PERCEPTION   OF EMPLOYEE COMPETENCY VARIABLES TOWARDS EMPLOYEE JOB PERFORMANCE–AN ANALYTICAL APPROACH

*Dr.B.Girimurugan, ****Dr.V.Rajeswari** , ****Dr.T.Malathy**

*Assistant Professor, KL Business School, Koneru Lakshmaiah Education Foundation (KLEF), Vaddeswaram, Green fields, Guntur, Andhra Pradesh, India -522302. Email: skbgiri@yahoo.co.in

**Assistant Professor in the Department of Business Administration, Arignar Anna Government Arts College, Namakkal- 637002 Tamilnadu, India. raji_etv@rediff.com

**Assistant Professor,Department Of Management Studies, K.S.Rangasamy College Of Arts And Science - Autonomous, Tiruchengode-637215 Tamilnadu, India. malathy75@gmail.com

Abstract: Employers today view their workforce as multi-competent, having moved away from a model where workers only knew one competence. To monitor employee performance and foster career development, organizations are interested in learning about the current skill level of their workforce. Competency mapping becomes important in this situation. Finding the key employee competency elements influencing job performance was the aim of this study. Creating a scale for "competency-based superior performance" and validating an employee performance scale were part of the research strategy. Using a standardized questionnaire, 730 respondents provided the data for this study. The study's primary hypothesis is to determine the key employee competency elements impacting job performance as well as the link between employee competency and job performance. Thus, the present study examined the relationship between employee competency and job performance as well as the competency elements influencing job performance among Tamil Nadu's Western District auto component manufacturers.

Key Words -Component Manufacturing System, Organizational effectiveness, Competency model, Leadership competencies and Competency Mapping

1.Introduction

Component manufacturing organizations follow a competency matrix to establish the essential competency for employees working in various functional areas in order to determine skill gaps and overcome those gaps using a well-structured competency development programme, such as assessments to ensure employee comprehension and training

programmes. Managers in component manufacturing organizations help in identifying the skill gaps as well as career advancement chances for their workers and check whether roles and responsibilities are successfully done. A competency matrix is a table that focuses on an employee's knowledge and ability level in specific areas. Better business results occur with more competent the people in the organisations. The frequent use of competency in HR systems, which includes technical specifications and safety laws, necessitates the use of competency mapping tools. These approaches are crucial for monitoring how employees prioritize their specific job tasks. Therefore, the influence of employee competency on job performance as well as the competency determinants impacting job performance among auto component manufacturers in Tamil Nadu's western districts were examined in this study.

2.Review of literature

Anitha (2020) stated in her research on Competency Mapping in the Banking Sector and each firm is in need of competent staff to carry out a variety of tasks efficiently. Companies are aware in selecting only the right employees for right job in today's business marketplace. Knowledge, skill, attitude and value are the main components of competence. The right employees are found based on the high level of competence necessary for the job. Identifying the main characteristics required to do a certain job and combining those qualities during the company's numerous operations (e.g., job evaluation, selection, and staffing) are included in the practise of competency mapping. Some thought, leaders have focused on the fact that competent employees have shown to be an advantage in the economy. Companies recognise its impact, and HR professionals capitalise on it by incorporating competency mapping into the recruitment process, performance assessment, planning ahead and career development. Companies utilise this strategy to know how to combine the skills and talents of other employees in order to achieve high-quality work. People could even use competence evaluation tools to identify their skills and map them to professions that are a perfect fit for them, allowing them to not just survive but also thrive. According to V.V. Narsi Reddy (2020), competency mapping is a crucial performance enhancement strategy in contemporary business organizations. Corporate competence mapping is essential for success in the cutthroat market of today. Staff discussions and training initiatives can aid in filling in the gaps in the competency map. The current study looks at the competency levels of 150 workers from different departments and levels at Ramky Estates and Firms Limited. Sateesh et al. (2019) conducted research that highlights the need of building a competency-based

performance model in businesses by examining the relationship between competency-based performance management and organizational effectiveness.   Due to the decline of standard performance management systems (PMSs) and organizations' search for ground-breaking PMSs, this study attempted to bridge the gap from the perspective of stakeholders - employees, managers, and the automobile company - in developing a unique take on performance management software. By developing a new metric for evaluating competency-based performance measures, the research advances the discipline. Empirical research using SEM has verified a positive correlation between competency-based exceptional work and the adaptability, productivity, and flexibility of the organization. The LCM produced by this study can be utilized to create a culture that is performance-based. When the model is finished, it will be used as a standard to gauge how well an organization is performing. This innovative method looks at the relationship between OE and competency-based performance management.

The competency mapping and its impact on deliverables in the context of the reality industry have been examined by Smithesh G. et al. (2019). Here, the researcher notes that the competences are viewed as integrated human resource systems that encompass performance management, hiring, training, and development, in addition to compensation and benefits. If the company focuses on meeting the aforementioned fundamental demands of its workers, it will improve the workers' skills. The researcher's goals are to determine the connection between competency mapping and performance reviews, competency mapping and the hiring process for employees, and the significance of competency mapping in the actual world. According to the research, the performance appraisal process is significantly impacted by competency mapping. The majority of respondents said competency mapping helped them evaluate their performance management system, which in turn helped to increase profitability and production. Lastly, the poll discovers that competency-based HR practices are becoming more popular in the business and profession.

An analysis of R. Jeevarekha's competencies Dr. R. Hariharan (2018) assists in identifying critical competences needed to carry out activities more efficiently. Most workers are also open to changing how they behave and how they view the situation in order to improve output. Dr. RKS Mangesh Dash and Swetalina Mishra (2017) investigated a number of strategies to improve employee performance for the business. To improve employee performance, it is essential to develop the necessary competences to finish the assignment.

The results indicate that the organization has to continue using a competency mapping strategy that works.

2.1 Origin of the Research Problem

Corporates create vibrant teams, capable leaders, and motivated workers so that they may improve the company as a whole. Enhancing the overall effectiveness of the firm requires competent employees. Competency mapping is therefore a highly useful tool for firms in terms of the growth of their executives and employees as well as their own. So, in order to improve employee performance, employers need to look into the key competency elements and focus on them. to determine the key skills for the automotive component businesses. This study aims to determine the capabilities that workers require for recruiting purposes and, consequently, for the expansion of the company.

2.2 Objectives of the study

1. To confirm the descriptive statistics of workers in specified auto machine manufacturing companies in the research area.

2. To analyze the perception of employees towards competency variables which influence their job performance.

2.3 Research design

Using a well-structured questionnaire, the researcher gathered primary data from workers in various cadres in auto component manufacturing companies. In this study, the stratified random sample approach was used. For the purposes of the study, the respondents are split into three strata: upper-level management, middle-level management, and lower-level management. Subsequently, the researcher documented the answers from 730 participants in the automotive component manufacturing sector in Tamil Nadu's western regions.

Validity- This content reliability of the Questionnaire is verified through circulating 30 questionnaires in the statistical population area and the corrections are done. If a rise in the one is associated with a reduction in the other, the relationship is negative. Kaiser (1974) suggests that KMO values of 0.9 are higher and is huge and the values below 0.5 are not good. The KMO index between 0 to 1, with however, not less than 0.50 validates the employment of factor analysis.

Perception on Competency Mapping in Component Manufacturing Industry

The relationship among the selected independent variables and the dependent variable (level of perception on competency mapping in component manufacturing organisations) has been found by using multiple regression analysis. The result of the regression between the independent and dependent variables is discussed in the following table.

TABLE NO 1

Perception on Competency Mapping in Component Manufacturing Industry

(Multiple Regression Analysis)

S.No.	Variables	Coefficient	SE	Beta	't' value	'p' value
	(Constant)	43.550	2.951		14.759	.000
1.	Gender	7.831	.896	.321	8.740	.000*
2.	Age	-3.892	.855	-.152	-4.550	.000*
3.	Educational qualification	.205	.355	.020	.576	.565NS
4.	Annual income	-1.164	.859	-.046	-1.355	.176NS
5.	Years of service in present organisation	2.575	.627	.138	4.105	.000*
6.	Designation	-3.614	.568	-.226	-6.365	.000*
7.	Area of residence	-7.146	.932	-.278	-7.671	.000*
	R Value	0.449				
	R2 Value	0.202				
	F Value	26.110				

Note : * - Significant at 1% level; ** - Significant at 5% level; NS – Not Significant.

The resulted equation is formulated as follows :

Perception on competency mapping in component manufacturing industry =   43.550

       + 7.831 (Gender)

        -3.892 (Age)

       + 0.205(Educational qualification)

       - 1.164 (Annual income)

       +2.575 (Years of service in present organisation)

       -3.614 (Designation)

-7.146 (Area of residence)

The multiple linear regression co-efficient is found to be statistically fit as R^2 is 0.202 for level of perception of employees on competency mapping in component manufacturing organisations. It shows that the independent variables contribute about good variation in the level of perception on competency mapping in component manufacturing organisations and this is statistically significant at 1 percent level. The analysis reveals that gender, experience and years of service in present organisation are having positive association.

The resulted equation shows that the level of perception of employees on competency mapping in component manufacturing organisations is shown by the 7.831unit increase of gender, 0.205 unit increase of educational qualification and2.575 unit increase of years of service in present organisation.

3.Results and Implications

The multiple linear regression co-efficient is found to be statistically fit as R^2 is 0.202 for level of perception of employees on competency mapping in component manufacturing organisations. It shows that the independent variables contribute about good variation in the level of perception on competency mapping in component manufacturing organisations and this is statistically significant at 1 percent level. The research study reveals a favorable correlation between the level of perception on competency mapping and gender, experience, and years of employment in the current organization.

References

1. Erica Pimentel & Emilio Boulianne, 2021, Competency Map development as an identity movement: a Canadian perspective, Accounting Forum, Volume 45, 2021 - Issue 3,

2. Nuraini Nazeha; Deepali Pavagadhi 1; Bhone Myint Kyaw 1 2020 A Digitally Competent Health Workforce: Scoping Review of Educational Frameworks Journal of medical internet research, Vol 22, No 11

3. Anitha (2020): A study on competency mapping in banking sector; International Journal of Human Resource Management and Research (IJHRMR) ISSN (P): 2249–6874; ISSN (E): 2249–7986 Vol. 10, Issue 1, Feb 2020, 95–100 © Tjprc Pvt. Ltd

4. Sateesh et al (2019). Competency based superior performance and organizational effectiveness; International Journal of Productivity and Performance Management, Volume 68 Issue 4, ISSN: 1741- 0401

5. Shivanjali, Mitushi Singh, Tripti Singh, (2019) Competency Mapping: A Strategic Perspective in Employee Retention, International Journal of Recent Technology and Engineering (IJRTE) Volume-8 Issue-2, July 2019

6. R. Jeevarekha Dr. R. Hariharan (2018); Competency Mapping in Banking Sector; IJEMR – Vol 8 Issue 04 - Online - ISSN 2249–2585 Print - ISSN 2249-86721www.ijemr.in Page 1-10.

7. Mishra Swetalina and Dash Dr. RKS Mangesh, (2017) "A Study on Competency Mapping in Power Sector, Odisha", International Journal of Research and Scientific Innovation (IJRSI) Volume IV, Issue- VIII, , ISSN: 2321- 2705.

8. Sharddha et al (2016), Competency Mapping: A Strategic Tool in Managing Employee Performance; The Research Journal of Social Science & Management: Vol. 06, Issue 01, May 206, pp. 54-65.

9. Che Rusuli, M. S. (2017). The mediating effect of employee competencies on the relationship between human resource development practice and service performance among front line employees in hotel industries. International Journal of Applied Business and Economic Research, 15(22).

10. Helen Benson, 2019, The development of a role description and competency map for pharmacists in an interprofessional care setting, International Journal of Clinical pharmacy, volume 41, pages391–407 (2019).

11. . AzinPanchiTalkhestani, Lila Subbaghian Rad 2014, Cultural Intelligence and Team effectiveness: A study of sports club managers in Tehran, International Journal of Sport Studies, Volume 4 Pp 943-947.

12. Sinchu. P, S. Bhuvaneswary (2015), A Study on Competency Mapping of Employees in Hero Best Motors with Special Reference to Malappuram District, International Journal of Scientific Engineering and Applied Science (IJSEAS) - Volume-1, Issue-7.

13. AzadehTourani&SadeghRast 2012, Effect of Employees Communication and Participation on Employees Job Satisfaction- An empirical study on Airline companies in Iran, 2nd International conference in Economic Trade and Development in Singapore Pp 52-56.