

A Study on Competency Mapping at LARSEN & TURBO

Sanjeeth Kumar¹, A. Renuka²

Student, Internal guide & HOD

DRK Institute of Science and Technology

Hyderabad

ABSTRACT

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. The aim of the study is to explore formalization of competency mapping in organizations of India. In spite of numerous benefits of competency mapping, implementation of the same in Indian organizations is still in infant stage. Competency mapping was done by identifying the gap between required competency level and actual competency level. The study deployed quantitative research design of 100 respondents.

I. INTRODUCTION

In this modern competitive world, managers are required to improve the efficiency and effectiveness of their business operations. As there are several factors that affect efficiency and effectiveness of operations, the improvement is required to be carried out in every factor. They are required to bring every factor in synchronization with other factors. TQM, TPM, BPR and other similar initiatives provide direction to improvement in business operations.

II. OBJECTIVE

1. To know about the level of awareness about the competency mapping among the employees
2. To know about how LARSEN AND TOUBRO get benefit out of this Competency mapping
3. To know about how the Competency mapping can be used for various purposes

III. SCOPE OF THE STUDY

The study is mainly conducted to know about the competency mapping for the employees in an organization and also about how the organization 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 there any pitfalls behind that'. Through this we can give necessary suggestion wherever necessary and also to suggest innovative ideas so that it will prevent the company from future challenges to a greater extent.

IV. LIMITATIONS

- * The study is fully focused on only one organization
- * The time and cost are constraints
- * Self bias or data is insufficient

V. RESEARCH METHODOLOGY

INTRODUCTION:

DESCRIPTIVE RESEARCH DESIGN

Descriptive research has been used for the study, because the aims of the descriptive research are to describe accurately the characteristics of particular individual situation or group and to determine the frequency of occurrence of such events.

SAMPLING TECHNIQUE

In this researcher have used convenience sampling method of Non-probability sampling. Non probability refers to selection of units within a sample involves human judgment rather than pure chance. In convenience sampling the selection of the sample is left to the researcher who is to select the sample and here the information's are collected from the members of the population who are conveniently available to provide it.

SAMPLE SIZE

A total of 100 samples were selected out of 500.

DATA COLLECTION METHOD

The method of data collection includes two types for the study, such as primary data and secondary data.

SOURCES OF DATA

PRIMARY DATA

Primary data is the data that is collected for the first time by the researcher. The primary data are collected with specific set of objective to assess the current status of any variable studied. Primary data is useful only particular period.

SECONDARY DATA

Secondary data can be internal or external. The secondary data has been collected from journals, text books, magazines, internet etc.

VI. REVIEW OF LITERATURE

The facilitator will briefly discuss about the competency model. They should explain different competencies and their behavioral indicators. Facilitator should provide examples of relationships between competencies and business process requirements like elemental competency of influencing ability and sales process, Competency of team working & interpersonal effectiveness and production process etc.,

Facilitator will answer the questions that participants may have, to clear their doubts. This will complete the orientation of the program.

1. Identification of core competencies:

Facilitators will every job its duties and responsibilities, processes participated, critical factors for performance and criticality of the job etc., and will facilitate discussion among participants with respect to the job factors.

The objective is to identify up to ten most important 10 elemental competencies for each of the job from the list of 20 elemental competencies and divide them into two groups: core competencies and supporting competencies.

The Base competency map based on the model provides broad requirements for each of the job. This map helps to establish basic requirements for a competency based performance and potential appraisal system.

For performance diagnostic applications the model needs to be further refined with in-depth job studies for each of the job.

The overall competency requirement for a job needs to be understood in terms of elemental competencies which depend upon education, knowledge, training, experience, technical and non-technical skills, attitude, personal image etc., and some of these attributes are difficult to objectively assess and measure.

VII. DATA ANALYSIS AND INTERPRETATION

AWARENESS OF COMPETENCY MAPPING

S.NO	AWARENESS	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Yes	80	80
2	No	20	20
	Total	100	100

INTERPRETATION:

The above table spells about the respondents having awareness about the competency mapping, where 80% of the respondents are having awareness about the competency mapping and the remaining 20% of the respondents don't have awareness about the competency mapping. The awareness can be created through various programs which can be conducted by the organization.

COMPETENCY MAPPING IN MANPOWER PLANNING

S.NO	Manpower Planning	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Invariably	5	5
2	Frequently	0	0
3	Rarely	5	5
4	Never	90	90
	Total	100	100

INTERPRETATION:

The above table explains about the manpower in competency mapping, where 90% of the employee suggests that competency mapping can't help in doing manpower planning, but 5% of the employees supporting towards the presence of competence mapping in manpower and remaining 5% cant able to suggest.

PERFORMING COMPETENCY MAPPING REGULARLY IN COMPANY

S.NO	NECESSITY	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Invariably	93	93
2	Frequently	5	5
3	Rarely	2	2
4	Never	0	0
	Total	100	100

INTERPRETATION:

The above table explains about the respondents of necessity of competency mapping in the present scenario. From the above table, it is clear that 93% of the employees say that competency mapping is necessary for the growth of organization and 5% suggest they performing competency mapping frequently and the remaining 2 said rarely.

VIII. FINDINGS

- * 80% of the employees in LARSEN AND TOUBRO have the awareness about the concept of Competency mapping. Because they have this concept in their organization.
- * 90% of the employee suggests that competency mapping can't help in doing manpower planning,
- * 93% of the employees say that competency mapping is necessary for the growth of organization.
- * 85% of the respondents didn't assess that Recruitment and selection processes carried out considering competency of the Individuals.

IX. SUGGESTIONS

- * The organization should create awareness about the Competency mapping and their uses among the employees through various programs.
- * The organization should enhance the employee's competencies through various training and development programs.
- * The HR manager can take the initial steps to teach their employees for assessing the employee's competencies.
- * After finding their skills, they can provide the initiatives to the employees to excel as a potential employee with specific skill. And also they can enhance the multiple skills among the employees.

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- * The organization should provide a separate cabin for each employee to excel their talents so that the employee also feels independence in their work.
- * By giving a proper communication, the organization can avoid the problems while implementing the competency mapping.

X. CONCLUSION

Competency mapping and assessment provides 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.

LARSEN AND TOUBRO also benefited out of the Competency mapping. For that, the HR manager has also taken many initiatives for the welfare of both the employees and the organization. This organization has used the competency mapping for various purposes like selection process, performance appraisal, succession planning & promotion etc. There is no doubt that if the organization has used the competency mapping, they will definitely get the success.

At present scenario, Competency mapping is essential for every organization. Only thing that if the organization used it effectively means, they will definitely get 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.

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