

Competency Mapping Based on Identifying the Impact over the Productivity of SMEs



Shobha Bhardwaj, Ajay Jain, Namita Gupta, Praveen Kumar Pandey

Abstract: *This study is based on identifying the applicability and benefits of competency mapping in Small Medium-sized Enterprises with context to Delhi-NCR region. The reason of choosing the manufacturing sector of Small Medium-sized Enterprises is that they don't like to opt for such types of modern HR practices at their workplace due to many myths like increase of cost to the company, no direct benefit in adopting this practice, wastage of time etc. Ability advancement by Competency mapping is one of the most precise methods used by large-scale size companies. The small firms can also achieve the same result if this HR practice is properly implemented over their employees and their result should be further used for their development. Sometimes companies used the Competency mapping method for the performance appraisal of their employees, handling their conflicts but this is not just the limitation it can be used in other area also like for preparing the customized training schedule for individual employee. The author selected the certain competency factors, which are having the impact over the productivity, and on the basis of these factors a primary data collection method is used. This is an exploratory research design in which both primary and secondary data collection method is used. ANOVA test, Correlation and Chi-square tests is used for analyzing the data, conducted through SPSS version 22. The result of this study is applicable only for Delhi NCR region. The analysis-based recommendation is useful only for the SME's manufacturing sector. Further research on this topic can be easily done because this research is based on limited sample size, budget and time constraints. The result of this study helps the Small Medium-sized Enterprises by disclosing for them various ways for full utilization of their available resources at workplace, performance evaluation of employees with ease and as per the pre established criterion, setting up of competency framework etc.*

Keywords- Competency mapping, SME's, productivity, Modern HR practice, etc.

JEL Classification- O15, P42.

Paper type- Research paper

I. INTRODUCTION

Every company in today's scenario trying to get globalized by facing the cutthroat competition created by the competitors of national and international market.

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The survival of a company specially Small and Medium sized firms in the global market is very difficult without being influenced by this globalization. There are certain needs of the competitive market and globalized business are mentioned below:

1. Innovative product
2. Highly technical and skilled workforce
3. Machines and tools
4. Supportive management etc.

To meet the demands of highly competitive market, every company needs these above-mentioned elements at their workplace and for the development of these elements certain modern HR practice must be required. In this study the researcher is considering the most important practice of HR i.e. Competency mapping and linking up these factors with other HR practices.

A. Competency mapping

Competency mapping means finding the key capabilities, knowledge and attributes among company employees. To perform a task as per the desired level expected by a company, this identification is very important. Competency mapping can be done for a company, a job or an employee by considering certain elements of competency and put some light over the importance of human resources as an important asset of the company because it adds up to the value of any company after its proper implementation [8]. Competency mapping having the tremendous impact over the productivity of the business by highlighting the few HR practices based on competency which makes the business more efficient for achieving their goals [14].

B. Productivity

Productivity with reference to manufacturing company means the ratio of output drawn in manufacturing of a product by comparing it with all its input incurred in it over a certain period of time. This study is also tries to highlight the impact of Competency mapping over the productivity of small firms.

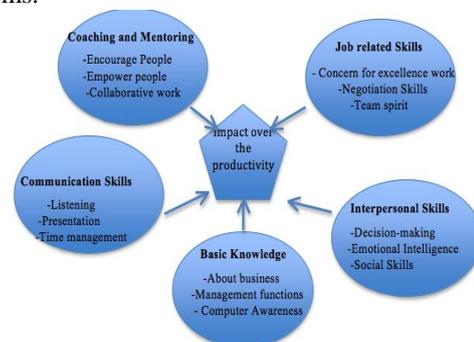


Fig.1. Conceptual Model based on Competency Mapping



Description about the Model:

The researcher selected five factors based on literature review to study the competency mapping. These factors are further divided into their variable to justify the statement of each factor that how can they impact over the SME's productivity.

Main Competency factors are:

1. Coaching and Mentoring
2. Communication Skills
3. Basic Knowledge
4. Job Related Skills
5. Interpersonal Skills

These above mentioned factors are further justified by the statement based on their variable and tested. The responses are checked and summarize by using the ANOVA method to draw out the final conclusion. The main reason is that the competency is a method by which the researcher can add up the value to business by matching the current performance of the employees with the desired level performance. After identifying the competencies of their employees, a company can use this information either at the time of performance appraisal of their employees or can use in specialized training development programs as per each employees need or weak points. This is the best method in which HR practices are implemented on their employees not imposed by the management without understanding about their employee needs. This HR practices boost up the productivity level of the company as well as helps the employees to know and improve their weak points.

II. THEMATIC REVIEW OF LITERATURE

Competency mapping is a technique by a company HR can easily identify and sort the key competencies or skills for an organization [17]. An organization should have a list of competencies as minimum criteria to do any job effectively. Skill and competency are a focal point of a company, which improves the performance. It is an exercise for the long-term growth of a company. [7]the principle of competency mapping is not just finding the right people for the right job. A testing method is very useful in identifying the knowledge and learning of a person but first before using test method, competency should be identified which will be tested later on, so that a person can grow and learn at their workplace by benefiting the organization by lowering down the employee turnover rate[3]. [8]the level of competency is dependent on many discipline characteristics like type of the business and their culture etc. Every organization, which is in organized form should have its competency list related to every department job. This will not only helps the employees to work more efficiently as per the desired standard set but also helps the Human Resource Department to apply HR practices like induction, Training and appraisal in more efficient way [2]. [9] Once developed competencies can be used in diverse work situations. Competencies may be knowledge, attitude, skill and value of an employee that helps him to cope with the organizational change, career change are advancement in a job at all levels. [10] In today's dynamic environment HRM functions are the drivers of Firm performance and in creating a sustainable competitive advantage. Competency Mapping is also a part of HR practice. HR practices are of many types

which can be used as a factor for the research study and these practices play a significant role over the productivity in electrical companies [3]. Some selected customized HR practices having the big impact over the productivity of SME's [4]. A significant effect over the productivity has been identified after using the competency based training programs of TQM and 5S as compared to previous training programs used. This methodology helps the company in achieving a vast change in the level of productivity, employee moral, quality, safety[1]. In the last 10 years, the new innovative ideas were not sufficient to face the competition in the market. So, these ideas should be merged with competency because competency is act as the vision for Human Resource Department. Along with this, workplace competency must be used along with the Professional competency by applying competency [4]. To face the globalized market, every company should use the Human Resource System which is based on competency mapping. For applying this system, the core competencies of each employee must be identified and developed which will later on helps the company during the promotion, performance identification, self development of their employees [5]. Murtaza (2015) identified and used in his research paper fifteen dimension of competencies including both soft and technical side of the travel industry. The fifteen used competencies are human relations, conflicts management, ability to work with the customers, good communication skills, ability to make decisions, computer related skills, empathy, motivation, soft skills, planning abilities, improvisation skills, subject knowledge, rhetoric skills, interpersonal skills, sales and marketing skills. Modern HR practices having the tremendous impact over the SME's productivity and these practices also responsible for controlling the turnover problem. If anyone can find out the factor responsible for turnover in their organization than a company can easily reduce their turnover cost by implementing suitable retention strategies [2]. Praveen & Karuppasamy, (2012) identified 20 dimensions of competencies that were applied on two manufacturing companies to find out the gap and performance level or employees. The researcher also used these competencies to compare the employees competency level of the selected two manufacturing companies of Coimbatore.

III. RESEARCH QUESTION

A. Primary objective: To identify the critical competencies helpful for SME's in their enhancement of productivity and effective performance.

B. Secondary objective: To helps the employee in exploring and enhancing their skills for their growth. Helps the companies to identify their shortage in terms of employee's competencies and faulty use of techniques used by the manpower in their daily working style.

IV. HYPOTHESIS DEVELOPMENT

H1: Productivity of SME's is significantly impacted by the competency factors.

Competency Mapping Based on Identifying the Impact over the Productivity of SMEs

H2a: Technical competencies related to computer have significant impact over the SME's productivity and effective performance.

H2b: Managerial competencies positively impact over the SME's productivity and effective performance.

H3a: Time management having the good impact over the SME's productivity and effective performance.

H3b: Communication skills positively affect the SME's productivity and effective performance.

H4a: Job related competency such as negotiation has a significant relationship with SME's productivity and effective performance.

H4b: Job related competency such as team spirit has a significant relationship with SME's productivity and effective performance.

H4c: Job related competency such as concern for excellence at work has a significant relationship with SME's productivity and effective performance.

H5a: Behavioral competency based on Emotional Intelligence such as handling the conflicts has a significant relationship with SME's productivity and effective performance.

H5b: Behavioral competency based on Emotional Intelligence such as managing others has a significant relationship with SME's productivity and effective performance.

H6: Behavioural Competency like Coaching and mentoring others in the SME'S has a significant relationship with SME's productivity and effective performance.

V. RESEARCH METHODOLOGY

A. Research Design: This research is based on identifying the relationship between the Core Competencies of the company and their effect over the productivity. Hence, this study comprises of Mixed research design comprising of both Descriptive research for explaining the data consistency by Cronbach's alpha and exploratory designs by depth interview, literature search. For literature review, 17 papers are being evaluated which were extracted from various research databases such as ProQuest, Science-Direct, etc.

B. Sample size and population: For this study the data has been collected from the manufacturing sector of Delhi NCR region. The sample size is 350 in which the target population is senior and middle level managerial personnel of small medium-sized enterprises.

C. Data Collection: Data is collected by using the two methods mentioned below:

a. Primary Data Collection

1. Data collection is done by using a five point Likert scale by rating from 1 to 5 in the questionnaire part. Questions are based on open-ended method for taking the responses from the sample population.

2. Semi-structured interview is used for data collection in this study. The managers of SME's were interviewed by using the schedule method for collecting their responses in face-to-face situations. The author was open to receive any other verbal /nonverbal inputs from the managers that may qualitatively aid to the intensity and relevance of the Research.

b. Secondary data Collection

Secondary data collection is done by using the information available on the Internet, professional HR websites like smallbusiness.chron.com, research Journals like Elsevier, Springer etc.

VI. DATA ANALYSIS

A. Internal Consistency Analysis

Reliability Statistics	
Cronbach's Alpha	N of Items
0.792	16

As the data has been collected through the survey data, so it is required to be checked for internal consistency reliability before proceeding for the analysis. The process of checking the internal consistency reliability is a method to check whether the data collected through the survey is satisfying the intended outcome. For this reason, the Cronbach's alpha value is being calculated [5]. Numerous analysts suggest a base α coefficient somewhere in the range of 0.65 and 0.8 (or higher at times), while the α coefficient under 0.5 is normally inappropriate. In this study, the alpha value is higher than 0.85, which shows the appropriateness of data

B. Hypothesis 2A

ANOVA					
16. Have the productivity improved if it is compared to the statistics 5 years before?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.839	4	0.46	0.498	0.737
Within Groups	195.571	212	0.923		
Total	197.41	216			

There is no effect of technical competency on the productivity of the company because the calculated significance value (0.737) is more than assumed alpha value (0.05). This means that the technical skills assumed by the manager don't affect the productivity of the company. So, the company should conduct the training programs for their managers to develop them in an overall manner.

C. Hypothesis 2B

ANOVA					
16. Have the productivity improved if it is compared to the statistics 5 years before?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	5.186	8	0.648	0.701	0.69
Within Groups	192.224	208	0.924		
Total	197.41	216			

Competency Mapping Based on Identifying the Impact over the Productivity of SMEs

There is no effect of managerial competency on the productivity of the company because the calculated significance value (0.690) is more than assumed alpha value (0.05). This means that the managerial competency assumed by the manager don't affect the productivity of the company. So, the company should conduct the training programs for their managers to develop them in an overall manner.

D. Hypothesis 3A

ANOVA					
16. Have the productivity improved if it is compared to the statistics 5 years before?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.838	4	0.459	0.498	0.737
Within Groups	195.572	212	0.923		
Total	197.41	216			

There is no effect of time management on the productivity of the company because the calculated significance value (0.737) is more than assumed alpha value (0.05). This means that the time management done by the managers don't affect the productivity of the company. So, the company should focus more on redesigning the scheduling parameters and involve them in their planning..

E. Hypothesis 3B

ANOVA					
16. Have the productivity improved if it is compared to the statistics 5 years before?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.875	4	0.719	0.783	0.537
Within Groups	194.536	212	0.918		
Total	197.41	216			

There is no effect of communication skills on the productivity of the company because the calculated significance value (0.537) is more than assumed alpha value (0.05). This means that the communication skill assumed by the manager don't affect the productivity of the company. So, the company should conduct the training programs for their managers to develop them in an overall manner.

F. Hypothesis 4

ANOVA					
16. Have the productivity improved if it is compared to the statistics 5 years before?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	19.618	15	1.308	1.479	0.04
Within Groups	177.792	201	0.885		
Total	197.41	216			

There is an effect of job related competency on the productivity of the company because the calculated significance value (0.04) is less than assumed alpha value (0.05). This means that the job-related competency assumed by the manager do affect the productivity of the company. Further, for the sake of continuous improvement, the company should rework on aligning the framework with the actual manufacturing requirements

G. Hypothesis 5

ANOVA					
16. Have the productivity improved if it is compared to the statistics 5 years before?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	17.491	16	1.093	1.215	0.259
Within Groups	179.919	200	0.9		
Total	197.41	216			

There is no effect of behavioral competency on the productivity of the company because the calculated significance value (0.259) is more than assumed alpha value (0.05). This means that the behavioral competency assumed by the manager don't affect the productivity of the company. So, the company should reestablish the process of identification of these behavioral competency.

Hypothesis 2A

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.158 ^a	16	0.442
Likelihood Ratio	15.936	16	0.457
Linear-by-Linear Association	0.052	1	0.819
N of Valid Cases	217		
a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .35.			

There is no effect of technical competency on the productivity of the company because the calculated significance value (0.442) is more than assumed alpha value (0.05). This means that the technical competency assumed by the manager is a mismatch. So, the company should relook at their framework designing process.

Hypothesis 2B

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	24.263 ^a	32	0.835
Likelihood Ratio	24.822	32	0.813
Linear-by-Linear Association	0.293	1	0.589
N of Valid Cases	217		
a. 32 cells (71.1%) have expected count less than 5. The minimum expected count is .06.			

There is no effect of managerial competency on the productivity of the company because the calculated significance value (0.835) is more than assumed alpha value (0.05). This means that the managerial competency assumed by the manager don't affect the productivity of the company. So, the company needs to explore other factors which are leading towards productivity variance.

Hypothesis 3A

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	15.433 ^a	16	0.493
Likelihood Ratio	12.173	16	0.732
Linear-by-Linear Association	0.596	1	0.44
N of Valid Cases	217		
a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is .35.			

There is no effect of time management on the productivity of the company because the calculated significance value (0.493) is more than assumed alpha value (0.05). This means that the time management skills assumed by the manager don't affect the productivity of the company. So, the company needs to map the way load allocation and time justification is being organized in the company.

H. Hypothesis 3B

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.513 ^a	16	0.708
Likelihood Ratio	11.779	16	0.759
Linear-by-Linear Association	1.539	1	0.215
N of Valid Cases	217		
a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .39.			

There is no effect of communication skills on the productivity of the company because the calculated significance value (0.708) is more than assumed alpha value (0.05). This means that the communication skills assumed by the manager don't affect the productivity of the company. So, the company requires realigning them with their internal & external communication patterns.

I. Hypothesis 4

Correlations			
		16. Have the productivity improved if it is compared to the statistics 5 years before?	Job_competency
16. Have the productivity improved if it is compared to the statistics 5 years before?	Pearson Correlation	1	0.37
	Sig. (2-tailed)		0.03
	N	217	217
Job_competency	Pearson Correlation	0.37	1
	Sig. (2-tailed)	0.03	
	N	217	217

Competency Mapping Based on Identifying the Impact over the Productivity of SMEs

There is an effect of job competency on the productivity of the company because the calculated significance value (0.03) is less than assumed alpha value (0.05). This means that the job-related competency assumed by the manager affect the productivity of the company. Also, Pearson correlation value of 0.370 represents the positive strong relationship between the job competency and the productivity of the company. This means the competency framework of the organization is working onto the expectations. But, the competency mapping must be strengthened to maximize the result comparative to the present scenario.

J. Hypothesis 5

Correlations			
		16. Have the productivity improved if it is compared to the statistics 5 years before?	Behavioral –
			competency
16. Have the productivity improved if it is compared to the statistics 5 years before?	Pearson Correlation	1	0.097
	Sig. (2-tailed)		0.153
	N	217	217
Behavioral	Pearson Correlation	0.097	1
competency	Sig. (2-tailed)	0.153	
	N	217	217

There is no effect of behavioral competency on the productivity of the company because the calculated significance value (0.153) is more than assumed alpha value (0.05). This means that the behavioral competency assumed by the manager don't affect the productivity of the company. So, the company should conduct the training programs for their managers to help them redevelop their skills of competency framework development.

VII. LIMITATION OF THE STUDY

Although this study tried to control many variables which causes errors in the result analysis but the few limitations, which are beyond the control of researchers are mentioned below:

- a. The respondents feel insecure while responding to any question, which is based on their company, although the researcher had consented and confirmed regarding the names being kept confidential. Responses were coded and categorized as A, B etc. Although it was conveyed that their responses are not to be shared with

any external agency or competitor and they would be used only for research purpose without highlighting any agency/respondents name but still the cautiousness and hitch in answering spontaneously and transparently was amiss.

- b. Result analysis may have suffered a little due to researchers subjective biases owing due to their qualitative assessment of the situation.
- c. Limited time and budget available for this study could have affected the effectiveness of Research.
- d. Sampling error: Selected sample size representing the whole population is also one of the fixed errors because a sample which the researcher select as per their own comfortability may not be representative of the overall Universal characteristics.
- e. This research study used the data collection in the form of questionnaire or interviews responses from the employees of SME's of Delhi-NCR region but their findings may not be suitable for the SME's of other sectors outside the NCR regions or other SME companies of Delhi NCR region.

VIII. CONCLUSION

The reason for this explorative study is to research about the small medium-sized enterprises employee's capabilities and their skills because these assets are directly related to the productivity of any firm. A good productivity and profit are the main aims of every company that could be achieved if the skills and knowledge of their employees are properly identified and managed by the firms timely. The basic role of this analysis was to review which critical capability or sets of capabilities are most required in SME's by checking that whether these skills affect SME's viability. Specialized skills were recognized to be the most critical capabilities in competencies mapping which is further pursued by close relation to personnel abilities, relational competencies, cooperative person competencies, business mindfulness competencies, and other so many which are evolved time to time as per their requirement and usefulness. Also, Murtaza (2015) identified and used in his research paper fifteen dimension of competencies including both soft and technical side of the travel industry. The fifteen used competencies are human relations, conflicts management, ability to work with the customers, good communication skills, ability to make decisions, computer related skills, empathy, motivation, soft skills, planning abilities, improvisation skills, subject knowledge, rhetoric skills, interpersonal skills, sales and marketing skills. Competency identification not only helps the firms but also helps the employees to improve their capabilities and skills. Infected company training should be based on their competency result analysis for individual employee for a fruitful outcome. It also guarantees people development and advancement. An individual can delineate their skills and get a new line of work which suits him the most based on their skills which is identified by competency mapping.

Competency Mapping Based on Identifying the Impact over the Productivity of SMEs

The prominent finding on which company should focus is the job related competency because job-related competency assumed by the manager affect the productivity of the company. This ability advancement can be done by Competency mapping and is one of the most precise methods used by large-scale size companies. The small firms can also achieve the same result if this HR practice is properly implemented over their employees and their result should be further used for their development. Sometimes companies used the Competency mapping method for the performance appraisal of their employees, handling their conflicts but this is not just the limitation it can be used in other area also like for preparing the customized training schedule for individual employee.

Competency mapping isn't accomplished for Confirmed representatives of SME's and it should likewise be possible for provisionals laborers or for those looking for work to underscore the explicit aptitudes, which would make them profitable to a potential manager. Competency is a lot of information, aptitudes, and frames of mind required to play out a vocation viably and proficiency. A Competency is something that depicts how an occupation may be done incredibly. Competence just portrays what must be done, not how. Center competency is something that can't be replicated and it is the column whereupon individual rest.

IX. FUTURE SCOPE OF STUDY

This exploration technique of analysis is led through quantitative information. It is advised this study can help the new researcher to identify the new research gap and work upon it through quantitative and subjective information present in this paper. As the analysis was constrained to just competency mapping and association adequacy, more factors might be incorporated for the future research influencing abilities and SME's viability. As the exploration technique is restricted to estimating non-monetary related viability just, further analysis can be led to quantifying budgetary adequacy also. This study is based on Delhi NCR regions small-scale industries, so further researcher can use this topic in some other region with some other type of industries.

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Competency Mapping Based on Identifying the Impact over the Productivity of SMEs

skill shortage, and performance management system etc. She has two-decade expertise of conducting HR & soft skills training, successfully delivered to organizations like LIC, Oriental Bank of Commerce, Transport Corporation of India, Jaipuria Noida, NIOS etc.



Praveen Kumar Pandey completed his Master in Business Administration from Sharda University, Greater Noida. His area of specialization is Marketing and Human Resource Management. He had presented his research paper in Amity University, Noida. Attended workshops in PHD Chamber of Commerce, New Delhi. On the basis of his key area of research interest, he has presented a paper on marketing and accepted for publication in Amity Journal of Marketing and Amity Journal of Corporate Governance. This journal indexed in UGC list and another paper of HR is under review with Journal of Health Management under Sage Publication.