

## EXAMINING THE RELATIONSHIP BETWEEN SKILL MAPPING AND ORGANIZATIONAL PERFORMANCE WITH EMPHASIS ON MSME

Miss. Kiran Gopaldas Hurkat

Asst. Professor, Faculty of Commerce, Matoshree Aashatai Kunawar Women's College, Hinghghat

### Abstract

Human resource management is the process of bringing a company and its people together to achieve a common purpose. It is critical to any organization's success. Simply put, competence mapping is critical in identifying, hiring, and retaining the best individual for the job. The study focuses on the communication skills of MSME employees in relation to their organisational competency. The U test and percentage analysis are research tools. The research sample size is 200 employees. The questionnaires were used to conduct the research. The outcome of this investigation Competency is the most important organisational tool since it allows MSME employees to be evaluated based on their performance. More awards will be earned, and staff knowledge will be completed.

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

### Introduction

#### Competency development

Competency began in the twentieth century. For an individual to complete a task, the business processes require a specific ability. During World War II, management centric perspectives were implemented, which required low-level personnel to accept work assigned by officers without inquiry. The turning point for the competency movement came in 1973, when David McClelland published an article in American Psychologist that introduced new tools for US intelligence agencies to learn about human performance.

#### Classification of Competencies

Organizational competency, job-related competency, and personal competency are the three categories in which it is characterised. Organizational competence refers to the distinct

characteristics of an organisation that make it highly competitive. Hamel and C.K. Prahalad (1994) He authored a book called "Competency in the Future," in which he argued that it provides information to reach a wide variety of markets, which helps perceived clients to finish the product and causes competitors to replicate it. Job-related competencies are those that are required to complete a certain task.

Selection, training and development, performance appraisal, compensation, and other Human Resource tasks rely heavily on job-related competency. Personal competency is an individual's ability to do responsibilities inside an organisation. Aside from an individual's knowledge and skill levels, it includes varying levels of behavioural competence.

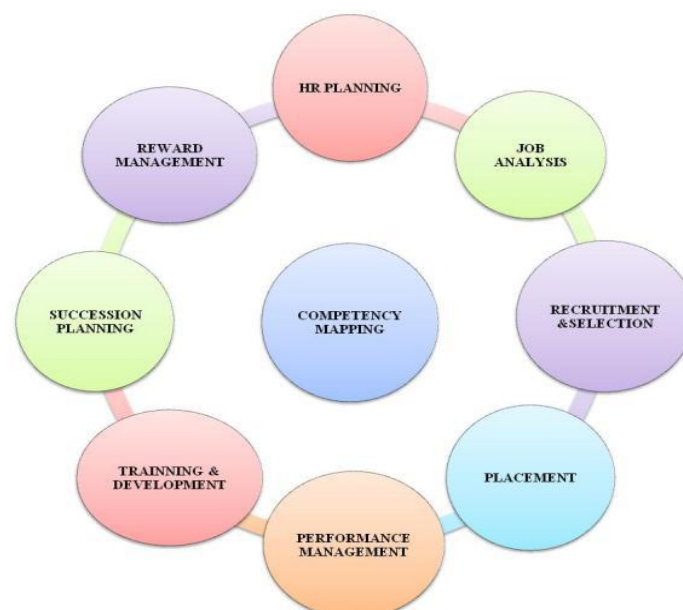


Figure – 1: Process of Competency

### Mapping Competencies

Human resource management is the process of bringing a company and its people together to achieve a common purpose. It is critical to any organization's success. Simply put, competence mapping is critical in identifying, hiring, and retaining the best individual for the job. The competency creates a specific role that is connected to an accurate employment profile. The competency is divided into two basic categories: generic and managerial. Apart from the recruitment and selection process, it identifies an employee's innate strengths and weaknesses and assists them in developing themselves. It is the Organization's more powerful instrument. Competency mapping aids in achieving organisational goals with the help of employees in this way.

### Literature Review

(IDS, 1997) Competency Based Management (CBM), also known as Competency Management (CM), entails identifying the competencies that differentiate high performers from average performers across all areas of organisational activity and using this framework as the foundation for various aspects of employee management, such as recruitment, selection, training and development, performance management and related appraisals, staffing, and rewards.

Pam (2014) identified competency-based management as a method that recognises people as an organization's most significant asset. It lays out a plan for identifying, developing, nurturing, and utilising these assets for the benefit of both the organisation and the individual. Competency-based management enables a company to determine the competency profile of each individual employee, team, and the entire organisation. The process starts with establishing employee competencies, then assessing them and thoroughly analysing the results, which are then used to develop and deploy the right person to the right role at the right time. Competency-based management aims to align an organization's processes and systems in order to increase and enrich the competencies of its employees.

(Mukhopadhyayetal., 2011) It is critical to recognise the importance of operationalizing the process of competency development and management in light of the fact that it is the organization's people (employees) who are responsible for the organization's long-term performance and development, as well as its brand name and image. As a result, competency-based management's purpose is to identify relevant and critical competencies for achieving targeted tasks, roles, and responsibilities. CBM has a significant organisational and personal impact because it

assists in identifying the core KSABs that an employee or organisation should possess in order to fulfil their goal and objectives.

### 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 Interpretation

**Table - 1: Profile of the Respondents**

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

*Source: Primary Data*

The above table depicts the socioeconomic profile of MSME Employee Competency Mapping. It is also documented that the male gender has the highest competency mapping of MSME employees in industry, with 101. With 117 employees in the 20-28-year-old age group. A total of 143 employees (out of 200 total) received a diploma. 97 MSME employees have 6-8 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

Because the P value is less than 0.05, Where H0 is rejected in the context of organisational competency and the factors of employee communication abilities. As a result, the data does not conform to the normal distribution. We can use the non-parametric test if it does not follow 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**

From the study's analysis and findings, it is obvious that an in-depth analysis was undertaken and that all of the research work's objectives were met satisfactorily. The workers are discovered to have extensive expertise and a high level of skill in all aspects of production and design. To enhance the competency level of MSME employees, the organisation must consider a variety of factors.

**Conclusion**

In this era of global competitiveness, the competency-based management system in the business has a direct impact on the firm's performance. Organizations are rapidly migrating towards CBM's responsive and flexible management approaches in order to adapt to the current dynamic business environment. Companies have recognised the value of developing core competences, which appears to be the cornerstone of CBM. The purpose of the CBM strategy is to integrate and achieve corporate and personnel goals and development. It increases employee performance and fosters long-term engagement to the organisation, resulting in a more devoted workforce that is aligned with the firm's vision, mission, and objectives, resulting in long-term sustainable growth and development. This method improves employee performance so that businesses can gain a competitive advantage over their competitors and prosper in today's competitive dynamic environment.

**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&Banerjea (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. Ogreaan 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, pp114-122.
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 (2104), Competency Based Human Resource Management in process Industries with Specific Reference to Bhilai Steel Plant, *IOSR Journal of Business & Management (IOSR-JBM)*, Vol 16 Iss9, Ver. 111 (Sep 2014) pp. 20-23
12. Sahu R K (2009), *Competency Mapping*, Excel Books, New Delhi.
13. SanghiSeema (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-Bsed 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 paper.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.