

An analytical study on organizational effectiveness as a function of competence mapping with reference of MSME

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Abstract: The process of bringing an organization and its employees together to work toward a single goal is referred to as human resource management (HRM). It is essential to the success of any company or organization. To put it another way, competency mapping is an essential tool for locating, employing, and keeping the most qualified candidate for the position. The research focuses on the workers of MSME companies and how well their communication skills relate to their overall organizational competence. Research methods such as the U test and percentage analysis are available. The investigation will include a sample of 200 different workers. The study was carried out via the use of the questionnaires. The results of this inquiry are as follows: Because it enables workers of MSME businesses to be assessed based on their performance, competency is the most critical tool that an organization can have. There will be an increase in the number of prizes won, and the staff's knowledge will be finished.

Keywords: mapping of competencies, Communication abilities of employees, MSME, training and development

INTRODUCTION

Competency development

The twentieth century saw the beginning of competency. It is necessary for an employee to possess a certain skill in order for the business procedures to be followed correctly. During World War II, management-centric viewpoints were institutionalized, and as a result, lower-level staff were forced to accept the job that commanders allocated without questioning its need. The year 1973 was the tipping point for the competence movement when David McClelland published an article in American

Psychologist that presented new methods for US intelligence agencies to learn about human performance. The paper was titled "The New Tools for Learning About Human Performance."

Classification of Competencies

It may be characterized in three different ways: organizational competence, job-related competency, and personal competency. Organizational competence is the first. The term "organizational competence" refers to the unique qualities that an organization has that contribute to its high level of competitiveness. Hamel and C.K. Prahalad published their work in 1994. He is the author of a book titled "Competency in the Future," in which he argues that it gives information to reach a broad range of markets, which in turn encourages perceived customers to complete the product and drives rivals to duplicate it. Competencies that are relevant to a job are those that are necessary in order to do a certain task.

A significant amount of emphasis is placed on job-related capability in a variety of Human Resource functions, including recruitment, training and development, performance evaluation, and remuneration. The competence of an individual to carry out obligations inside an organization is referred to as their "personal competency." In addition to a person's degrees of knowledge and ability, it also takes into account their various levels of behavioral competence.

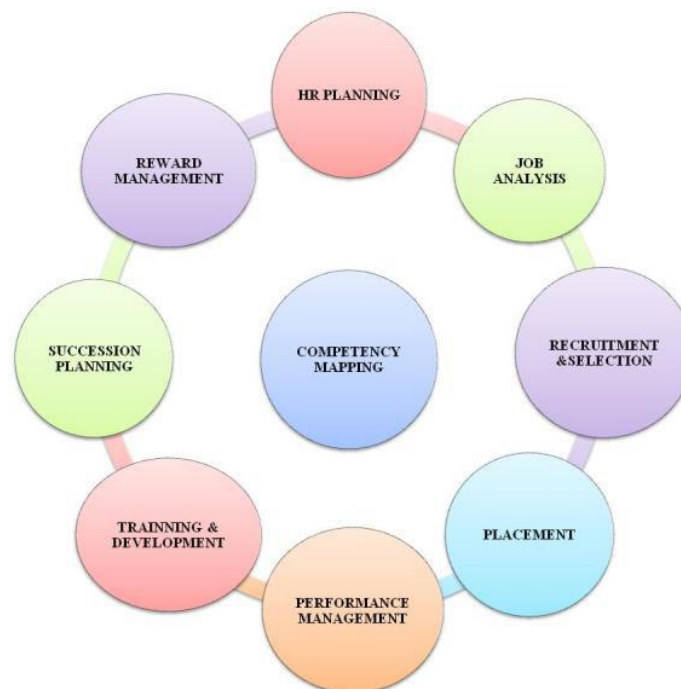


Figure – 1: Process of Competency

Mapping Competencies

The process of bringing an organization and its employees together to work toward a single goal is referred to as human resource management (HRM). It is essential to the success of any company or organization. To put it another way, competency mapping is an essential tool for locating, employing, and keeping the most qualified candidate for the position. The competence helps to establish a particular position, which is then linked to an accurate employment profile. The skill may be broken down into two primary subcategories, namely general and managerial. Aside from the process of recruiting and selection, it recognizes an employee's intrinsic skills and limitations and helps them improve themselves. In addition, it helps attract new employees. It is the most powerful tool that the Organization has. In this manner, the use of personnel contributes to the accomplishment of organizational objectives with the assistance of competency mapping.

Literature Review

(IDS, 1997) Identifying the competencies that differentiate high performers from average performers across all areas of organizational activity while employing this framework as the foundation for various aspects of worker management, such as hiring, selecting, training and development, performance management and related appraisals, staffing, and rewards, is the first step in the process of Competency Based Management (CBM), which is also known as Competency Management (CM). CBM is an abbreviation for Competency Management.

According to Pam (2014), competency-based management is a strategy that acknowledges people as the most important asset of a business. It lays forth a strategy for discovering, developing, nurturing, and using these assets for the benefit of both the organization and the person in question. The use of competence-based management gives an organization the ability to ascertain the competency profiles of each individual worker, team, and the whole organization as a whole. The procedure begins with the identification of the employee competencies, which is followed by an evaluation of those skills and an in-depth examination of the outcomes. These are then used to cultivate and deploy the appropriate individual for the appropriate function at the appropriate moment. The goal of competency-based

management is to bring an organization's procedures and systems into alignment with one another in order to expand and deepen the workers' existing capabilities.

Various authors (Mukhopadhyay et al., 2011) It is of the utmost importance to acknowledge the significance of operationalizing the process of competency development and management due to the fact that it is the people (employees) of the organization who are accountable for the long-term performance and development of the organization, in addition to its brand name and image. As a consequence of this, the objective of competency-based management is to determine which activities, roles, and responsibilities can most effectively be completed by individuals based on the relevant and essential abilities. Because it helps in identifying the fundamental KSABs that an individual or organization need to possess in order to fulfill their aim and goals, CBM has a huge influence, both personally and organizationally.

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

Source: Primary Data

The socioeconomic profile of MSME Employee Competency Mapping is shown in the table that can be seen above. It has also been established that males have the greatest competence mapping among

Micro, Small, and Medium-Sized Enterprise (MSME) personnel in business, with 101. With 117 workers falling between the age range of 20 to 28 years old. Out of the whole workforce of 200, there were 143 people who were awarded diplomas. 97 workers at MSME have between six and eight years of experience.

Table – 2: The Mann Whitney U test was used to see if there was a significant difference between the Mean Rank of Gender and employee communication abilities in terms of organisational competency.

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*

Due to the fact that the P value is lower than 0.05, When H0 is considered within the framework of organizational competence and the aspects of employee communication skills, it is shown to be untrue. As a direct consequence of this, the data do not follow the characteristics of a normal distribution. In the event that it does not adhere to the normal distribution, we will need to apply the non-parametric test.

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

It is clear, based on both the analysis and the conclusions of the study, that a comprehensive analysis was conducted, and that all of the goals of the research activity were accomplished to a satisfactory level. It has been found that the employees have a significant amount of experience as well as a high degree of proficiency in all elements of manufacturing and design. It is necessary for the organization to take into consideration a wide range of aspects in order to raise the degree of competence possessed by individuals working for MSME.

Conclusion

In this day and age, when competition on a worldwide scale is at an all-time high, the success of the company is directly influenced by the competency-based management system that is in place. CBM's responsive and flexible management practices are becoming more popular among businesses as an adaptation strategy in response to the continuously changing nature of the modern business environment. The importance of cultivating a company's core competencies, which seems to be the foundation of CBM, has been acknowledged by businesses.

Competency Management is a practice that is widely adopted by organizations and employees. This practice assists organizations and employees in recruiting and cultivating talented manpower, conducting job analysis, determining who the right person is for the right job at the correct moment, preparing for retirement, handling performance, reward management, need for training analysis, and other essential Human Resources functions.

The CBM strategy's objective is to combine and accomplish both the business and people goals and development in order to advance both. It improves employee performance and encourages long-term engagement with the organization, which ultimately leads to a more dedicated workforce that is in line with the company's vision, purpose, and goals, which in turn leads to long-term sustainable growth and development. As a result of this method's ability to boost employee performance, firms are better able to acquire a competitive edge over their rivals and thrive in the highly competitive and dynamic world of today.

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