

**An Evaluation of Competency Mapping and Performance of
Backward Class Workers in Nagpur's MSME Industry**

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Abstract

This study examines the impact of competency mapping on the performance of backward class employees in Nagpur, Maharashtra. Through a survey-based approach, perceptions regarding competency mapping's influence on job satisfaction, skill alignment with organizational goals, and overall performance outcomes were assessed. Findings indicate that competency mapping significantly enhances efficiency and effectiveness by aligning skills with organizational objectives, although concerns about increased workplace stress were noted. The study underscores the importance of tailored training and development programs to optimize competency mapping benefits while recommending continuous feedback mechanisms and a supportive work environment to mitigate potential negative impacts. This research contributes to understanding the nuanced dynamics of competency mapping in enhancing workplace performance and guiding strategic human resource management practices.

Keywords: Competency mapping, backward class employees, performance management, job satisfaction, skill alignment, etc.

1. Introduction:

Outsized organizations recurrently utilize various forms of competency mapping that gives them a clear insight as to how to optimize the competencies of strengths of workers, in the best possible way. Competency mapping is also used to scrutinize the amalgamation of strengths in diverse categories of workers to formulate highly effective teams that do value worthy work. Competencies are instrumental for, directing systems and driving forces that lead businesses to common goals thereby increasing its value. Competencies enable the integration of all the major HR functions and services that include Recruitment, Training, Performance management, Remuneration, Performance appraisal, Career and succession planning and integrated Human resource management system.

Competency Mapping helps in any Organizations motto of determining the crucial elements and activities required to attain its goals. Competency mapping plays a pivotal role in career planning of the employee in any Organization. By giving technical support, Competency Mapping helps their employees by developing their career growth. As a result, employer-employee relationship is built, which is the main reason for the success of many Organizations in the area of learning and development. Competency is based on individual's personal behaviour. It consists mainly of fundamental characteristics of a person which result in effective performance on a job and are measured in terms of behaviour or attitude. They are typically result oriented. These kinds of skills can be identified, when one is ready to do the work. Competency mapping is, thus, one of the most accurate means in identifying the job and behavioural competencies of an individual in an Organization. Since competency mapping is a process of identifying key competencies for a company or an Organization and the jobs and functions within it, the role of HRM becomes more crucial. Competency mapping is of the crucial activities. This study analyses individual's SWOT for better understanding and this in turn, helps to improve his career growth. Hence, the proposed study is directed towards understanding the competency mapping and evaluation of the performance of backward class workers working in small scale industries.

1.2 Research Objectives:

- To understand the level of awareness of employees towards competency mapping.
- To examine the significant impact of competency mapping on performance of backward class employees working in selected MSMEs.

2. Literature Review:

According to Kakemam, E., Liang, Z., Janati, A., Arab-Zozani, M., Mohaghegh, B., & Gholizadeh, M. (2020), competent managers are vital to the productivity and service quality of healthcare organizations and the sustainability of the healthcare system. To improve their management competence, understanding of management competency requirements is important. The purpose of this study was to synthesize the evidence related to the leadership and management competencies in healthcare organizations through the best-fit method. A systematic review of literature published between 2000 and 2020 was performed to identify studies focusing on confirming and/or identifying the competency requirements of hospital managers. The best-fit framework synthesis method was used to map the identified competencies and associated behavioral items against the validated management competency assessment program (MCAP) management competency framework. Twelve studies were identified for inclusion in the review. The mapping of the identified competencies and behavioral items generated a competency model for hospital managers that can apply for different healthcare context. The new competency model includes the following seven core leadership and management competencies: evidence-informed decision-making, operations, administration and resource management, knowledge of healthcare environment and the organization, interpersonal, communication qualities and relationship management, leading people and organisation, enabling and managing change, and professionalism. This review and the mapping of the competencies identified in previous studies against the validated MCAP framework has resulted in the recommendation for an extended leadership and management competency framework for health service managers. It provides guidance for the formulation of training and development directions for the health service management workforce in a different healthcare context.

Salman, M., Ganie, S. A., & Saleem, I. (2020) in their paper follows three objectives. The paper aims to demonstrate a synoptic view of the historical evolution of competence, significant growth and changes in conversation. The second objective is to investigate the meaning and definitional usage of competence and competency. The third objective is to present a synoptic view of different dimensions of competence. This paper reviews the selected literature spanning from 1959 to date from various databases using the following keywords: competence, competency, employee competence, employee competency, competency management and competency-based management. A total of 170 studies were selected in the first wave. In the second wave, a detailed assessment was made, as suggested by Tranfield Denyer and Smart, to ascertain the relevance of the articles. In this way, only 63 studies were selected for the review. This study also considers other relevant literature. It was found that the historical evolution demonstrates that competence scholarship has focused on use of the concept in different fields and contexts, theoretical frameworks for competence development and strategic relevance of competence-based (demand-based) human resource management. Results also suggest that the term competency and competence are interchangeably usable. Finally, the review summarizes a total of 16 dimensions of competence, studied in various contexts and classifies them into hard and soft competence and further dividing them into knowledge, skill and self-actualization-related competence.

3. Research Methodology:

The present study is descriptive in nature as it describes the level of awareness of employees towards competency mapping and analyses the impact of competency mapping on performance of backward class employees working in selected MSMEs. The primary data is collected through semi-structured questionnaire distributed to 100 backward class employees working in selected MSMEs. The sample of 100 respondents is selected using purposive sampling technique.

4. Data Analysis:

The data is collected through semi-structured questionnaire distributed to 100 backward class employees working in selected MSMEs. The purpose of data collected is to identify the level of awareness of employees towards competency mapping and to analyse its impact on their performance.

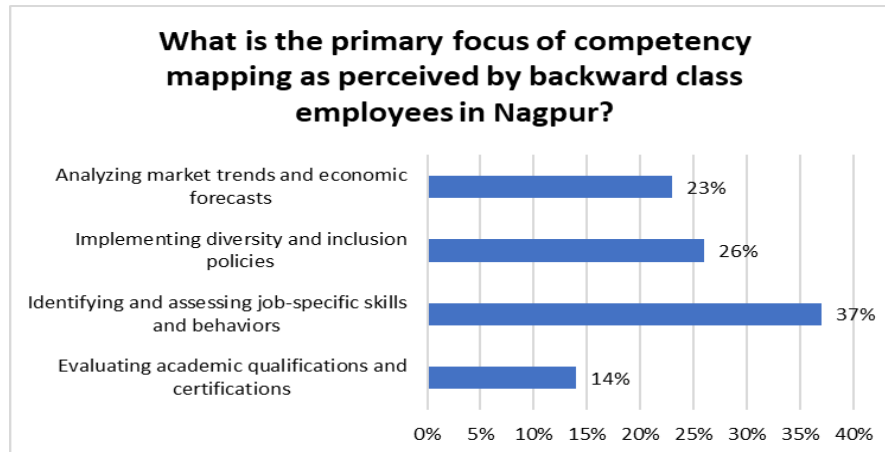


Fig. 1 Focus of Competency mapping

According to the survey responses from backward class employees in Nagpur, the primary focus of competency mapping, as perceived, varies significantly. A substantial majority, 37%, view competency mapping primarily as the process of identifying and assessing job-specific skills and behaviors. A notable 26% believe it involves implementing diversity and inclusion policies, while 23% associate it with analyzing market trends and economic forecasts. Only 14% consider competency mapping to focus on evaluating academic qualifications and certifications. These findings underscore diverse interpretations and priorities among backward class employees regarding the goals and applications of competency mapping in their professional contexts.



Fig. 2 Impact of Competency mapping on performance

According to survey responses regarding the impact of competency mapping on the performance of backward class employees, a significant majority, 47%, believe it aligns their skills with organizational goals, thereby enhancing efficiency and effectiveness. About 29% acknowledge a noticeable effect on performance outcomes, while 13% indicate that competency mapping significantly improves job satisfaction and morale levels. Conversely, 11% perceive that competency mapping leads to increased stress and pressure in the workplace. These findings illustrate varying perspectives on how competency mapping influences the professional experiences of backward class employees, emphasizing its

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potential benefits in skill alignment and performance enhancement alongside concerns about its potential negative effects.

5. Findings and conclusions:

Based on the survey findings, it is evident that competency mapping plays a crucial role in shaping the professional experiences of backward class employees in Nagpur. The majority perceive competency mapping as effective in aligning their skills with organizational goals, which significantly enhances efficiency and effectiveness. This positive correlation underscores the importance of strategic skill assessment and alignment in fostering improved workplace performance among this demographic. Additionally, a notable proportion acknowledges competency mapping's impact on performance outcomes, highlighting its relevance in enhancing job roles and responsibilities. However, concerns exist regarding its potential to increase workplace stress and pressure, albeit expressed by a smaller percentage. Overall, these findings emphasize the dual role of competency mapping in both enhancing job satisfaction through skill alignment and necessitating careful management to mitigate negative implications such as increased stress levels.

6. Recommendations:

Based on the findings, several recommendations can be made to optimize the implementation of competency mapping among backward class employees in Nagpur. Firstly, organizations should enhance awareness and training programs on competency mapping, ensuring employees understand its purpose and benefits. Secondly, there is a need for personalized development plans that align with individual skill gaps identified through competency mapping, thereby fostering professional growth and performance improvement. Thirdly, continuous monitoring and feedback mechanisms should be established to gauge the effectiveness of competency mapping initiatives and to address any emerging challenges promptly. Lastly, organizations should prioritize a supportive work environment that balances performance expectations with employee well-being, mitigating potential stressors associated with heightened performance standards. These recommendations aim to maximize the positive impact of competency mapping while fostering a conducive and inclusive workplace culture for backward class employees in Nagpur.

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