

COMPETENCY DEVELOPMENT THROUGH TRAINING AND DEVELOPMENT: AN EMPIRICAL STUDY

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ABSTRACT

Competencies provide organizations with a way to define in behavioural terms what it is that people need to do to produce the results that the organization desires, in a way that is in keep with its culture. When properly defined, competencies, allows organizations to evaluate the extent to which behaviours employees are demonstrating and where they may be lacking. For competencies where employees are lacking, they can learn. This will allow organizations to know potentially what resources they may need to help the employee develop and learn those competencies. Competencies can distinguish and differentiate your organization from your competitors. While two organizations may be alike in financial results, the way in which the results were achieve could be different based on the competencies that fit their particular strategy and organizational culture. Lastly, competencies can provide a structured model that can be used to integrate management practices throughout the organization. Competencies that align their recruiting, performance management, training and development and reward practices to reinforce key behaviours that the organization values.

KEYWORDS: Competencies, Organization

Competency approach to job depends on competency mapping. Competency Mapping is a process to identify key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. A competency is defined as a behaviour (i.e. communication, leadership) rather than a skill or ability. Development of individual learning plans for individual or groups of employees based on the measurable “gaps” between job competencies or competency proficiency levels required for their jobs and the competency portfolio processed by the incumbent.

OBJECTIVES

To study the various competency skill possessed by the employees based on their job roles

To suggest the training and development programs to improve competency skills of employees.

REVIEW OF LITERATURE

Ajay Kaushik (2014) concluded that every firm should have well defined roles and list of competencies required to perform each role effectively. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. Service Delivery Managers and HR professional have realized the importance of competency mapping and they believe that, the future belongs to competent people and competency based organizations.

MurlidharChandekar (2015) indicates that competencies are enhanced through training and job rotation. competency based recruitment will result proper selection as per criteria found from mapping and assessment , employee will know his job and can perform his more independently and employee morale will be boost up.

Krishnaveni.J (2013) suggests that the organisation also can implement communication audit which is an excellent way of finding out how effective the internal and external communications are. The leadership skills of the employees the organisation are developed by encouraging them to participate in personality development programmes and simulation training conducted within and outside the organisation.

Vikram Singh Chouhan (2014) concluded the need for a forward-looking and proactive approach to competency modeling is driven by the increasing pace of change in the business environment. Competencies can be used for translating strategy into job-related and individual skills and behaviours that people easily can understand and therefore implement.

RESEARCH METHODOLOGY

Research Design

- The researcher used descriptive research design for this study.

Sampling Methods

- Convenience sampling method was adopted for the study.

Research Instrument

- The research instrument used in the study is a Questionnaire.

Data Collection Method

There are two types of data they are

- Primary data
- Secondary data

DATA ANALYSIS AND INTERPRETATION

Chi-square analysis between training provided by the organisation and desire to work to a high standard to achieve the goals.

Null Hypothesis [H0]: There is no significant association between training provided by the organisation and desire to work to a high standard to achieve the goals.

Alternate Hypothesis [H1]: There is a significant association between training provided by the organisation and desire to work to a high standard to achieve the goals.

	Value	Df	Asymptotic Significance
Pearson Chi-Square	41.014	16	.001
	46.231	16	.000
Likelihood Ratio	.899	1	.343
Linear-by-Linear Association			
N of Valid Cases	150		

a. 14 cells (56.0%) have expected count less than 5. The minimum expected count is .48.

Inference: Since the $0.001 < 0.05$ the null hypothesis is rejected hence there is a significant association between training provided by the organisation and desire to work to a high standard to achieve the goals

FINDINGS AND SUGGESTIONS

- It is found that the chi-square value (0.001) is lesser than 0.05. Since null hypothesis is rejected hence there is a significant relation between training provided by the organisation and desire to work to a high standard to achieve the goals. Training provided by the organisation will guide and motivate the employees to achieve their goals.
- It is suggested that organisation can provide more Simulation training within Organisation which will help to improve the leadership skills of the employees.

CONCLUSION

The present study has been attempted to get an idea regarding the competency level of the employees and their satisfaction towards it. It is found that the employees are satisfied with the present competency skill training facility provided by the organisation. The competency level of the employees can be increased if more training is provided. It is suggested that organisation can provide more personality development programmes and can provide more problem analysis exercises which helps employees in improving their personal skills. Organisation can conduct more Simulation training to improve the leadership skills of the employees.

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