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Assessing Aspects of Organizational Performance: HR Planning, Competency Mapping and Leadership Style

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ABSTRACT:

Human Resources Planning (HRP), Competency Mapping, and Leadership are critical components that influence organizational performance. This study aims to explore the interconnectedness of these factors within the context of RR Forging, a company striving for enhanced organizational effectiveness. The research objectives encompass examining the conceptual framework of HR Planning, assessing the efficiency of competency mapping within RR Forging, and determining the types of leadership styles in practice. The hypotheses propose that performing HR planning is significantly related to its effectiveness and that employee job experience correlates with competency mapping success. This study underscores the significance of effective HRP in optimizing employee management and, consequently, organizational performance. Competency mapping is crucial for aligning corporate objectives and enhancing employee satisfaction and retention. Leadership styles are pivotal in identifying leadership strengths and weaknesses. The findings of this study will shed light on the intricate relationship between HR Planning, Competency Mapping, and Leadership within RR Forging and offer insights into strategies for improving organizational performance. The sample size is 108 respondents which is comprised of RR Forging Pvt Ltd. This study consists of various tool which includes correlation and ANOVA. This study explored the relationship between Human Resources Planning (HRP), Competency Mapping, Leadership Styles, and their impact on organizational performance within RR Forgings Pvt. Ltd. The findings provide valuable insights into the dynamics of these factors and their significance in the context of the organization.

Key words: Human Resources Planning, Competency Mapping, Leadership Styles, Organizational Performance, RR Forging

INTRODUCTION

Human Resources Planning (HRP) is a continuous and systematic process aimed at maximizing the utilization of a company's most valuable asset—its high-quality employees. HRP ensures that harmonious alignment between employees and their respective roles, preventing both labor shortages and surpluses. This process consists of four key stages: evaluating the current workforce, forecasting future demand, achieving a balance between supply and demand, and contributing to the achievement of organizational objectives. Competency Mapping is a vital process that involves identifying the key competencies required within a company or organization on a job roles and functions. This process holds significant importance and considered to be fundamental activity for well-managed organizations. A well-structured organization has clear cut definition on roles and a competency mapping system that assesses individuals' strengths, weaknesses, opportunities, and threats (SWOT), thereby facilitating their career growth. Leadership plays a pivotal role within an organization by shaping its vision, mission, and objectives, formulating strategies and policies, and ensuring efficient execution of plans. Effective leadership also involves guiding and coordinating the efforts and activities of the organization. High-quality leadership is indispensable for realizing the organization's vision & mission. From the depth study on effectiveness of organizational performance were studied in a micro level whereas the present study tries to interfere on HR Planning, Leadership Style, Competency Mapping in understanding Organizational Performance. The study analyses the effectiveness of recruitment and selection plan to source talent, also verifies the leadership qualities inside the organization and trying to examine various competency mapping challenges.

The function of HRM has undergone a significant transformation, shifting from the traditional concept often known as personnel management to a more strategic orientation. Many medium and large-scale organizations allocate substantial resources to HR software. However, regrettably, a substantial number of them primarily employ this software for HR administrative tasks, rather than harnessing its potential for robust HRP. This research endeavors to ascertain the level to which HRIS are utilized in medium to large-sized organizations and the benefits reaped from their integration into HRP sub-functions. HRIS essentially establish the linkage between HRM and Information Technology, as noted by Gerardine deSanctis in 1986. (Asha Nagendra, 2014). In the realm of leadership theories, there exists a variety of frameworks, one of which centers on personality traits, stemming from inherent internal characteristics. The issue of whether innate preferences influence leadership style doesn't have a definitive answer. Tools such as the Myers-Briggs Type Indicator (MBTI) are available to assess these leadership traits. These personality types indeed shape leadership styles, which in turn can result in appropriate, underutilized, or overemphasized leadership, depending on the readiness of followers to accept direction. Effective leadership styles can be cultivated through a thorough comprehension of situational contexts. (Kavitha Sethuraman1 & Jayshree Suresh, 2014). The proposed method is

characterized by its simplicity, replicability, and valuable insights applicable to managers across diverse industries. It comprises several key components, including the definition of competence and performance criteria, an evaluation procedure, an assessment of the current proficiency level, the identification of competence levels distinguishing professional categories, the establishment of expected profiles, a gap analysis, and the correlation between professional experience and competency development. (MM Carvalho, 2014).

Need for the study

Human Resources Planning (HRP) holds paramount importance in organizational performance. The absence of effective planning can lead to a slowdown in an organization's performance. Competency mapping plays a pivotal role in supporting corporate objectives, strategies, vision, mission, and culture. It establishes a structured performance appraisal system that facilitates career growth, leading to increases employees satisfaction on job and improved employee retention. The concept of leadership styles proves valuable in identifying the strengths and weaknesses of current and prospective leaders. Various leadership style inventories and evaluations are used for this purpose.

Objective of the study

- ✓ To examine the effectiveness of HR Planning
- ✓ To evaluate and assess the efficiency of competency mapping within RR Forging.
- ✓ To determine the types of leadership styles implemented at RR Forging.

Hypotheses for the study

Hypotheses – 1

H_0 : There is no statistically significant relationship between performing HR planning and HR planning strategy

H_1 : There is a statistically significant relationship between performing HR planning and HR planning strategy

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
HRP: You recruit on the basis of departmental demands	Between Groups	6.261	2	3.130	9.916	.001
	Within Groups	33.147	105	.316		
	Total	39.407	107			
HRP: You plan accordingly to the employees resignation	Between Groups	5.085	2	2.543	4.481	.014
	Within Groups	59.581	105	.567		
	Total	64.667	107			
HRP: You identify vacancies by hearing to departmental heads	Between Groups	9.607	2	4.804	4.614	.012
	Within Groups	109.310	105	.410		
	Total	118.917	107			
HRP: You forecast personal requirement on timely basis	Between Groups	3.316	2	2.658	5.397	.052
	Within Groups	124.647	105	.871		
	Total	127.963	107			
HRP: You plan to retain te employees who are effective and efficient in work	Between Groups	3.472	2	.736	3.386	.055
	Within Groups	131.519	105	.526		
	Total	134.991	107			

Source: Primary data

Interpretation:

From the above table from SPSS, the study tested the relationship between performing HR planning and HR planning it states that the recruitment on departmental demands as p-value of $0.001 < 0.05$, plan according to employees resignation as p-value of $0.014 < 0.05$ and identification of vacancies by hearing to departmental heads as p-value of $0.012 < 0.05$ Hence, the alternative hypothesis is accepted and the null hypothesis is rejected. It concludes that There is a statistically significant relationship between performing HR planning and HR planning strategy.

From the above table from SPSS, the study tested the relationship between performing HR planning and HR planning it states that the recruitment on timely basis as p-value of $0.052 > 0.05$ and retention of employees as p-value of $0.055 > 0.05$. Hence, the null hypothesis is accepted and the alternative hypothesis is rejected. It concludes that there is no statistically significant relationship between performing HR planning and HR planning strategy.

Hypotheses – 2

H₀ : There is no statistically significant relationship between employee's job experience and competency mapping

H₁ : There is a statistically significant relationship between employee's job experience and competency mapping

Correlation

		Job Experience	CM: Are you satisfied with the additional assignment given to you	CM: Will you be a part of decision making / goal setting to your department	CM: Is your skills and knowledge is been used utmost for departmental growth and development	CM: Have your competency is meeting the organizational expectation
Job Experience	Pearson Correlation	1	.342**	.206*	.234*	.360**
	Sig. (2-tailed)		.032	.022	.025	.037
CM: Are you satisfied with the additional assignment given to you	Pearson Correlation	.342**	1	.355**	.213*	.275**
	Sig. (2-tailed)	.032		.035	.023	.028
CM: Will you be a part of decision making / goal setting to your department	Pearson Correlation	.206*	.355**	1	.860**	.907**
	Sig. (2-tailed)	.022	.035		.044	.046
CM: Is your skills and knowledge is been used utmost for departmental growth and development	Pearson Correlation	.234*	.213*	.860**	1	.832**
	Sig. (2-tailed)	.025	.023	.044		.042
CM: Have your competency is meeting the organizational expectation	Pearson Correlation	.360**	.275**	.907**	.832**	1
	Sig. (2-tailed)	.037	.028	.046	.042	

Source: Primary data

Interpretation:

From the above table from SPSS, the study tested the relationship between job experience and competency mapping it states that the satisfaction on additional assignment as p-value of $0.032 < 0.05$, part of decision making as p-value of $0.022 < 0.05$, use of skill and knowledge for departmental growth as p-value of $0.025 < 0.05$ and organizational expectation as p-value of $0.037 < 0.05$. Hence, the alternative hypothesis is accepted and null hypothesis is rejected it concludes that there is a statistically significant relationship between employee's job experience and competency mapping.

Leadership Styles

→ Scoring

Strongly Agree	:	5
Agree	:	4
Neutral	:	3
Disagree	:	2
Strongly Disagree	:	1

SL no	Particulars	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Do you think that the employees are needed to be closely supervised	3 (3*5)	10 (10*4)	7 (7*3)	-	-	76
2	Do you feel that non-performing employees need to be punished	1 (1*5)	9 (9*4)	5 (5*3)	5 (5*2)	-	66
3	In complex situation, do you let your team members workout solution to the problems on their own	-	-	2 (2*3)	5 (5*2)	13 (13*1)	20
4	Do you consider all employees to be a part of the decision-making process	8 (8*5)	9 (9*4)	3 (3*3)	-	-	85
5	Do you feel providing guidance without pressure is the key to be a good leader	8 (8*5)	8 (8*4)	4 (4*3)	-	-	84
6	Do you think that the employees must be given rewards or punishment in order to motivate them to achieve organization objective	5 (5*5)	5 (5*4)	6 (6*3)	4 (4*2)	-	71
7	Do you think employees have fear or get frustrated in work	-	7 (7*4)	10 (10*3)	3 (3*2)	-	58
8	Do you feel employees want frequent and supportive communication with their leaders	12 (12*5)	6 (6*4)	2 (2*3)	-	-	90
9	Do you think leaders should allow employees to appraise their own work	-	-	3 (3*3)	8 (8*2)	9 (9*1)	34
10	Do you think employees feel insecure about their work and need direction	7 (7*5)	10 (10*4)	3 (3*3)	-	-	84
11	Do you think that the leaders need to help employees accept responsibility for completing their work	-	-	5 (5*3)	5 (5*2)	10 (10*1)	35
12	Do you think that the leaders should give employees complete freedom to solve problems on their own	-	-	-	5 (5*2)	15 (15*1)	114

Source: Primary data

There are 3 types of leadership style had been considered in this study they are:

1. Autocratic leadership style
2. Democratic Leadership style
3. Laissez – Faire leadership style

Question No 1, 2, 6, 7 are for Autocratic leadership. Question No 4, 5, 8, 10 are for Democratic leadership and Question No 3, 9, 11, 12 are for Laissez – Faire leadership.

Sum of Question no 1, 2, 6, 7 is 271; Sum of Question no 4, 5, 8, 10 is 343; Sum of Question no 3, 9, 11, 10 is 114

Interpretation:

The above calculation shows that the most of the middle level employees will follow democratic leadership style as the sum total is 343. Some of the middle level employees will follow Autocratic leadership style as the sum total is 271. And few of the middle level employees follow Laissez-Faire leadership style as the sum total is 114. Hence there is a positive impact of democratic leadership style in RR Forgings Pvt. Ltd.

Conclusion:

In our comprehensive study, we explored the relationship between Human Resources Planning (HRP), Competency Mapping, and Leadership within the context of RR Forging, a company dedicated to improving its organizational effectiveness. Effective HR planning strategies such as recruitment based on departmental needs, managing employee resignations, and coordinating to identify vacancies were identified as essential. Competency Mapping played a pivotal role in optimizing RR Forging's workforce, identifying key competencies, promoting career growth, enhancing job satisfaction, and retaining employees. The study emphasized the link between employee job experience and competency mapping, highlighting the importance of leveraging skills and knowledge for departmental growth. Regarding leadership styles, democratic leadership emerged as the dominant approach at RR Forging. This leadership style encourages employee involvement in decision-making, values open communication with leaders, and motivates employees to contribute to organizational goals.

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