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Impact of Competency Mapping on Talent Management with Special Reference to Retail Sector in Rajasthan

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Abstract:

The quality of manpower determines the performance of any company. The organizations are always concerned for the competence of their human resource for business and economic reasons. In the present times, various strategists in business have focused the requirement to map the skills required for industry in order to compete in a specific background. Talent Management is the method of sourcing, attaining, evaluating and appointing manpower to fulfill the requirements to satisfy the organizational objectives and accomplishes project requirements. Talent Management confirms that freshly employed candidates are effectively and efficiently accustomed to the organization, allowing the organization to speedily and completely benefit from their skills. Retail is currently the flourishing sector of the Indian economy. There is a dire need of Competency Mapping for effective talent management in the Indian Retail Sector.

This research paper explores the concept of competency, its historical context and its role in the present times. It has tried to explain how the concept has constantly evolved over the years and its uses in Human Resource Management. It also attempts to explore its applications in the field of emerging areas like Talent Management.

Keywords: *Competency, competency mapping, organized retail, unorganized retail, talent management*

1. Concept of Competency Mapping

Competency Mapping is a method of finding out core competencies for an organization or business firm and the roles and purposes within it. Every accomplished organization should have distinctive roles and set of competencies which are required to execute each role successfully. Competency mapping analysis a person's SWOT for his understanding which helps him to monitor his career growth. This finds out the scope for improvement and knowledge required for development.

Every industry as well as retail sector at present is striving hard to attain high competence and effectiveness to persist in this fierce competition. Skill planning, therefore, is rapidly becoming an important factor for any organization or sector targeting at reinstalling them-selves to the current competitive scenario. This concept has grown popular day by day and many organizations are presenting keen interest in applying this process to improve their productivity.

The present globalization of economy demands inventive methods in handling the manpower. The rapid changes occurring in the demography and social systems have given enough scope for different Human Resource practices increasing the employee efficiency and growth. One of the most widely used HR practice is Competency Mapping for the growth of the employees of an organization. Finding and developing the competencies in industries enables better performance and also ensures satisfying reward and recognition processes making way for career and succession planning programmes. Competency mapping is a planned Human Resource framework for observing the performance of the employees in any organization.

Competency mapping helps the organization in the following ways:

- Talent Management of the Manpower
- Training that's targeted on Organizational Objectives
- Staff understands the expectation of the management from them.
- Scepter staff is accountable for their personal growth.
- Low Attrition.
- Enhancement in Productivity

2. Concept of Talent Management

Talent Management is a set of unified structural Human Resource practices planned to motivate, invite, grow and retain dynamic employees and their better engagement with the organization. The main objective of talent management is to build a highly performing, supportable organization that fulfills its planned and functional goals and purposes.

An organization if striving in the direction of achieving its business goals, must ensure that it possess an ongoing and combined process of hiring, training, supporting, compensating, managing and rewarding its human resource. The diagrammatic representation given below depicts the process of Talent Management:

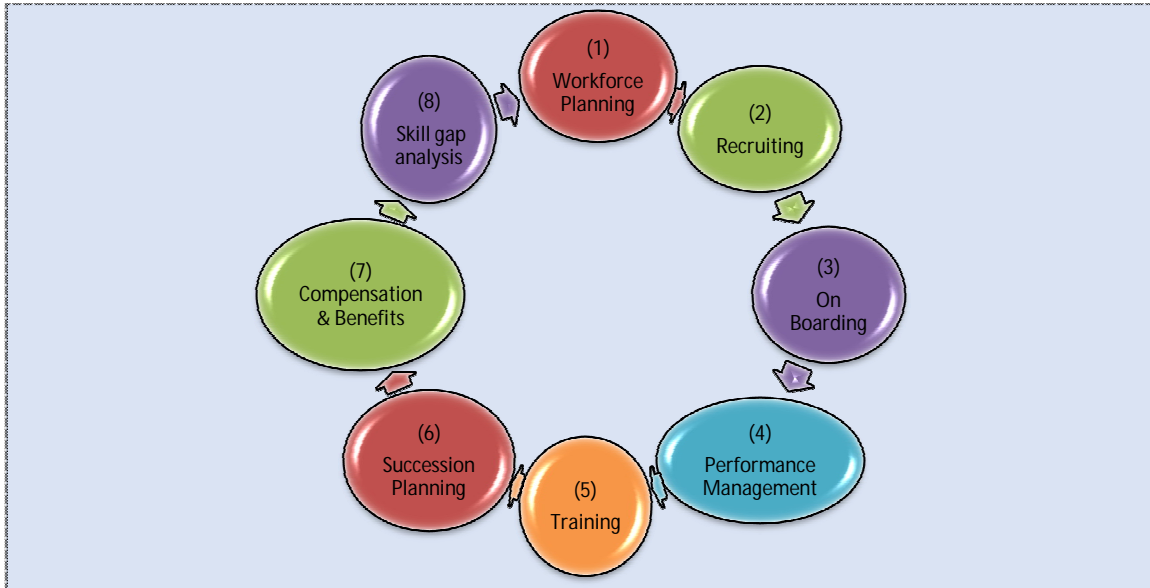


Figure 1: Talent Management: Process

- i. Workforce Planning – This is integrated with the business plan, it creates manpower planning, recruitment planning, compensation finances and recruitment target for the organization.
- ii. Recruitment – The process includes assessing, evaluating and hiring people into the organization.
- iii. Onboarding – The employees must be trained so that they can become productive and incorporated into the organization.
- iv. Performance Management – With the use of the business plans the company formulates policies and processes to measure and manage manpower.
- v. Training – This is an important function as it provides learning and development for the employees of all levels of the organization. This function is itself coming up as an ongoing support system.
- vi. Succession Planning – With the change in growth of the organization, there is an ongoing requirement to change the present role of its working manpower. This process helps the managers to identify right candidate for right position. Since this process is reserved only to the higher and middle management workforce, it is frequently functional throughout the industry.
- vii. Compensation and benefits – This is an integrated part of the organization. The compensation is directly aligned to the performance management so that reimbursements, rewards, incentives and profits are in line with the business objectives and management.
- viii. Skills Gap Analysis - Also called as “Critical Talent Management”, many companies have started giving importance to this function now as this can be critical for the organization. The industries are able to identify the problem areas which are hampering the growth of the organization.

3. Retail Sector in Rajasthan

Retail industry in India has grown remarkably in past 5 years. Organized retailing has a significant contribution and is now contributing remarkably to the progress of the Indian Retail Industry. The same drift can be seen in Rajasthan with the growth in buying power, the State is providing a remarkable opportunity. The upcoming cities and overall economic rise have lured the top retail brands and retail chains to Rajasthan.

3.1. Key Segments/ Products

- Hard line Retailing
- Soft Retailing

3.2. Key Clusters

The business environment of Rajasthan is cherished by an enterprise friendly government, the rich mineral and agricultural resources which are being continuously elevated a culture of entrepreneurship and availability of skilled human resource. The total development

of organized retail sector in the country is determined by the different state measures in this reference. The latest decision of the Government of India to allow FDI of up to 51% in multi-brand retail and 100% in single-brand retail has been welcomed by the Government of Rajasthan. Inviting the international chain retailers to set up their stores in the state is not sufficient to ensure development of organized retail in the state. In order to be able to get benefits of this policy at various levels of the economy and society, the Government of Rajasthan needs to put in place an exclusive retail regulatory management in order to create an investment.

4. Literature Review

S. no.	Author Name & Year	Title	Study Objective /Study Description	Findings
1.	Preeti Khatri, Shikha Gupta, Kapil Gulati and Santosh Chauhan (2010)	Talent Management in HR	To find out the complexities and demands of talent management in the companies.	Companies that can rally their people have a better chance to grow and sustain in the economic downturn.
2.	Mahan Pourhosseinzadeh and Indra Devi Subramaniam (2013)	Talent Management – Review	This paper defines the importance of talent management, the reason for the struggle on quality talent and the key success factors of talent management.	Reasons for war on talent are economic trends across the world, Globalization and levels of manpower diversity. Success factors of talent management are inviting, positioning, hiring and holding talent.
3.	Robert E. Lewis and Robert J. Heckman (2006)	Talent management: A critical review	The paper researches the system oriented definition of talent management that focus on developing the talent management.	Researchers can improve the talent quality of the manpower by strategic decision framework.
4.	Dr. Ramakrishnan (2006)	Competency Mapping	Competency Mapping helps in identifying an employee's strengths and weaknesses so to help them with career development and show career path.	Through the competence of the human resources the organizations can be growth oriented and dynamic. Competency Mapping is an important resource and adds to knowledge management of the organization.
5.	Ms. Mily Velayudhan T.K and Dr. Maran K. (2009)	A study on Mapping Core Competencies and development of Employees for Excellence with reference to HCL Technologies	This article is a study carried on employees of HCL tech. to assess their competencies and to find a gap between the present and expected competencies.	This study states that every organization should construct and use their own suitable competency structure which will help the them to face the competitive world.
6.	Dr. V. K. Jain (2013)	Competency Mapping in Indian Industries - A Case Study	This study analyze employee competencies like qualities, skills and knowledge in detail and make a gap analysis in the actual and desired skills of the manpower.	The organization should focus more on its appraisal system to include the result of skill – will analysis and employee work assessment, which will improve the manpower competencies in the organization.
7.	Ms. Vidushi Handa and Mr. Navneet Grover (2012)	Retail Sector in India : Issues and Challenges	The paper emphasize on growth of Indian retail sector, policies, strength and prospects of retail format in India, current trends, challenges and opportunities faced by the retail sector.	This paper determines the influence of the entrance of worldwide retailers into the retail industry of India. It also highlights the challenges faced by the retail industry in the coming times.
8.	Mrs. E. Deepa, Dr. S. Kuppusamy and Mrs. P. Kamaleswari (2013)	Manpower Planning in Retail Sector : An Empirical Evaluation	The objective of this study is to find the effectiveness of manpower planning and training requirements in reference to Chennai supermarkets.	The manpower planning if done with the proper plan and forecasting can be very effective and it will give an indication to the management about the satisfaction level of the employees.
9.	Almas Sultana (2014)	Human Resource Management in Organized Retail Industry in India	HRM practices have become the primary concern of the organized retailer in India as they have realized the requirement efficient human resource which can be achieved with the help of HRM activities.	The HRM practices in organized retail sector needs greater attention to make it competitive. The retailers are emphasizing on HR practices like lack of skill, lack of formal retail education, attrition, job hopping and complex HR.
10.	Deepika Jhamb and Ravi Kiran (2012)	Emerging Trends of Organized Retailing in India: A Shared Vision of Consumers and Retailers Perspective	The research is about the relation between the various retail formats based on the different aspects of stores and products, demography and approaches to retail marketing.	The finding of this study indicates that options and choice of retailers and retail formats differ as per the different earnings levels.

Table 1

5. Research Methodology

The Research conducted was descriptive as well as exploratory in nature and stratified sampling method has been used. The size of the sample is 50. Both primary and secondary source of data collection has been used. Primary data was collected through structured questionnaire administered to the selected employees, filled in the following retail stores of Jaipur:

S. No.	Name of the Retailer
1.	Reliance Retail
2.	Hypercity Retail
3.	Future Retail

Table 2

Secondary data was collected from the past data, reports published, journals and websites. The data analysis was done using the statistical tools.

5.1. Research Objectives

The Research Objectives are as follows –

- i. To map the competencies of the Retail Sector employees in Rajasthan.
- ii. To study the required skills of employees in retail sector.
- iii. To identify the soft skills of the employees for effective talent management.

5.2. Research Hypothesis

- H_0 There is no significant association among the soft skills of employees and talent management in the Retail Sector.
- H_a There is significant association among the soft skills of employees and talent management in the Retail Sector.

5.3. Data Analysis and Interpretation

5.3.1. Soft Skills of the Respondents

a) Mental Agility

S. no	Opinion of the Respondents	No. of Employees
1	Strongly Agree	2
2	Agree	19
3	Neutral	0
4	Disagree	24
5.	Strongly Disagree	5

Table 3

The above table represents the mental agility of the employees working in the retails stores.

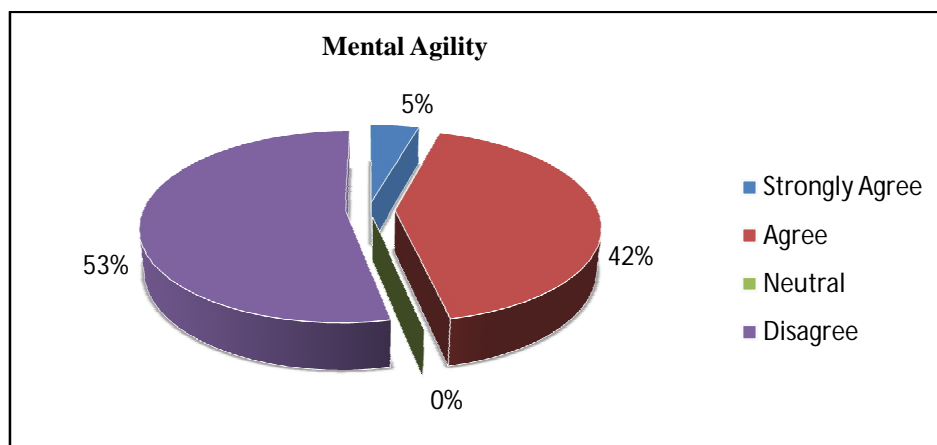


Figure 2

- Inference – Out of the 50 respondent interviewed by their supervisor, 53% of them lacks mental agility while 42% reflects the act of mental agility in their dealings with the customers and the peers.

b) Assertiveness

S.no	Opinion of the Respondents	No of Employees
1	Strongly Agree	1
2	Agree	10
3	Neutral	1
4	Disagree	35
5.	Strongly Disagree	3

Table 4

The given table reflects the assertive behavior of the retail store employees.

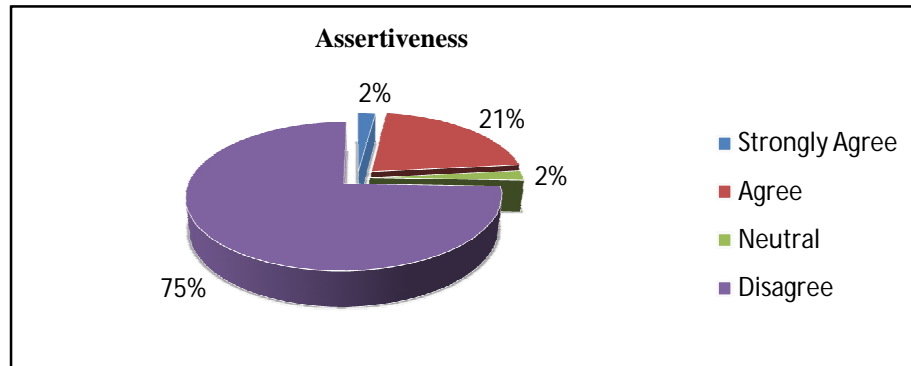


Figure 3

- Inference – 75% respondents were not assertive while handling the customers in their respective retail stores, whereas only a small ratio of respondents were assertive as per the requirement of their job.

c) High Emotional Stamina

S.no	Opinion of the Respondents	No of Employees
1	Strongly Agree	2
2	Agree	19
3	Neutral	3
4	Disagree	25
5.	Strongly Disagree	1

Table 5

The above table shows the high emotional stamina of the respondents interviewed in the retail stores.

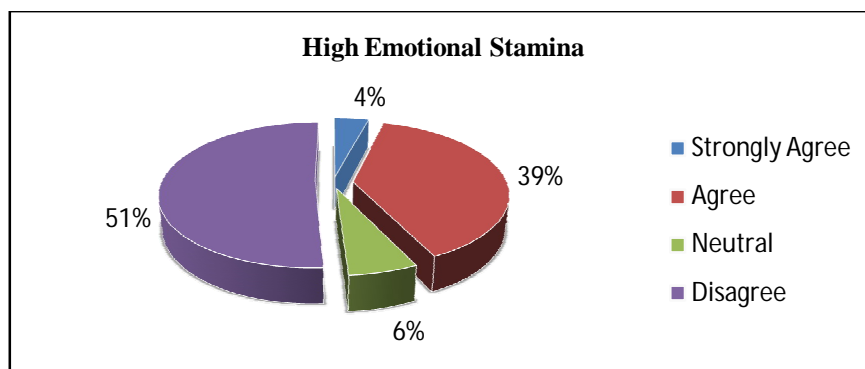


Figure 4

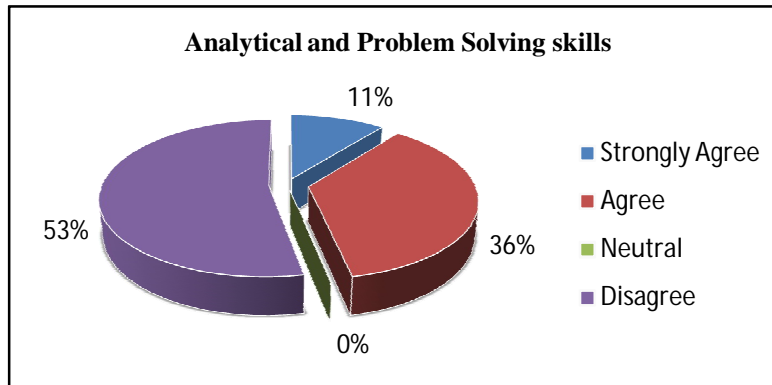
- Inference – Only 4% of the respondents reflects high emotional stamina while dealing with their customers, while majority of them i.e. 51% of the respondents lacks the emotional stamina.

d) Analytical and Problem Solving skills

S. no	Opinion of the respondents	No of employees
1	Strongly Agree	5
2	Agree	17
3	Neutral	0
4	Disagree	25
5.	Strongly Disagree	3

Table 6

The table given above represents the analytical and problem solving skills of the respondents of the retail store.



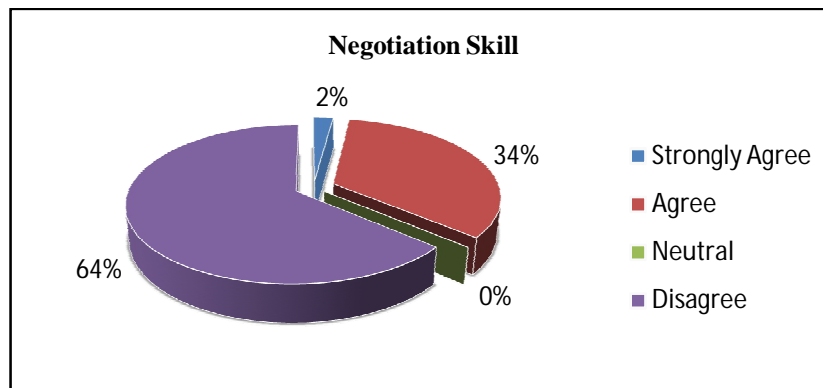
- Inference – Out of 50 respondents interviewed, 11% of them possess analytical and problem solving skills, on the other hand, 53% lacks these skills.

e) Negotiation Skills

S.no	Opinion of the Respondents	No of Employees
1	Strongly Agree	1
2	Agree	16
3	Neutral	0
4	Disagree	30
5.	Strongly Disagree	3

Table 7

The above table reflects the negotiation skills of the interviewed retail sector employees.



- Inference – 64% of the retail sector employees lacks the negotiation skills, which is an essential skill for this sector. While, only 2% of the employees had good negotiation skills.

6. Hypothesis Testing

Descriptive Statistics			
	Mean	Std. Deviation	N
Mental Agility	3.3750	1.13492	24
Assertiveness	3.7500	.84699	24
High Emotional Stamina	3.2083	1.06237	24
Analytical and Problem solving skill	3.4583	1.21509	24
Negotiation Skills	3.6667	.91683	24

Table 8

Correlations						
		Mental Agility	Assertiveness	High Emotional Stamina	Analytical and Problem solving skill	Negotiation Skills
Mental Agility	Pearson Correlation	1	.237	.401	.501*	.167
	Sig. (2-tailed)		.264	.052	.013	.435
	N	24	24	24	24	24
Assertiveness	Pearson Correlation	.237	1	.109	-.053	.224
	Sig. (2-tailed)	.264		.613	.806	.293
	N	24	24	24	24	24
High Emotional Stamina	Pearson Correlation	.401	.109	1	.765**	.565**
	Sig. (2-tailed)	.052	.613		.000	.004
	N	24	24	24	24	24
Analytical and Problem solving skill	Pearson Correlation	.501*	-.053	.765**	1	.611**
	Sig. (2-tailed)	.013	.806	.000		.002
	N	24	24	24	24	24
Negotiation Skills	Pearson Correlation	.167	.224	.565**	.611**	1
	Sig. (2-tailed)	.435	.293	.004	.002	
	N	24	24	24	24	24
*. Correlation is significant at the 0.05 level (2-tailed).						
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 9

It is evident from above analysis that there is a significant association between the soft skills of the employees and talent management in the retail sector

7. Findings

The study finds out the soft skills required by the employees of the retail store and the existing skills which the employees possess. Majority of the employees lacks the essential soft skills like assertiveness, high emotional stamina, analytical and problem solving skills and also lacks on the basic skills which are essentially required in the retail sector i.e. negotiation skills.

8. Suggestions

The Retail Service industry will be at risk if more is not done to identify and promote importance of soft skills. The major need of the hour is soft skills coaching for each employee working in the retail sector. There should be pragmatic work with a scientific review mechanism. The organizations should understand the importance of the soft skills, the ways to map the competencies of the employees working with them and the skill gaps which they are having. This gap in required skills should be integrated while imparting training to the employees which in turn generates a higher degree of loyalty and employee retention. This will also help the retail organizations in better talent management.

9. Conclusion

Employees in the retail sector are required to be trained according to the demands of the industry. The graduates and postgraduates are trained for the job and conversion for the skilled workforce. From this study it was found that competency expectations held by the employees of retail sector and the required competencies levels to the existing level of skill sets required for talent management in the organized retail chains in Rajasthan.

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