

## **ROLE OF COMPETENCY MAPPING ON EMPLOYEE PERSONAL DEVELOPMENT AT BAJAJ MOTORS, TRICHY**

**MARCELIN JENIFER, MAYANK KUMAR, BASKAR, ZAMRUDEEN<sup>1</sup> & K. AROCKIAM<sup>2</sup>**

<sup>1</sup>M. Phil Research Scholars, Department of HRM, St. Joseph's College, Tiruchirappalli, Tamil Nadu, India

<sup>2</sup>Research Guide & Head, Department of HRM, St. Joseph's College, Tiruchirappalli, Tamil Nadu, India

### **ABSTRACT**

Competency mapping for automobile industry has grown and has open challenges for employees as well as for business. Technical skills and continuous Research & Development are of utmost importance, but at the same time those behavioral competencies which will lead to superior performance. In Today's scenario the automobile sector also requires some critical competency within the employee for the survival in the market. As population increases the demand for automobile also increases. In order to satisfy the customers' needs, the employees should equip themselves with the different competencies. This empirical study conducted in Bajaj automobile services in Trichy with the population of 25 employees from service departments, were taken as the sample by adopting purposive sampling technique. The questionnaire contained specific items to assess the competencies of employees and their relation with those who are working at service centers.

**KEYWORDS:** Competency Mapping, Behavioral Competency, Previous Experience, Motivation

### **Statement of the Problem**

Competency mapping is critical to the HR managers /organizations that are applied to the organization recruitment, selection, performance appraisal, training and development etc. In today's business scenario, every industry and organization wants to have productive employees. With the help competency mapping, the organizations are able to identify the critical competencies related to job within the employees. In automobile industry, there is a need for identification of competency that leads to the personal development of the employees because in service centre, the employees need to perform many a tasks which need competencies to perform. The researchers try to identify the competencies required by the employees related to job and how it will affect the performance and personal development of the employees.

### **INTRODUCTION**

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless one's personnel relation is in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. Thus the concept of competency mapping arises. It is a process of identifying key competencies for an organization, the jobs and functions within it. At the heart of any successful activity, lies a competence or skill. The main objective of competency mapping is to conduct a complete analysis of job role and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.

Competency Management is defined as to encompass all instruments and methods used in an organization to systematically assess current and future competencies required for the work to be performed, and to assess available competencies of the workforce. Competencies are defined as the cognitive (e.g. Knowledge and skills), affective (e.g. Attitude and Values), behavioral and motivational (e.g. Motives) characteristics or dispositions of a person which enable him or her to perform well in a specific situation.

Employee development is crucial for the growth and prosperity of any business as employees are one of the determining factors for the success of the company. The more capable and qualified the employee, the better the performance of the company is! When they are well trained, they could easily handle situations, ensure customer retention as well as resolve any glitches effectively without much ado. Employee development programmes make positive contributions to organizational performance. It is a joint, on-going effort on the part of an employee and the organization to upgrade the employee's competency, or knowledge, skills, ability, and characteristics associated with high performance on a job. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done.

## LITERATURE REVIEWS

There has been a study conducted by **Hayes & Wheelwright (1984)** where they have shown how manufacturing competency can help a firm to improve the firm performance. The final products or services are produced by using a wide range of other firm assets and bonding mechanisms such as technology, management information systems, incentive system, trust between management and labor, and more. **Grant (1991)** defined resources as the inputs into the production process, which are the basis of analysis. To identify resources, financial balance sheets are notoriously inadequate because they disregard intangible resources and people-based skills – probably the most strategically important resources of the firm (**Grant, 1991**). **Barney (1986, 1991)** also suggested that not all aspects of a firm's physical capital, human capital, and organizational capital are strategically relevant resources. However **Christopher (2003)** in his text book titled "Logistics & Supply Chain Management: Strategies for reducing cost and Improving service" has clearly reflected that how logistics competency can really help firm by reducing distribution cost and by improving customer satisfaction by providing product at right place in right condition in right time.

**Dr. Govind P. Shinde & Dr. Manisha Dubey (2011)** made a study on 'Automobile Industry And Performance of Key Players': Tata Motors, Maruti Suzuki India, Hyundai Motor India, Mahindra & Mahindra, Ashok Leyland, Hero Honda Motors & Bajaj **Auto found in the Asian Journal of Technology & Management Research** Vol. 01 – Issue: 02 (Jul - Dec 2011) discussed the Key Success factors in the Motor Vehicle Manufacturing industry are:

- **Efficiency Factor:** Improve labour productivity, labour flexibility, and capital efficiency
- **Resource Availability:** Quality manpower availability, infrastructure improvements, and raw material availability
- **Effective Cost Controls:** Close relationship with supplies and goods distribution channels.
- **Establishment of Export Markets:** Growth of export markets
- **Having an Extensive Distribution/Collection Network:** Goods distribution channels
- **Successful Industrial Relations Policy:** Ethical and tactical industrial relations

- **Access to the Latest Available and Most Efficient Technology and Techniques:** The degree of investment in technological improvements and product development.
- **Optimum Capacity Utilisation:** The level of plant utilisation
- **Management of High Quality Assets Portfolio:** Understanding implications from Government policies.

Their further analysis on SWOT reveals the following:

### Strengths

- Globally cost competitive, b) adheres to strict quality controls and c) Adoption or Access to latest technology.

### Weakness

- Low research and development capability b) Industry is exposed to cyclical downturns in the automotive Industry and c) Most component companies are dependent on global majors for technology.

### Opportunities

- Sourcing hub for global automobile majors and b) Export opportunities may be realized through diversification of export basket.

### Threats

- Pressure on prices from OEM's continues, b) Imports from FTA Regime Countries, in certain component segments are a threat to local industry and c) Smaller players, who do not upgrade to global standards, would get extinct.

The researchers have concluded that the industry has recorded phenomenon growth during the last decade. A market trend is growing at a faster rate. According to CAGR the market will further grow in years to come. The opening of the Indian automobile market for foreign companies the competition is expected to enhance further. The opportunities can be grabbed through the diversification of export basket in untouched foreign destinations. Thus strict quality standards, services and use of latest technology can provide an edge over competitors across the globe.

## RESEARCH METHODOLOGY

### Objectives

The following objectives are developed in the light of reviews

- To know about training effectiveness on the basis of the level of experience.
- Role of competency mapping on personal development of employee.
- To know about the training leads to capacity building of the employee.
- To know about the communication competency lead to personal development of the employee.

### Hypotheses

- There is a significant association between getting proper training for work of the respondents and their opinion about the satisfaction with training.

- There is a significant association between getting proper training for work of the respondents and their opinion about prior knowledge leading to the capacity building of oneself and to understand others' needs too.
- There is a significant association between the ability to communicate effectively with customers of the respondents and their opinion about prior knowledge leading to the capacity building of one-self and to understand others need too.
- There is a significant difference between experience of the respondents and their opinion about getting proper training for work.

### **Profile of the Company**

The Bajaj Group was founded in the year 1926, at the height of India's movement for independence from the British, the group has an illustrious history. The Bajaj Group is amongst the top 10 business houses in India. Its foot-print stretches over a wide range of industries, spanning automobiles (two-wheelers and three-wheelers), home appliances, lighting, iron and steel, insurance, travel and finance. The group's flagship company - Bajaj Auto, is ranked as the world's fourth largest two- and three- wheeler manufacturer and the Bajaj brand is well-known across several countries in Latin America, Africa, Middle East, South and South East Asia. The integrity, dedication, resourcefulness and determination to succeed which are characteristics of the group today, are often traced back to its birth during those days of relentless devotion to a common cause. Jammalal Bajaj, founder of the group, was a close confidant and disciple of Mahatma Gandhi. In fact, Gandhiji had adopted him as his son. This close relationship and his deep involvement in the independence movement did not leave Jammalal Bajaj with much time to spend on his newly launched business venture.

### **Vision**

To attain World Class Excellency by demonstrating Value added products to customers

### **Mission**

- Focus on value based manufacturing
- Continual Improvement
- Total Elimination of wastes
- Pollution Free & Safe Environment

**Research Design:** Descriptive research design is adopted for this study.

### **Scope of the Study**

- The study applicable to the automobile industry.
- The study analyses the skill level of Workmen in the organization for preparation of model for questionnaire.
- The study applicable to the recruitment and selection of the employee on the basis of the competency mapping.
- The study gives the proper identification of critical competency.

### Population

The population comprises of 25 employees from the service department of the organization that is select by the convenience sampling.

### Sampling Method

Purposive sampling method was adopted for the study. It is because of the academic requirement, the researchers went for this method.

### Data Collection

#### Primary Data

The first hand primary data was collected through questionnaires. In addition, discussions were held with the immediate supervisors, the managers of each department.

#### Secondary data

The secondary data was collected through the company profile, the company manuals, and previous year records.

## DATA ANALYSIS AND INTERPRETATION

This section deals with the data analysis and interpretation. The important factors are being analysed and being interpreted.

**Table 1: Distribution of Respondents by Age Group**

		Frequency	Percent
Valid	18-25	1	4.0
	25-35	14	56.0
	35-40	8	32.0
	40-above	2	8.0
	<b>Total</b>	<b>25</b>	<b>100.0</b>

The above table explains about the age of the respondents. It reveals that 56 per cent of the respondents are belonging to the age group of 25-30. 32 per cent of the respondents are the age group of 35-40 year old. The least age group is 40 above with 8 per cent.

Therefore it is inferred that the age group 25-30 plays as the potential prime age group. The least is the age group 40's – it is due to the experience, they are leaving the company.

**Table 2: Distribution of Respondents by Experience**

		Frequency	Percent
Valid	<b>0-2</b>	<b>6</b>	24.0
	2-4	9	36.0
	<b>4-6</b>	<b>8</b>	32.0
	<b>6-above</b>	<b>2</b>	8.0
	<b>Total</b>	<b>25</b>	<b>100.0</b>

The table above illustrates about the experience of the respondents. It reveals that 36 per cent of the respondents are having the 2-4 year of experience in the service center and 32 per cent of the respondents are having the experience of 4-6 year of experience and the 24 per cent of the employees some of the having the experience of 0-2 year.

Therefore it is inferred that most of the employees are having 2 years of the experience. As is seen from the table only a few remain even after 6 years of service. Because of the nature of the industry. It is being the automobiles industry, some employees may leave the company in between.

## DISCUSSIONS ON HYPOTHESIS

### Research Hypothesis 1

There Is an Association between Getting Proper Training for Work and Their Opinion About Satisfied with Training

**Table 3**

Getting Proper Training for Work	Satisfied with Training			Statistical Inference
	Agree (n=7)	Strongly Agree (n=18)	Total (n=25)	
Agree	3(42.9%)	4(22.2%)	7(28%)	$X^2=1.064$ $Df=1$ $.302>0.05$ Significant
Strongly Agree	4(57.1%)	14(77.8%)	18(72%)	

The above table reveals that there is no significant association between getting proper training for work of the respondents and their opinion about satisfied with training. Hence, the calculated value less than table value ( $p>0.05$ ).

### Research Hypothesis

There is a significant association between getting proper training for work of the respondents and their opinion about satisfied with training

### Null Hypothesis

There is no significant association between getting proper training for work of the respondents and their opinion about satisfied with training

**Statistical Test:** Chi-square test was used the above table

### Findings

The above table reveals that there is no significant association between getting proper training for work of the respondents and their opinion about satisfied with training. Hence, the calculated value greater than table value ( $p>0.05$ ). So the research hypothesis is accepted and the null hypothesis rejected.

### Research Hypothesis 2

There Is an Association between Getting Proper Training for Work of the Respondents and Their Opinion about Prior Knowledge Leads to the Capacity Building of Me and to Understand Others Need Too

Table 4

Getting Proper Training For Work	Prior Knowledge Leads to the Capacity Building of Myself and to Understand Others Need Too			Statistical Inference
	Neutral (n=6)	Agree (n=19)	Total (n=25)	
Agree	3(50%)	4(21.1%)	7(28%)	X <sup>2</sup> =1.895 Df=1 .169>0.05 Not Significant
Strongly Agree	3(50%)	15(78.9%)	18(72%)	

The above table reveals that there is no significant association between getting proper training for work of the respondents and their opinion about prior knowledge leads to the capacity building of me and to understand others need too. Hence, the calculated value greater than table value ( $p>0.05$ ).

### Research Hypothesis

There is a significant association between getting proper training for work of the respondents and their opinion about prior knowledge leads to the capacity building of employee

### Null Hypothesis

There is no significant association between getting proper training for work of the respondents and their opinion about prior knowledge leads to the capacity building of me and to understand others need too

**Statistical Test:** Chi-square test was used the above table

### Findings

The above table reveals that there is no significant association between getting proper training for work of the respondents and their opinion about prior knowledge leads to the capacity building of me and to understand others need too. Hence, the calculated value greater than table value ( $p>0.05$ ). So the research hypothesis is rejected and the null hypothesis accepted.

### Research Hypothesis 3

Association between Able to Communicate Effectively with Customers of the Respondents and Their Opinion about Prior Knowledge Leads to the Capacity Building of Myself and to Understand Others Need Too

Table 5

Able To Communicate Effectively With Customers	Prior Knowledge Leads to the Capacity Building of Myself and to Understand Others Need Too			Statistical Inference
	Neutral (n=6)	Agree (n=19)	Total (n=25)	
Agree	0	3(15.8%)	3(12%)	X <sup>2</sup> =1.077 Df=1 .029>0.05 Significant
Strongly Agree	6 (100%)	16 (84.2%)	22 (88%)	

The above table reveals that there is significant association between able to communicate effectively with customers of the respondents and their opinion about prior knowledge leads to the capacity building of myself and to

understand others need too. Hence, the calculated value greater than table value ( $p > 0.05$ ).

### Research Hypothesis

There is a significant association between ability to communicate effectively with customers of the respondents and their opinion about prior knowledge leads to the capacity building of me and to understand others needs too

### Null Hypothesis

There is no significant association between able to communicate effectively with customers of the respondents and their opinion about prior knowledge leads to the capacity building of myself and to understand others need too

**Statistical Test:** Chi-square test was used the above table

### Findings

The above table reveals that there is significant association between able to communicate effectively with customers of the respondents and their opinion about prior knowledge leads to the capacity building of myself and to understand others need too. Hence, the calculated value less than table value ( $p < 0.05$ ). So the research hypothesis is rejected and the null hypothesis is rejected.

### Research Hypothesis 4

There is a significant difference between experience of the respondents and their opinion about getting proper training for work.

**Table 6: Test Used - One-way ANOVA**

Getting Proper Training for Work	Mean	S.D	Ss	Df	Ms	Statistical Inference
Between Groups			2.040	3	.680	F=4.760 .011<0.05 Significant
<i>Below 2yrs (n=6)</i>	4.50	.548				
<i>2to4yrs (n=9)</i>	5.00	.000				
<i>4to6yrs (n=8)</i>	4.75	.463				
<i>6yrs &amp; above (n=2)</i>	4.00	.000				
Within Groups			3.000	21	.143	

From the above table, it is understood that the statistical inference i.e F value is 4.760 with its corresponding value of 0.011 which is less than (0.011<0.05) the table value. Thus it establishes a significant difference between experience of the respondents and their opinion about getting proper training for work.

### Research Hypothesis

There is a significant difference between experience of the respondents and their opinion about getting proper training for work

### Null Hypothesis

There is no significant difference between experience of the respondents and their opinion about getting proper training for work

**Statistical Test:** One-way ANOVA 'f' test was used the above table



## DISCUSSIONS

The hypothesis establishes a significant difference between the experience of the respondents and their opinion about getting proper training for work. Because as it seen in the table

The above table reveals that there is a significant difference between experience of the respondents and their opinion about getting proper training for work. Hence, the calculated value less than table value ( $p < 0.05$ ). So the research hypothesis is accepted and the null hypothesis rejected.

### Finding

- Most of the employee opinion that training on the basis of critical competency of the work.
- As the level of experience increases the training need decreases, they need competency based training.
- Employee having less experience needs more training for performing the work effectively.
- Communication plays an important role in the personal development of the employee that includes customer and organizational communication.

### Finding

- Most of the employee working in the service center is male and 56% of the workers working in the center are the age of 25-30 year old because all are having prior experience about the job.
- Even the employees are having low educational background they are competent enough in technical skill
- 32% of the employee having the experience of 4-6 year of experience.
- 96% of the employee are known about their job profile

## SUGGESTIONS

- There is a need for proper training on the basis of the competency mapping.
- There is a need for performance appraisal on the basis of critical competency.
- Divide the work on the basis of specialization.
- For reducing the delivery time they have to follow proper competency mapping procedure
- To increase the employee participation in the handling the customer complaint.

## CONCLUSIONS

Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. It is the process of development of critical competency among employee and on the basis of the competency required to job the organization recruit, select, Train, the employee. Communication related competency (Internal and customer related) plays an important role in personal development of the employee

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