

AN ANALYTICAL STUDY ON ORGANIZATIONAL EFFECTIVENESS AS A FUNCTION OF COMPETENCE MAPPING WITH REFERENCE OF MSME

(Dr.) Amit Kumar Gupta, Associate Professor
Department of Management, Shri Ram Institute of Technology, Jabalpur (MP)-India

Abstract:In human resources management, a company's personnel are brought together to work toward a common purpose. A business's prosperity depends on it. Competency mapping is critical to finding, hiring, and retaining the best employees. In this study, we look at the communication skills of MSME employees in relation to their organization's ability. The U test and percentage analysis are examples of research methods. This research has a sample size of 200 participants. We used questionnaires to conduct our research. In the case of this investigation's conclusions, competence is the most important organizational tool since it allows MSME employees to be evaluated on their performance. It is expected that employees will continue to get recognition and training..

Keywords:Mapping of competencies, Communication abilities of employees, MSME, Training and Development

INTRODUCTION

Competency development

During the twentieth century, competence was initially established, but it has only just come to an end. An employee is required to have a specific expertise as part of the business process. Employees at all levels were expected to take orders from their superiors without question during World War II. New methods for US intelligence agencies to learn about human performance were introduced by David McClelland in an article published in the American Psychologist in 1973.

Classification of Competencies

Organizational, job-related, and personal competence are three ways to categorize a person's abilities. We refer to a company's ability to differentiate itself from the competition as competence. Hamel and Prahalad C.K. wrote it, respectively (1994) His book "Competency in the Future" presented his argument utilizing material that might be used to reach a broad variety of potential purchasers and urge rivals to replicate his efforts.. Work-related abilities are those that are necessary for a certain employment role.All areas

of human resource management, from recruiting to performance assessment to remuneration, are dependent on appropriate expertise. Being "personally competent" requires one to fulfill the duties of one's position in an organization. Behavioral competency is an important aspect of an employee's ability to perform their work responsibilities effectively

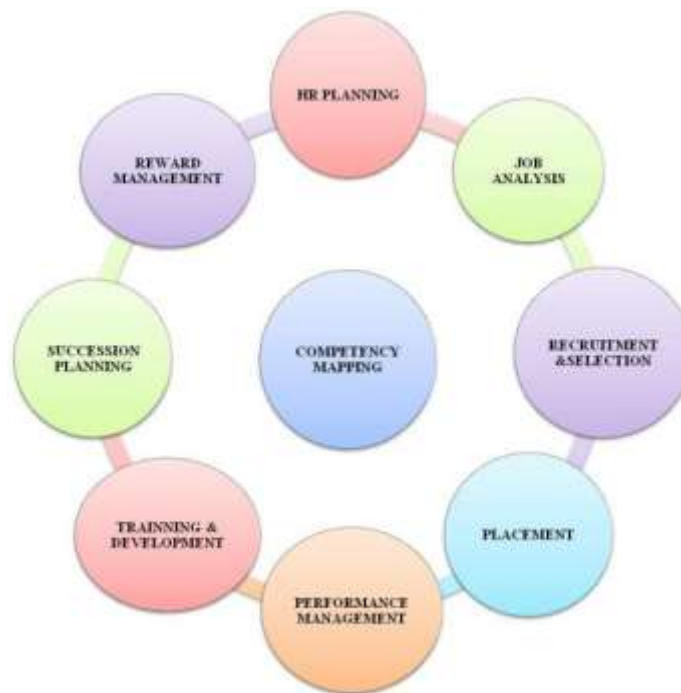


Figure – 1: Process of Competency

Mapping Competencies

Management of an organization's human resources is known as human resource management (HRM). It is essential to the success of any business. Competency mapping is essential if you want to hire the right individual for the job. It's easier to get a job if you have a particular skill set. Competencies may be broken down into two main categories: general and managerial. As a result of this, it helps new recruits by identifying their own strengths and weaknesses. The Organization's arsenal now has a more powerful weapon. Organizations may accomplish their goals if their employees cooperate and if competence mapping is used.

Literature Review

The 1997 IDS (International Data System) As the name implies, the goal of competency-based leadership is to identify the skills that separate the best performers from the rest of the workforce and to apply this framework to all aspects of employee management, from recruitment to training and development to performance evaluations to compensation (CM).

Employees are seen as the most significant resource in a company's competency-based management approach, according to Pam (2014). Organizations and individuals alike benefit from the creation of these resources when they are well thought out in advance. Competency-based management may be used to evaluate the profile of a person's skills, the skills of a group, or the whole organization. Employee competencies are first established, then measured and thoroughly analyzed to discover the right person for a specific role and at the right time. CBM aims to improve employee abilities by coordinating processes and systems throughout a business.

An organization's employees are responsible for its long-term performance and growth as well as its brand name and image, which necessitates competence development and management may be operationalized in this way" (Mukhopadhyay et al, 2011). Thus, competence management seeks to identify relevant and crucial competencies that are required for various jobs, positions and responsibilities. Using CBM, organizations and people may better identify the critical success factors (KSABs) they'll need to succeed..

RESEARCH METHODOLOGY

Objective of the study

- To Determine MSME employee knowledge, communication skills, and attitude toward organisational competency.
- To investigate approaches for bridging the gap between current and expected competency levels among MSME employees.

The Study's Source

Primary data, obtained through the use of a questionnaire, plays a significant part in this study. We also used secondary data for several of the references

Techniques and Tools

Statistical tools such as percentages and the Mann-Whitney U test are used to assess and interpret MSME employee competency mapping.

Size of Sample

The survey was conducted using convenience sampling. A sample of 200 MSME employees was chosen. The respondents in the chosen sample were given the questionnaires.

Limitation of the Study

- There is no physical evidence that the response provided is a real reflection of all MSME employee suggestions.

The most significant limitation in data collecting was time

ANALYSIS AND INTREPRETATION

Table - 1: Profile of the Respondents

Socio Economic Profile of the Respondents	Frequency	Percentage (%)
<i>Gender</i>		
Male	101	50.5
Female	99	49.5
<i>Age (In Years)</i>		
20-28	117	58.5
29-38	59	29.5
39-48	4	2.0
above 48	20	10.0
<i>Qualification</i>		
Diploma	143	71.05
UG	36	18.0
PG	14	7.0
Others	7	3.5
<i>Experience</i>		
3-5 years	92	46.0
6-8 years	97	48.5
Above 9 years	11	5.5

Source: Primary Data

Employee Competency Mapping is displayed in this table to have a socioeconomic profile. With an average score of 101, male MSME employees outperformed all other genders in the company's competency mapping. There were 143 employees out of a total of 200 who received diplomas. There is an average of six to eight years of service for an MSME employee.

If there was a difference in organizational competence between the mean rank of gender and employee communication abilities, the Mann Whitney U test was used to discover it.

Employee communication skills towards organizational competency	Mean rank for Gender		Z value	P value
	Male	Female		
Listening skills: Listen to others views with patience	86.44	114.85	3.766	0.000
Precision in communication : Listen to others and express the ideas with clarity and precision	78.59	122.85	5.531	.000*
Persuasiveness : Able to move other in getting things done	94.38	101.76	1.426	0.146
Sensitivity: Aware of what is going on in the work place and responds in a suitable manner to situations as they arise	95.21	105.64	1.321	0.038

Source: Primary Data - Note: * denotes associate at 5% level

Statistical significance is defined as a P value of 0.05 or less. Organizational competence and employee communication skills both preclude H0 as a viable option in this case, however. This means that the data doesn't fit into any particular pattern. The non-parametric test may be used if the data does not fit the normal distribution.

MAJOR FINDINGS

- It is well established that competency mapping is high in the male gender category, with 101.
- 117 employees in the 20-28 year age group
- 143 employees out of 200 completed their studies with a diploma
- 97 employees have 6-8 years of experience
- Because the P value is less than 0.05, In the context of organisational competency, H0 is rejected in relation to gender and employee communication abilities.

SUGGESTION

All research targets were fulfilled successfully in the study's analysis and results, according to the study's analysis and findings. Expertise in all parts of manufacturing and design is stated to be high among the workforce. Several elements must be taken into account in order to raise the competence level of MSME personnel.

Conclusion

In today's global market, a company's success depends on having a strong competency-based management structure in place. In light of the ever-changing business climate, more companies are relying on CBM's flexible and responsive management practices. For a long time, companies have understood the need of developing their core competencies as an essential part of their entire business strategy.

Organizations and employees have both embraced the practice of competency management in order to retain and attract the best employees, conduct thorough job analyses, select the most qualified candidates for open positions at the right time, plan succession, monitor performance, allocate rewards, and determine training needs.

The CBM method is all about combining the growth of both the company and its employees. An engaged workforce that is more closely linked with the company's goals and objectives boosts productivity when employees are more committed over the long run. This strategy must be applied if firms are to survive and thrive in today's fast-paced and competitive industry.

References

1. Boyatzis R (1982), *The Competent Manager: A Model for Effective Performance*, Wiley, New York.
2. Chuck Cosentino (2015), *Competency Management at its most competent @ Development Dimensions International, Inc.*
3. Dragandis, Mentzas (2006), *Competency Based Management: a review of systems and approaches. Information Management & Computer Security*, 2006, Vol 14 Iss 1 pp. 51-64.

4. Income Data Services (IDS) (1997), Developing Competency Framework study, n 693, IDS, London.
5. McClelland D C (1973), "Testing for Competence Rather Than for Intelligence", *American Psychologist*, Vol. 28, No. 1, pp. 1-14.
6. McClelland D C (1975), A Competency Model for HR Management Specialists to be used in the Delivery of the Human Resource Management Cycle, McBer, Boston.
7. Mukhopadhyay, Sil & Banerjee (2011), "A Competency Based Management System for sustainable development by innovative organizations: A proposal and tool", *Vision*, 15, 2 (2011): 153-162, SAGE Publications.
8. Martima K, Hana U, Jiri F (2012); Identification of Managerial Competencies in Knowledge-based Organisations; *Journal of Competencies*, Vol 4 Iss 1, March 2012, pp 129-142.
9. Ogrea C, Herciu M, Belascu L (2009), Competency Based Management and Global Competencies- Challenges for Firm Strategic Management; *International Review of Business Research Papers*, Vol 5 No. 4, June 2009, pp 114-122.
10. Pam B W (2014), Employee core competencies for Effective Talent Management; *Human Resource Management*, Vol 4 Iss 3 pp 49-55.
11. Pandey & Guha (2014), Competency Based Human Resource Management in process Industries with Specific Reference to Bhilai Steel Plant, *IOSR Journal of Business & Management (IOSR-JBM)*, Vol 16 Iss 9, Ver. 111 (Sep 2014) pp. 20-23
12. Sahu R K (2009), Competency Mapping, Excel Books, New Delhi.
13. Sanghi Seema (2012), "Developing Competency Model", *The Handbook of Competency Mapping Understanding, Designing and Implementing Competency Models in Organizations*, Sage Publications India
14. Shermon Ganesh (2011), "Competency based HRM- A strategic resource for competency mapping assessment and development centres", published by Tata McGraw-Hill Education Private Limited, New Delhi.
15. Simon B (2009), A discussion on Competency Management Systems from a Design Theory Perspective; *Business & Information Systems Engineering (BISE-Research Paper)*

16. Tripathi, Agarwal (2014), Competency based management in organizational context: A Literature Review; *Global Journal of Finance & Management*, ISSN 0975-6477, Vol 6, Number 4 pp.349-356.
17. Using a Competency-Based Approach: Linking Core Competencies to your Business Strategy, ThinkWise, Inc., 2007, [www.thinkwise.com/File/Competency-Based-Approach-white paper.pdf](http://www.thinkwise.com/File/Competency-Based-Approach-white%20paper.pdf)
18. Vijay KuamrThota&Naresh Banda (2013) Competencies Management – Approaches to Developing Competence in an organization, Paripex, *Indian Journal of Research*, Vol 2 Iss 12, Dec 2013.