



International Research Journal of Human Resources and Social Sciences

Impact Factor- 3.866

Vol. 3, Issue 7, July 2016 ISSN(O): (2349-4085) ISSN(P): (2394-4218)

© Associated Asia Research Foundation (AARF) Publication

Website: www.aarf.asia Email : editor@aarf.asia , editoraarf@gmail.com

Importance of competency mapping in 360-degree appraisal

Ms. Shweta Roy,
Guest Faculty,
BIT Meshra, Patna

Abstract: Human resources are regarded as one of the key assets for any kind of organization. From, the organization's point of view employee development holds the key. The competences (Knowledge, Skills, and Abilities) that employees possess have a major role in how they develop. In order to be successful, firms must identify and foster certain competencies among their workforces to make them more competitive and adaptable. However, from an organisational standpoint, the major problem here is figuring out which talents need to be identified and cultivated. According to research, there aren't any predetermined lists of skills needed for any job; rather, each person's skills vary depending on the demands of their position. Therefore, doing an accurate job analysis is required to identify the competencies, and creating strong job descriptions and staff specifications as a result is essential. Once the necessary skills are known, several training and development programmes can be used to incorporate those skills. A 360-degree appraisal is an effective strategy for developing a person's multidimensional competency that taps into the expertise of those in the person's immediate circle of influence, including peers, supervisors, and direct reports. As we transition from the Industrial Age/Cold War to the Globalization and Information Age, the case for multi-dimensional performance feedback is presented in the context of these issues. According to a research of prosperous firms, many employ 360-degree feedback for the development of contemporary competence, which is supported by comparable systems for administrative performance evaluation. The efficacy criteria, design and implementation considerations, and some areas of potential advantages are revealed by research on 360-degree appraisals. In the article's concluding section, it is strongly advised that 360-degree feedback be used for both administrative and competency development.

Keywords: Human resources, Competences, 360-degree appraisal,

1. Introduction

“360 - degree appraisal is the systematic collection and feedback of performance data on an individual or group, derived from a number of the stakeholders in their performance

which in turn helps the organization to build the required competencies amongst individuals and groups”.

The most important and rare resource available to any firm on the planet is considered to be human resources. These days, how well an organization's human resources are recruited, managed, used, and kept is how we gauge its performance, not how well its physical resources perform. It is common knowledge that modern multinational corporations and other businesses need experts with the appropriate competences to enable their staff to perform their duties in a business climate that is always changing and competitive. Because competencies vary from job to job, it is impossible to say with certainty that this is a list of those that are required. It should be emphasised that there are many different ways to define competencies and how they are acquired. Competency is defined by the traditional author (White, 1959) as one's capacity or ability to engage successfully with its surroundings and efficacy in achieving goals. When we ask HR managers what competences are necessary for someone to be competent, they frequently give us a variety of lists of abilities and traits. However, front-line managers believed that employees' perspectives and job performance were shaped by their competencies (Jorgen Sandberg).

Companies might choose between two solutions to address the skills shortages: 1. aiming for the outside labour market, 2. concentrating on expanding the domestic market. Employees are under enormous pressure to be more adaptable and multi-talented as the workplace is changing at a faster rate as a result of the introduction of new technology and innovations (P.Nagesh). From the viewpoint of the organisation, it must determine which staff competencies are crucial, and how these competencies are combined is a difficulty.

2. Competency Mapping

The process of finding the core competencies that have the capacity to carry out a task effectively, meet organisational objectives, and contribute to an organization's success is known as competency mapping. Competency is characterised as a trait or skill that aids an organisation in hiring, training, and job appraisal.

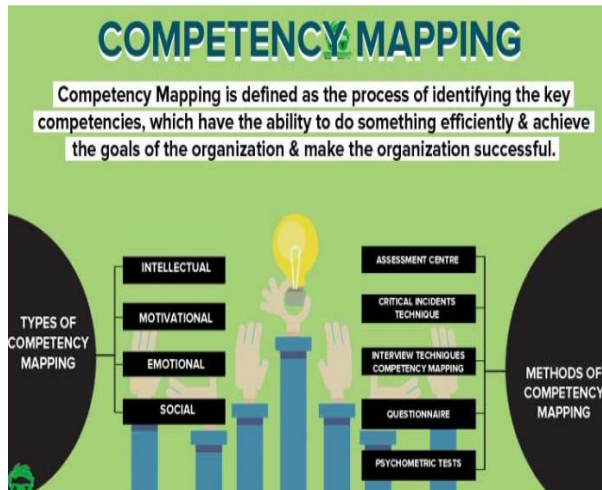


Figure: Competency Mapping

3. Sources of 360 Degree

The term “360-degree feedback,” also known as “multi-rater” or “multisource” feedback, refers to a tool used to gather feedback and performance ratings from peers, subordinates, customers, suppliers, and/or supervisors. It is most frequently used as a tool to give managers and leaders feedback.

For a number of important people in the organisation, a 360 feedback instrument is frequently used on an annual basis. The objective is to gather opinions regarding performance and potential improvement areas from various sources. The advantage is that 360-degree feedback can create behaviour changes (cf. Goldsmith and Underhill 2001; Goldsmith and Morgan 2004; Smither et al. 2005).

SOURCES OF 360 DEGREE FEEDBACK

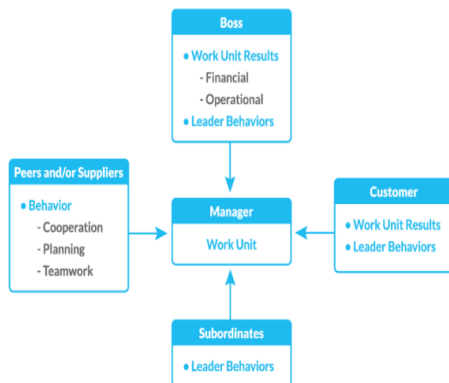


Figure: Sources of 360 Degree Feedback

4. Methodology

The study, which is entirely secondary, aims to define competency and explain how it is crucial for the growth of both individual employees and the business as a whole. The study's objectives are to: Review the body of literature; investigate competence mapping; and examine the difficulties organisations have in identifying distinct competencies. To determine how organisations perceive competency mapping as a useful tool for staff development. Highly cited research studies on competency mapping, specifically the mapping of competencies that is done across businesses, were among the criteria used to choose the current research on the subject.

5. The application of Competencies in Human Resource Management Practices:

In this study, the many ways that competences can be incorporated with current HR-management processes in a firm were examined. Competencies can be used in nearly every aspect of human resources, but my research review is limited to recruitment and selection, performance management, training and development, career and succession planning, and reward systems.

6. Conclusion

Based on the results of this study, competency mapping effectively enables employees to have a deeper understanding of who they are and what competencies set them apart. After completing several developmental programmes to acquire the necessary competences, employees are able to multitask and are more competitive. And it must be acknowledged that, although having the same educational background, two people are different in terms of their competencies. It has been demonstrated via numerous research studies that competences are more valuable than IQ; in this context, a competency is defined as the behaviour and method of successfully completing the prescribed task.

References:

- [1]. Rakesh sharma, Jyotsna bhatnagar (2009): Talent management: Competency development to global leadership, published in Industrial and commercial training, Emerald Insight, Volume.41, No.3, PP: 118-132, ISSN: 0019-7858.
- [2]. Shulgana Sarkar (2010): Competency Mapping Rejuvenating 'Knowledge based development: A management journal; symbiosis centre for management and human resource development; Pune, Volume 1, Issue 02, PP: 435 – 464.
- [3]. Mily Velayudhan, T.K.(2011): Competency mapping of the employees – A study, International conference on Information communication and management, IPCSIT, Volume.16, Psychologist, 28(1).
- [4]. R.Sugumari, S.Rupa Andal(2014): An empirical study on competency mapping (with special reference to Farida classic shoes private limited, Ambur), Volume 3, Issue – 11, November special issue, ISSN: 2277 – 8160, Global journal for research analysis, PP: 119 – 121.

- [5]. Krishnaveni. J (2013): A study on mapping of employee's competency, Volume: 1, Issue.3, March 2013, ISSN: 2320 – 9836, International Journal of Economics and Development.
- [6]. R. Yuvraj (2011): Competency Mapping, A drive for Indian industries, Volume 2, Issue 8, ISSN: 2229 – 5518, International journal of scientific and engineering research.
- [7]. Ans (2015): An integrated model for competency development in organizations: The Flemish case, International journal of Human resource management, Volume.26, Issue – 20, Pages: 2543 – 2568, published in online: 10 February 2015.
- [8]. Sarkar (2013): Competency based training need assessment approach in Indian companies, Organizaqcija, Volume – 46.
- [9]. Janani, S. Gomathi (2015): 'Formulating and implementing competency modelling, profiling and mapping' at private limited, Ranipet, Vellore, Mediterranean journal of social sciences, MCSER publishing, Rone Italy, ISSN: 2039 – 2117(Online), ISSN; 2039 – 9340 (Print).
- [10]. Karen Lo, Keith Macky and Edwina Pio (2015): The Human Resource Competency requirements for a strategic and functional HR – Practioners, International Journal of Human Resource Management, Volume 26, Issue: 18.
- [11]. Priya Pundkar (2017): Implementing Competency Mapping in an organization, International journal of commerce and management studies, Volume.2, No. 4, 2017.
- [12]. Dario Russo (2016): Competency Measurement Model, European conference on quality in official statistics, Madrid, 31 May to 3rd June, 2016.
- [13]. Human resource systems group, organizational excellence through competency based talent management.