.992</td>
<td>1.86</td>
<td></td>
</tr>
<tr>
<td>Employee Work systematically &amp; do the rough work while handling the new assignment</td>
<td>130</td>
<td>.000</td>
<td>1.931</td>
<td>1.78</td>
<td></td>
</tr>
<tr>
<td>Employees are capable of handling the new assignment</td>
<td>130</td>
<td>.000</td>
<td>2.023</td>
<td>1.86</td>
<td></td>
</tr>
<tr>
<td>Employee can do multitasking effectively &amp; efficiently</td>
<td>130</td>
<td>.000</td>
<td>1.916</td>
<td>1.74</td>
<td></td>
</tr>
<tr>
<td>Employees think work environment is good in the organization</td>
<td>130</td>
<td>.000</td>
<td>1.893</td>
<td>1.74</td>
<td></td>
</tr>
<tr>
<td>Employees are able to complete the given target within the specified time</td>
<td>129</td>
<td>.000</td>
<td>1.869</td>
<td>1.68</td>
<td></td>
</tr>
</tbody>
</table>
From the above table, it is observed $t$-value ("t" column), the degrees of freedom ("df"), and the statistical significance ($p$-value) ("Sig. (2-tailed)") of the one-sample $t$-test. In this example, $p < .05$ (it is $p = .000$). Therefore, it can be concluded that Skills will contribute to the competency mapping in the organizational productivity improvement.

H3: Ability will contribute to the competency mapping in the organizational productivity improvement

<table>
<thead>
<tr>
<th>One-Sample Test</th>
<th>Test Value $= 0$</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$t$</td>
</tr>
<tr>
<td>Employees good enough to communicate effectively while executing, delegating &amp; following instructions (Giving &amp; taking) Employee had adjusted colleague’s working style in order to complete a project or achieve your objectives Employees relation with their colleagues are co-ordial Employees are able to handle the situation when something significant didn’t go according to plan at work Employees are stressed at work</td>
<td>22.672</td>
</tr>
<tr>
<td></td>
<td>21.394</td>
</tr>
<tr>
<td></td>
<td>23.399</td>
</tr>
<tr>
<td></td>
<td>21.386</td>
</tr>
<tr>
<td></td>
<td>22.781</td>
</tr>
</tbody>
</table>

From the above table, it is observed $t$-value ("t" column), the degrees of freedom ("df"), and the statistical significance ($p$-value) ("Sig. (2-tailed)") of the one-sample $t$-test. In this example, $p < .05$ (it is $p = .000$). Therefore, it can be concluded that Ability will contribute to the competency mapping in the organizational productivity improvement.

Suggestions

They can pursue methods like Job pivot, Enrichment, Enlargement. Association ought to give legitimate direction and preparing to deal with the new machines. They ought to know about the expense of crude materials and extra parts. The initiative aptitudes of the representatives the association are created by urging them to take an interest in identity improvement projects and reproduction preparing led inside and outside the association. They can likewise convince the representatives to take errands under their administration.

V. CONCLUSION

Competency mapping is the critical for each association. Before the enrollment and choice the association should design the competency mapping dependent on the each activity. It additionally serves to estimating the representative execution and it shows the required learning, aptitudes and capacity to playing out a specific assignment or occupation. It is essential idea for execution evaluation just as preparing of workers. I might want to reason that the organization needs to care for the formal competency methodology following choice and preparing. From this the association can gauge the representatives' execution and benefit of the association.

VI. REFERENCE

- Competency Mapping: A pre-requisite for HR Excellence – by Dr. Lovy Sarikal
- David Decenzo & Stephen Robbins. Human recourse management
- http://www.allmbastuff.blogspot.com
- http://www.citehr.com
- http://www.hrmna.blogspot.com
- Research Methodology Methods & techniques by C.R.KOTHARI, New Age international publishers, New Delhi-110002.