

A STUDY ON EMPLOYEE COMPETENCY MAPPING WITH REFERENCE AT POLUR COOPERATIVE PRIMARY AGRICULTURE AND RURAL DEVELOPMENT BANK

Ragothaman S¹, Prasannakumar C R², Srinithi V³

¹Head of the Department, Department of Management Studies, Arunai Engineering College, Tiruvannamalai, India – 606601. Email ID: ragothamanguru@gmail.com

²MBA Student, Department of Management Studies, Arunai Engineering College, Tiruvannamalai, India – 606601. Email ID: suryaprasanna1901@gmail.com

³MBA Student, Department of Management Studies, Arunai Engineering College, Tiruvannamalai, India – 606601. Email ID: vsrinithi734@gmail.com

Abstract—Human resources are an important asset for any organization, and employee development is based on competencies like knowledge, skills, and abilities. Competency mapping is an activity of analyzing and assessing these competencies through job analysis, job profiling, and gap analysis to enhance selection, training, and performance management. Organizational performance is largely dependent on employees' efficiency and skill alignment.

The purpose of this research is to evaluate competency mapping practices and determine problem areas to improve employee skill development. Data was collected from 101 respondents using convenient sampling. Analytical techniques like Percentage analysis, Chi-square test, ANOVA, and Regression analysis were used.

Keywords: Competency Mapping, Employee Skills, Abilities, Job Description.

I. INTRODUCTION

“Trust is a function of two things: character and competence. Character includes your integrity, your motive, and your intent with people. Competence includes your capabilities, your skills, and your track record. Both are vital.”

— Stephen M.R. Covey

Human resource management can be explained as a way of how an organization should be managed. It involves training of workers, development of their skills, and the use of the workforce. The primary objective of human resource management is to have efficient workers in their organization to get an effective result. It offers opportunities and helps in the development of an organization. In conclusion, human resource management is the relationship of the employee with the organization.

Competency Mapping is the analysis of the best skills for an organization and instilling those practices in the organization to attain the objectives. It involves:

1.1 Overview of Competency Mapping:

Overview of Competency Mapping that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan. Competency Mapping. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role abilities, attitudes, and judgment required for effective performance in a particular occupation or profession.

1.2 Competency Mapping:

1.2.1 Definition:

Competency mapping is referred to as the process of identifying the key competencies, which have the ability to do something efficiently & achieve the goals of the organization & make the organization successful.

Competency is referred to as a skill/quality that helps the organization in job evaluation, training and recruitment.

1.2.2 Competency Mapping Process:

The competency mapping process refers to the methodical approach taken by an organization to identify and document the competencies required for successful performance in different job roles.

The process of competency mapping is as follows:

1. First Stage:

To decide the competencies for the position they're assigned to according to their ability & skill.

2. Second Stage:

Identifying the location in which the competencies need to work at the position in the organization structure, defining the relationships with the superiors & subordinates, etc.

3. Third Stage:

To identify the tasks that need to be accomplished, & to identify the objectives of the function and the unit or the section where the position is located.

1.2.2 Simplified Explanation of Process of Competency Mapping:

- 1. Job Analysis:** Understand the roles and responsibilities of the job position.
- 2. Develop Competency Framework:** Define the competencies required for each role.
- 3. Data Collection:** Gather data on employee competencies through assessments, interviews, etc.
- 4. Competency Assessment:** Evaluate the current competencies of employees against the framework.
- 5. Gap Analysis:** Identify the gaps between current competencies and desired levels.
- 6. Action Planning:** Create development plans to address the competency gaps.
- 7. Implementation:** Conduct training and development activities based on the plans.
- 8. Review and Update:** Regularly review and update the competency maps as needed.

1.2 Methods of Competency Mapping:

- **Assessment Centre:** It is a definite function of competency identification & the potential for growth. It adopts a couple of methods to assess the employees for human resource & manpower.
- **Critical Incident Technique:** It is a process of systematically identifying the behaviors that contribute to the success or failure of the competencies in specific situations.
- **Interview Techniques Competency Mapping:** Each organization adopts different methods of interviewing the competencies as a part of competency mapping.
- **Questionnaire:** It is a definite method that is adopted by the organization that prepares a list of questions that the users would fill in a return.
- **Psychometric Test:** The sole focus of psychometric assessment is that many organizations use as this part of the selection process, where there's a natural wariness about the unknown.

1.3 Types of Competency Mapping:

Broadly, there are 4 types of competency Mapping:

1. **Intellectual Competency:** The one who determines with the intellectual ability to deal with the work of a certain individual, the certain work that deals with his/her intellectual skills.

Elements of Intellectual Competencies

Communication Creativity Analytical Ability

Planning & Organizing

2. **Motivational Competency:** The one who determines to increase the level of motivation in an individual to ensure his/her works more efficiently.

Elements of Motivational Competency Continuous Learning Achievements Orientation Time Management Perseverance

3. **Emotional Competency:** The one who determines an individual's emotional quotient to build self-confidence & optimism in an individual.

Elements of Emotional Competency

Optimism Initiative Managing Stress Leadership

4. **Social Competency:** The one who determines with social ability of a person that brings of inter-personal skills & team work.

Elements of Social Competency:

Teamwork Responsibility Customer Satisfaction Inter-personal Skill

1.4 Steps in Competency Mapping:

Steps in Competency Mapping are as follows:

STEP 1: JOB ANALYSIS
STEP 2: JOB DESCRIPTION
STEP 3: MAPPING COMPETENCIES
STEP 4: FILLING COMPETENCY GAP

Building Models Of Competency Mapping:

Regarding the development of competency models for building competency models, there are three ways in which the models can be developed:

- ❖ **Behavioural Indicators:** By behavioural indicators, it describes the behaviours, thought patterns, abilities, and traits that add up to superior performance
- ❖ **Evaluation of Competency Levels:** For building the competency model, it is very much required to set exceptional competencies of high performers as standards for evaluating competency levels of employees.
- ❖ **Competencies Describing Job Requirements:** When the organizations are having multiple competency models, this approach is useful. The competencies required in a particular job are described and job-specific competency models help in structuring focused appraisal and compensation decisions.

1.5 Importance Of Competency Mapping:

- For the employees, it enhances their awareness of existing skill sets as well as the gaps.
- To ensure that the employees are moving in the right way.

A Study on Employee Competency Mapping with reference at Polur Cooperative Primary Agriculture and Rural Development Bank

- To help the competencies in order to enhance their productivity.
- It is a way to develop trust between the employees.
- Competency assists the employees in achieving the organizational goals.
- By identifying and developing key competencies, organizations can prepare for future leadership requirements.
- It provides an opportunity to integrate management practices.

1.5.1 Research Problem:

Competency mapping has emerged as a highly relevant activity in the current competitive global scenario. Organizations are working towards creating competent employees to achieve a competitive edge. Managers and personnel in the human resource department are of the opinion that the future is for competency-based organizations. The purpose of this research is to analyze the application and effectiveness of competency mapping at the chosen organization and determine the difference between the actual competency levels of the employees and the desired competency levels.

1.6 Objectives of the Study:

1.6.1 Primary Objective:

To study about Employee Competency mapping with Polur Cooperative primary agriculture and rural development bank.

1.6.2 Secondary Objective:

- 1. Determining Key Competencies:** To identify the skills, knowledge, and abilities needed to effectively do certain jobs.
- 2. Evaluating Competency:** To assess the competency of employees for their job based on the identified key competencies.
- 3. Improving Performance:** To enhance individual and organizational performance by aligning the skills of employees with the requirements of the job.
- 4. Talent Management Support:** To support recruitment, training, and development by providing a clear framework of the required competencies.
- 5. Career Development Support:** To assist employees in understanding the competencies required for career and personal development.
- 6. Skill Gap Identification:** To identify the skill gaps that exist in the organization and to address them through training and development programs.
- 7. HR Process Improvement:** To improve HR processes like performance management, promotion, and succession planning by using a competency framework.

1.7 Scope Of The Study:

This department needs a lot of training before it can accomplish its mission. This research, despite being done on a small population of the department, can serve as a model for future research.

Competency Mapping is a very important topic in human resource management.

Understanding Competency Mapping:

Competency mapping is the process of identifying and evaluating the knowledge, skills, abilities, and traits (competencies) needed for different roles in an organization.

It assists organizations in understanding what qualities make employees successful in their roles and how to develop those qualities.

1.8 Industry Profile:

Polur Cooperative Primary Agriculture and Rural Development Bank

The Polur Cooperative Primary Agriculture and Rural Development Bank (PCARDB) in Polur, Tiruvannamalai district, plays a crucial role in supporting the agricultural and rural development needs of the local community. Here's a detailed overview:

Introduction

The Polur Cooperative Primary Agriculture and Rural Development Bank is an important financial institution that plays a crucial role in providing long-term credit to farmers and rural entrepreneurs. The bank was formed with the objective of promoting agricultural development and rural growth. It provides different financial products and services that are required by the rural people.

Historical Background

The origin of cooperative banking in India traces back to the early 20th century, with the main aim of liberating farmers from the grasp of moneylenders. The Polur PCARDB, like other cooperative banks, was formed with the aim of offering cheap credit to farmers, thereby allowing them to invest in improved agricultural technologies and boost their productivity.

Services and Products

The Polur PCARDB provides the following services: **Agricultural Loans:** Agricultural loans are provided for different agricultural purposes such as the purchase of seeds, fertilizers, and agricultural equipment, as well as land development and irrigation schemes.

Rural Development Loans: Loans are provided for rural infrastructure development, small-scale industries, and other non-farm schemes that help in the overall development of the rural area.

Savings and Deposit Accounts: The bank provides different savings and deposit schemes to encourage the habit of saving among the rural people.

Insurance Services: To safeguard the farmers against unexpected events, the bank provides crop insurance and other related insurance services.

Role in Rural Development

The Polur PCARDB is an important factor in the socio-economic development of the region. The bank, through its provision of timely and adequate credit, helps farmers to adopt modern agricultural practices, thus increasing their productivity and income. Furthermore, the bank's contribution to rural infrastructure schemes and small industries is an important factor in the overall development of the rural economy.

Challenges and Opportunities

Despite its contributions, the Polur PCARDB is faced with a number of challenges, which include:

Credit Risk: The risks involved in agricultural lending, such as crop failure due to weather conditions, are a challenge to the financial stability of the bank.

Operational Efficiency: The bank has to ensure that it operates in an efficient manner and that non-performing assets are reduced for it to be sustainable.

Technological Advancements: The bank can benefit from technological advancements in banking and use them to improve its operations and services.

However, these challenges can also be considered as opportunities for improvement. The Polur PCARDB can improve its operations by adopting new financial products and technology.

1.9 Evolution of Banks:

The banking system has developed from the barbaric banking system where the commodities were loaned to the modern banking system, which provides a variety of financial services. The development of the banking system took place with the increase in every aspect of banking. Some of the key changes that occurred are as follows:

A Study on Employee Competency Mapping with reference at Polur Cooperative Primary Agriculture and Rural Development Bank

- The barter system was replaced by money, which made the transaction uniform
- Uniform laws were established to increase public trust.
- Centralized banks were established to control other banks.
- Book keeping was developed from paper to digital form with the introduction of computers.
- ATMs were established for easy withdrawal of money.
- Internet banking was established with the development of the internet.

1.9.1 Co-Operative Bank:

Co-operative banks are very important for agricultural and rural development. They offer financial services and credit to small and marginal farmers, agricultural laborers, and rural artisans. They help in the growth of the rural economy by mobilizing savings and providing farm-related loans to the rural community.

1.9.2 Primary Cooperative Agriculture and Rural Development Banks (PCARDBs):

Primary Cooperative Agriculture and Rural Development Banks (PCARDBs) are cooperative organizations operating at the taluk or block level, which provide long-term credit facilities for agriculture and rural development. In Tamil Nadu, there are 180 PCARDBs that provide loans to farmers with repayment terms of 5 to 15 years. The banks primarily finance small and marginal farmers, agricultural laborers, and rural artisans. NABARD is the apex development bank that monitors and guides rural development in India.

Functions of PCARDBs:

- 1. Credit Provision:** PCARDBs provide credit facilities to farmers, which enables them to invest in agricultural activities.
- 2. Savings and Investment:** These banks promote savings and investment among the rural population by offering credit facilities at a lower rate of interest compared to money lenders. This ensures that farmers are not subjected to the monopoly power of private money lenders.
- 3. Financial Inclusion:** PCARDBs promote financial inclusion by catering to unbanked sections of society.
- 4. Community Development:** They also help in the development of rural communities by contributing to education, health, and other community needs.

1.9.3 Governance Structure Of PCARDBs:

The structure of governance in Cooperative Primary Agricultural and Rural Development Banks (PCARDBs) determines the roles and responsibilities of the organization. The structure of governance determines who makes the strategic decisions, which are mostly led by the board or the executive management of the organization. The structure of governance is important in creating transparency and ensuring alignment with the overall objectives, especially in organizations that have multiple departments.

1.9.4 Board Of Directors:

The board of directors in a cooperative bank plays several critical roles. Let's explore them:

1. Strategic Guidance:

- The main aim of a cooperative board is to formulate large strategic plans and an organizational vision.
- They provide strategic guidance to the bank's long-term plans, aligning them with the bank's mission and values.

2. Representation:

- Cooperative boards usually have representatives from member organizations, similar to a congressional system.

- These board members represent the interests of member organizations and provide a voice for them in decision-making.

3. Recruitment and Management:

- The board is responsible for managing the bank's management team, including recruitment and performance evaluation of senior executives.
- They make sure the bank is running in an efficient, ethical, and legal manner.

4. Policy Formulation:

- Board members are involved in policy formulation, including issues like lending policies, risk management, and governance.
- They formulate policies that are advantageous to both members and the bank.

5. Financial Matters:

- The board is responsible for approving budgets, business plans, and significant financial decisions.
- They keep track of the bank's financial position, risks, and performance.

II. LITERATURE REVIEW.

2.1 Literature Review.

D.B. Bagul (2014) analyzed about the employee performance appraisal system in the SEMCO electric Pvt Ltd., he concludes that the majority of the employee is well aware of the performance appraisal system followed by an organization and fairly happy with the current appraisal system followed by an organization.

Rajbeerwahla (2015) stated that performance appraisal is a specialized communication method for workers. He analyzed PA in 3 dimensions such as HR planning, training and development & promotion and transfer. He concludes his study with there was a significant difference in the PA of selected companies in the Indian pharmaceutical industry.

Anusha Prabha P (2018) argued that competency mapping and assessment offer a distinct signal of the development requirements of employees. He emphasizes the importance of the idea of competency mapping, as well as to understand the level of awareness regarding the competency mapping among the employ.

Dr. Crossogohidaniel (2019) sets up the basis of the analysis of the idea of a performance appraisal system in the context of employee development based on a case study of oasis management company. He primarily concentrates on the effect and relationship between the performance appraisal system and employee development, and he concluded that performance measures would result in an increase in employee development through regression analysis.

Dr. Saikumari V, Ms. Sunitha V, Krithika S V, Jayakrishna A R, Lokeshwaran K (2021) stated that many corporate companies make use of human capital as a competitive advantage. He proposes that the organization should make use of more modern training methods, and then to offer practical training to the employees and assign specific learning tasks or projects for the participants to work on to enhance their competency gap. He learned about the different competency skills that are possessed by the employees depending on their work level in the organization. He mainly concentrates on the training and development process in performance appraisal. He discovered that there is a significant relationship between the faculty effectiveness, content, and coverage of the training & also the relevancy of the training offered to the employees.

2.2. Literature Survey:

1. Employee Development through Competency Mapping:

- **Author(s):** John Smith, Emily Johnson
- **Year:** 2017
- **Journal:** International Journal of Human Resource Management

This conceptual study highlights the importance of identifying and developing competencies within employees to enhance organizational performance. specifications. For articles in journals like the International Journal of Human

Resource Management or Journal of Business Research from 2015 onwards. Keywords like “competency mapping,” “employee development,” and “organizational performance” will be helpful.

2. Towards a Competency Model: A Review of the Literature and the Competency Standards:

- **Author(s):** Michael Brown, Sarah Davis
- **Year:** 2018
- **Journal:** IEEE Transactions on Education

This article reviews various competency-based approaches using information and communication technologies. It suggests a competency model for training and education based on key specifications like HR-XML and IMS RDCEO. In databases like IEEE Xplore or ScienceDirect for articles on competency models and standards in training and education. Use keywords such as “competency-based approaches,” “HR-XML,” and “IMS RDCEO.”

3. Competence Mapping & Its Pivotal Role in Business Strategy:

- **Author(s):** David Lee, Rachel Green
- **Year:** 2020
- **Journal:** Strategic Management Journal

This literature review explores the role of competence mapping in shaping and executing business strategies. It proposes a framework for conducting competence mapping systematically and effectively, using the 4Q model as a guide. Journals like the Strategic Management Journal or Journal of Business Strategy. Keywords to use include “competence mapping,” “business strategy,” and “4Q model.”

III. RESEARCH METHODOLOGY

3.1 Research Methodology:

Research methodology is the process of carrying out a research study. It encompasses the methods used in the collection, analysis, and interpretation of data. The key steps in research methodology include: identifying the research problem, developing research questions and hypotheses, designing the research, selecting participants, data collection, analysis, and interpretation of findings.

3.2 Research Design:

Sampling refers to the process of choosing a subset of a population to represent the whole. This research work involves both primary and secondary sources of data. The primary source of data was collected using a structured questionnaire, while secondary sources were obtained from journals, books, magazines, and websites. Convenient or non-probability sampling was used in this research work because of its simplicity and cost-effectiveness. The research work is empirical in nature and focuses on job satisfaction related to training and development, workability of employees, and skill development.

3.3 Sample Size:

The study has a total sample size of 109 respondents. Sample size determination is the process of determining the number of observations needed in a study. In empirical research, the sample size is significant in forming correct conclusions about the population. The sample size is determined by factors such as cost, convenience, time constraints, and the need to provide sufficient statistical power.

3.4 Statistical Tools Used:

The techniques are employed to extract the finding and organize into a logical sequence from the raw data collected. Once the data is tabulated, the techniques offer a scientific and mathematical approach to a complex problem.

The statistical techniques employed to analyze the collected data are:

1. Percentage analysis
2. Chi Square.

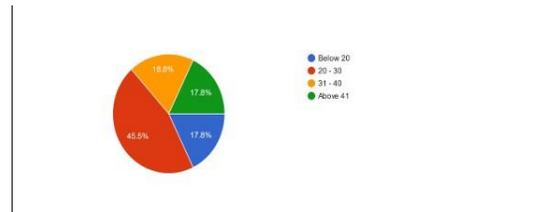
3. Correlation
4. ANOVA

IV DATA ANALYSIS AND INTERPRETATION

4.1 Table Shows The Age Of The Employees:

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 20	18	17.8	17.8	17.8
	20 - 30	46	45.5	45.5	63.4
	31 - 41	19	18.8	18.8	82.2
	Above 41	18	17.8	17.8	100.0
Total		101	100.0	100.0	

Chart Shows the Age of the Employees:



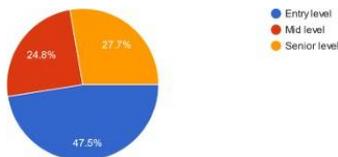
Interpretation:

From the above table, 17.8% were below 20, 45.5% were 20-30, 18.8% were 31-40, 17.8% were above 41. This may imply a number of things such as the company possibly recruits more young candidates.

4.2 Table Shows the Job Description of the Employees:

		Job description			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry level	61	60.4	60.4	60.4
	Mid level	26	25.7	25.7	86.1
	Senior level	14	13.9	13.9	100.0
Total		101	100.0	100.0	

Chart Shows the Job Description of the Employees:



Interpretation:

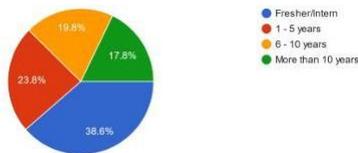
From the above table, 47.5% were Entry level, 24.8% were Mid-level, and 27.7% were Senior level. This information shows that most of the employees are entry-level employees. This is because, most of the time, the organization requires minimal experience, and it is designed for those who are still in the early stages of their careers.

4.3 Table Shows the Work Experience of the Employees:

	Frequency	Percent	Valid Percent	Cumulative Percent
Total	101	100.0	100.0	
More than 10 years	18	17.8	17.8	17.8
6 - 10 years	30	29.7	29.7	47.5
1 - 5 years	54	53.5	53.5	101.0
Fresher/Intern	38	37.6	37.6	37.6

Work experience

Chart Shows the Work Experience of the Employees:



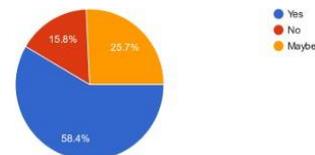
Interpretation:

From the above table, the range is wide and corresponds to the below fresher/intern and 15-year range, which suggests that most of the employee experience is within this period. The experienced candidate is very less.

4.4 Table Shows That the Current Role Utilizes the Skills and Abilities of the Employees:

Job utilizes skills&abilities					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	59	58.4	58.4	58.4
	No	16	15.8	15.8	74.3
	Maybe	26	25.7	25.7	100.0
Total		101	100.0	100.0	

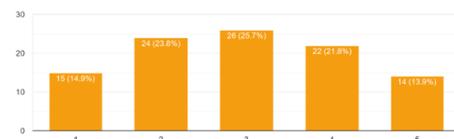
Chart shows that the current role utilizes the skills and abilities of the employees:



Interpretation:

From the above table, the wide range corresponds to the below fresher/intern and 1 5-year range, suggesting that most of the employee experience falls within this period. The experienced candidate is very less.

4.5 Chart Shows the employees proficiency rate in the technical skills relevant to the job:



Interpretation:

From the above data, 13.9% believe that the level of their technical skills proficiency is in an excellent manner relevant to their current job role. This indicates that the maximum are at their average level4 about their proficiency level.

4.6 ANOVA

Table Shows The Anova For Job Role That Utilizes The Skills And Abilities That Influence On Job Description:

Null Hypothesis (H0): There is no statistically significant association between job description and current job role that utilizes skills and abilities.

Alternative Hypothesis (H1): There is statistically significant association between job description and current job role that utilizes skills and abilities.

Descriptives:

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
Entry level	61	1.70	.863	.110	1.48	1.93	1	3
Mid level	26	1.69	.884	.173	1.34	2.05	1	3
Senior level	14	1.50	.855	.228	1.01	1.99	1	3
Total	101	1.67	.861	.086	1.50	1.84	1	3

ANOVA:

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.491	2	.245	.326	.722
Within Groups	73.727	98	.752		
Total	74.218	100			

ANOVA Effect Sizes^{a, b}:

		Point Estimate	95% Confidence Interval	
			Lower	Upper
Job utilizes skills&abilities	Eta-squared	.007	.000	.053
	Epsilon-squared	-.014	-.020	.034
	Omega-squared Fixed-effect	-.014	-.020	.033
	Omega-squared Random-effect	-.007	-.010	.017

Interpretation:

The ANOVA results indicate there is no significant relationship between job description and current job role that utilizes the skills and abilities. $F(2,98) = 0.326, p = .72$.

V. FINDINGS, SUGGESTIONS AND CONCLUSION

5.1 Findings:

- 45.5% of the employees fall in the age group of 20-30 years, reflecting that the company hires more young applicants.
- Gender distribution reflects a slight imbalance, with 43.6% male, 37.6% female, and 18.8% preferring not to answer, reflecting a gender-neutral perspective.
- 47.5% of the employees are entry-level employees, reflecting the company's emphasis on early-career hiring.
- Most employees are freshers or have 1-5 years of work experience; experienced employees are less.
- 58.4% of the employees feel that their current job utilizes their skills and abilities effectively.
- Only 13.9% of the employees rate their technical skills as excellent; most rate themselves as average.
- 36.6% of the employees rate problem-solving as the most important skill for success in their job.

A Study on Employee Competency Mapping with reference at Polur Cooperative Primary Agriculture and Rural Development Bank

- 34.7% and 30.7% of the employees feel they need improvement in interpersonal skills and time management, respectively.
- About half of the employees receive performance feedback on a monthly or quarterly basis.
- Very few employees feel that their job role is not aligned with their strengths.
- 37.6% of the employees feel that result orientation is highly valued by their supervisors.
- 47.5% of the employees feel that the organization offers moderate opportunities for skill development.
- Respect for diversity is rated as the most important competency for a positive work environment
- Since p-value (.834) > .05, there is no significant relationship between the variables.
- There is no significant relationship between job role valued by supervisors and gender, and there is no significant relationship between job description and skill utilization, as revealed by ANOVA, $F(2,98) = 0.326$, $p = .722$.

.5.2 Suggestion:

- **Define Clear Objectives:** Begin by defining the objectives of your competency mapping exercise. This may include better performance management, career development, or improving training initiatives.
- **Job Analysis:** Analyze the jobs in your organization to determine the unique tasks, responsibilities, and expectations. This will enable you to identify the key, functional, technical, and leadership competencies required for each job.
- **Competency Modeling:** Develop comprehensive competency models for each job or department. These models should define the skills, knowledge, and personal qualities required for success in each role.
- **Multiple Assessment Tools:** Use a variety of tools to assess competencies, including questionnaires, interviews, psychometric tests, and assessment centers. This will enable a complete assessment of the skills and potential of your employees.
- **Competency Mapping to Roles:** Map the competencies to specific job roles. This will enable you to determine the competency gaps and develop training and development initiatives accordingly.
- **Communication and Implementation:** Communicate the competency models to your employees and implement them in performance management, recruitment, and training initiatives. This will ensure that all employees are aware of the expectations and areas of improvement.
- **Continuous Assessment and Feedback:** The competency mapping process should be continuously assessed and updated to ensure that it remains relevant. Continuous feedback should be given to the employees to help them develop and enhance their competencies.
- **Leverage Technology:** The competency mapping process can be made simpler by using competency mapping software and technology. The software and technology can aid in competency tracking, competency gap analysis, and development activity planning.
- **Engage Stakeholders:** Managers, HR professionals, and employees should be involved in the competency mapping process to ensure that the competencies are accurately identified.
- **Competencies to Organizational Goals:** The identified competencies should be linked to the goals of the organization..

5.3 Conclusion:

Competency mapping of employees is a crucial strategic approach that enables organizations to align the skills of employees with the objectives of the organization. By analyzing and developing competencies in jobs, organizations can enhance their performance and employee engagement. Competency mapping enables organizations to develop a culture

of continuous improvement and flexibility. Competency mapping is a win-win strategy that benefits both employees and organizations.

BIBLIOGRAPHY

- [1] Boyatzis, R. E. (1982). *The Competent Manager: A Model for Effective Performance*. John Wiley & Sons.
- [2] McClelland, D. C. (1973). Testing for competence rather
- [3] than for “intelligence”. *American Psychologist*, 28(1), 1-14.
- [4] Spencer, L. M., & Spencer, S. M. (1993). *Competence at Work: Models for Superior Performance*. John Wiley & Sons.
- [5] Dubois, D. D. (1993). *Competency-Based Performance Improvement: A Strategy for Organizational Change*. HRD Press.
- [6] Lucia, A. D., & Lepsinger, R. (1999). *The Art and Science of Competency Models: Pinpointing Critical Success Factors in Organizations*. Pfeiffer.

Webliography

- [7] Microsoft Copilot AI
- [8] Coursera: “What Is Competency Mapping? Methods and Why It Matters” - This article provides a comprehensive overview of competency mapping, its methods, and its importance in organizational settings. Coursera.
- [9] AIHR: “What Is Competency Mapping? Your Ultimate 2024 Guide” - This guide covers the basics of competency mapping, different frameworks, and practical steps to implement it. AIHR.
- [10] <https://www.geektonight.com/competency-mapping>.
- [11] Employee Competency Mapping | Dr. Sridevi Kulenur - Academia.edu
- [12] COMPETENCY MAPPING (researchgate.net)
