 

**A STUDY ON COMPETENCY MAPPING OF THE EMPLOYEES WITH REFERENCE TO WONJIN AUTOPARTS INDIA PVT LTD**

**BY**

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### BONAFIDE CERTIFICATE

Certified that this project report entitled **“A STUDY ON COMPETENCY MAPPING OF THE EMPLOYEES WITH REFERENCE TO WONJIN AUTOPARTS INDIA PVT LTD”** is the bonafide work of **SUDARSHAN. G. N (REG NO:411722631051)** who carried out the research under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree was earlier occasion on this.

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**DECLARATION**

I hereby declare that the project entitled **“A STUDY ON COMPETENCY MAPPING OF THE EMPLOYEES WITH REFERENCE TO WONJIN AUTOPARTS INDIA PVT LTD ”** Submitted for the M.B.A. degree is my original work and the dissertation has not formed the basis for the award of any degree, associate ship, fellowship or any other similar titles.

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Date: 22-05-2024 (SUDARSHAN. G.N)

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Signature of the Student

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**ABSTRACT**

 This study has been enriched in WONJIN AUTOPARTS INDIA PVT LTD to ensure effective competency mapping of the employees.

Competency mapping is a process through which one assesses and determines one ‟s strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making.

The study provides an insight about how an competency mapping is done to the employees and the individual and the organization goals are achieved effectively and the organization sustainment to the future trends.

The objective of the study includes, a study on competency mapping of the employees in WONJIN AUTOPARTS INDIA PVT LTD and to correlate employee competencies with organizational performance, exploring relationship between competencies and career progression and opportunities within the organization and Identifying the potential areas for Improvement in the competency mapping process.

The research design used for the study was descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using questionnaire. The sample taken for this study was 260 out of population 500 at WONJIN AUTOPARTS INDIA PVT LTD. The type of sampling technique used for the study was stratified sampling.

The sample technique used were Descriptive research method and various Statistical Tools like ANOVA, Correlation, Regression, Chi-Square were used to test the competency mapping in the organization. And From the study it is highlighted that many respondents were not aware of competency mapping in their organization and it must be mentored so that individual and organizational goals can be achieved effectively.

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**CHAPTER-1**

 **INTRODUCTION**

**1.1**  **INTRODUCTION**

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Over the past years, skilled and Knowledge based jobs are increasing while low skilled jobs are decreasing. This compels for future skill mapping through proper HRM initiatives. Indian organizations are also facing a change in the systems, management environment and philosophy due to the global alignment of Indian organizations. Competencies are derived from specific job families within the organization and are grouped around categories like strategy, relationships, innovation, leadership, risk-taking, decision-making, emotional intelligence, etc. As far as the competency mapping is concerned, the first step in the procedure is job analysis, where the company requires to list core competency requirements for the job concerned. The next step should be the development of a competency scale for the job of the parameters previously identified. The actual mapping of employees can be a self done exercise or it can be done by others like superiors. It can also be done by using the 360- degree method where peers, first give reports and customers also rate the employee that basis. Competency Mapping is a process of identifying the key competencies of a company or an organization and the jobs. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping do proper analysis an individual’s SWOT for better understanding and it helps to improve his career growth. This identifies the gap for improving knowledge to develop. Every industry in the present scenario is trying to get high efficiency and effectiveness in order to survive in the cut throat competition. Industry is basically classified into production and service sector. All the methods and approaches of improving the performance and efficiency of their operations points to a basis key factor – "Skill and Competency. Skills and competency, becomes a focal point of companies, which focus on improving their performance. Every industry, mostly production industries, focuses on skill and competencies. It becomes compulsory for any production company, to aim at improving the performance, to map the skill level of the workers. Skills mapping is a technique of studying and analyzing the skills possessed by the persons concerned. Skill mapping finds a result that not only specifies the skill level of the persons but also identifies the gray areas where improvement can be made by training or by other means. Skill mapping is fast and important, buzzword for any industries focus on revamping themselves to the present competitive situation. It is becoming popular day by day and many companies are showing more interest by using this technique to improve their efficiency. Competency mapping is the system of figuring out the talents required to carry out efficiently mainly task. Students competency mapping refers back to the identity and evaluation of the talents and talents that scholars want to own in an effort to achieve success withinside the paintings place. Today, employers are seeking out applicants who have now no longer most effective the desired instructional background, however additionally the talents and talents required for the task. Competency mapping can assist the scholars to discover their real competency degree and recognize the sure talents and understanding that required for the specific task. School exceeded out college students aren't aware of the employability talents. Educational establishments want to play a critical position to enhance the functionality of the scholars for the higher overall performance in a task position. The competency mapping system entails numerous steps. The first step is to discover the talents required in a selected area. These talents encompass their core area of understanding, critical thinking, problem-solving, communication, interpersonal talents, and different associated developments together with leadership, creativity, and adaptability. The talents are measured by self-evaluation and self-assessment and overall performance assessment. Employability skills, also known as soft skills or transferable skills, are a set of personal qualities, habits, attitudes and social skills that are valued by employers in the workplace. These skills are essential to succeed in the workplace, building a career, and adapting to the demands of the changing job market.

Also, competency mapping is a strategic Human Resource frame work model for monitoring the performances of both employees and employers as well as whole organization. Employee hard skill initiative, knowledge and abilities are not enough sufficient to achieve the desired results of performance. What is additionally needed is employee’s soft skills like attitude, mind-set values, belief and commitment. Thus, competency is the summation of knowledge, skills, attitude and personality of an individual person as required performing current and future organizational roles and responsibilities. Competency are indicates motives, self-concept, traits and desired behavior. Competency mapping identifies strengths and weaknesses of an individual. The goal is to enable the individual person to better understand him or herself and to point out where practices and efforts of career development need to be directed. Competency Mapping is the active process to prefer the required and most valuable competencies for an development of the organization and the job role and incorporating those competencies into action throughout the various processes.

Why is Competency Mapping Important?

Here are some key benefits of implementing the process of competency mapping:

**Enhanced performance**

You can pinpoint the organization’s current strengths and weaknesses because competency mapping entails evaluating current employees. With this knowledge, you may assign workers to assignments where they have the best chance of succeeding and maximize their potential. The company may provide new training opportunities and find additional areas where they can support their team more effectively by recognizing the areas where each employee has difficulties.

**Improved productivity**

Roles within an organization are frequently more precisely defined by the process of competency mapping. Employees with this specialization can concentrate their talents on the most pertinent activities and rely on peers for support in areas linked to their area of competence. Organizations often see results like better productivity and higher profitability as a result.

**Streamlined hiring process**

A streamlined hiring procedure might be experienced by a business with well-defined jobs. It can design thorough job descriptions and draw in brilliant workers with the right credentials by using its competency mapping. Because of this, hiring managers might have to go through fewer resumes and can devote more time to speaking with applicants who are a good fit for the position. Also, because new hires have the necessary core abilities for their positions and receive the best training, retention rates typically go up.

**Increased morale**

By laying out expectations and ensuring that workers understand how to earn high assessment scores, competency mapping can boost morale. Since everyone is aware of the expectations, it may also be simpler for workers to request assistance from their superiors. The openness that the process of competency mapping produces also makes career progression easier. Developing industry-specific skills encourages creativity and equips workers for higher-level roles within the organization.

**Process Of Competency Mapping:**

There are various approaches to using competency mapping. For some businesses, the first step is to identify their needs. Others begin by determining the competencies that each individual employee possesses (or lacks). There are various ways to gather the data you need on the competences of the employees, such as through staff group interviews, surveys, skill assessments, and staff evaluations.

Regardless of the strategies your business uses, the process of competency mapping may be summed up in the following crucial steps:

**1.Identify the organization’s goals:**

By determining its objectives, a business can start the process of competency mapping. To comprehend the bigger objectives that staff members are attempting to attain, it can reread its mission statement or consult with senior executives. This step enables the process to lay a solid foundation, identify smaller goals that workers pursue every day, and remove any ambiguity regarding the organization’s aims.

**2.Perform a Needs Assessment:**
 The process of competency mapping must be based on your overall goals and needs for it to be truly effective. Make a list of the roles and positions your firm has, the competencies required for each, and which are most important for you to achieve your goals. Then, conduct a requirements assessment. If you have individuals with valuable and distinctive talents who may be challenging to replace after they leave? Moreover, bear in mind that competency mapping doesn’t have to be started from scratch; it may be done in incremental steps. For instance, you may choose a particular department to serve as a pilot group and assess the results before going live. Rather, limit the number of competences to a select few essential ones that are extremely important for you to monitor.

**3.Analyse competencies of existing employees:**

The process of competency mapping allows an organization to establish competence maps and spot chances for improvement by reviewing the abilities of its current workforce. Employees have a distinctive viewpoint on their skills and can highlight them as they relate to their roles, making self-evaluation an effective analysis technique. Supervisor evaluations are another tool that organizations use to get a more objective view of employee performance. Whether you choose to employ one of these evaluation techniques or a mix of the two, think about tailoring them to each department or job.

If you want to improve the accuracy of your evaluation reports, think about going over the employee work history. These reports might test an employee’s weaknesses or provide useful information about their progress. For instance, an employee’s work history may show a gradual improvement in leadership abilities that enhanced their capacity to delegate duties. It may be a sign of a poor exam and prompt the business to rethink its evaluation criteria if an employee’s work history demonstrates competency in a skill that a current evaluation doesn’t reflect.

**4.Identify Competency Gaps:**

What are your strengths and shortcomings, and what areas of your ability still need improvement? Use a so-called competency matrix during your process of competency mapping to compare your current competency level to your competency targets and pinpoint any potential competency gaps in order to gain an overview of the company’s ability. In a competency matrix, each column corresponds to a competency, each line to an employee, and each person is ranked in accordance with their current proficiency level. Newer HR systems typically provide extra options to obtain a graphic overview of your data, such as a radar chart. It is an effective technique to evaluate your current situation to competency needs and objectives and to see where your strengths and shortcomings are.

**5.Define competencies:**

An organization can specify the abilities for each job post if it is aware of the employee goals and the knowledge required to achieve them, and if it is willing to apply the process of competency mapping. List crucial abilities and connect them to crucial responsibilities. For instance, to foster effective client interactions, a product designer may need to have strong communication and negotiating skills. These experts also use analytical thinking abilities to create prototypes and carry out user research that accurately identifies consumer preferences.

**6.Create an Action Plan:**

It’s time to develop an action plan once you have a comprehensive understanding of the needs, existing competency, competency gaps, and other important elements. Which actions should be taken in light of your objectives? Do you need to hire someone, or perhaps there is an employee who either possesses the necessary skill now or who could benefit from additional training? Whatever you decide to undertake as first effort, it should be connected to a specific objective, a timetable, and a plan for how to follow up on the outcomes.

**7.Determine metrics:**

By giving them metrics, competences can be defined more precisely inside an organization through the process of competency mapping. A typical illustration of a metric is a sales quota, which shows the performance goals for an employee. A sales quota may only be a number, but it is strongly related to abilities like communication, negotiating, and active listening. An employee’s capacity to accomplish their work is better understood by the company if they meet or almost meet their quota.

**8.Provide additional resources:**

Companies may notice employee demand for extra resources as the competency mapping process progresses. To carry out their responsibilities effectively, departments might need extra training or modernized equipment. Organizations can improve morale and show that they can manage expectations by allocating these extra resources.

**9.Implement results of the process of competency mapping:**

An organization can share outcomes both internally and publicly once roles have been clearly defined through competency mapping. To draw in qualified people, it might, for instance, include the findings in job descriptions. Employees can prepare for performance reviews by hearing the outcomes from their employers.

## **PROS AND CONS OF COMPETENCY MAPPING**

### PROS

Sets clear expectations for employees, helping them understand what is required for success in their roles

Enhances performance and productivity as employees possess the necessary skills for their roles

Highlights skill gaps to enable targeted training and development initiatives

Aids in identifying and selecting the right candidates for specific roles

Aligns employee skills with organizational goals, contributing to overall strategy execution

Helps identify and groom employees with the right competencies for future leadership roles

Provides a structured career path and opportunities for skill development, which can enhance employee satisfaction and engagement

Supports a more objective and comprehensive assessment of employee performance

Reduces bias by ensuring objective criteria for decisions

### Cons

Developing and implementing a competency framework can be complex and time-consuming, especially for large organizations.

Assessing competencies might involve subjective judgment, leading to potential bias in evaluations and decisions.

Measuring certain competencies, especially behavioral ones, can be challenging.

Overemphasis on specific competencies might discourage innovation and adaptability in employees.

Employees might feel pressured to acquire competencies quickly, potentially leading to stress or burnout.

Ensuring consistent application of competency assessments across the organization can be difficult.

It may not account for future needs and how competencies shift

**1.2 INDUSTRY PROFILE**

The Indian automobile industry has historically been a good indicator of how well the economy is doing, as the automobile sector plays a key role in both macroeconomic expansion and technological advancement. The two-wheelers segment dominates the market in terms of volume, owing to a growing middle class and a huge percentage of India’s population being young. Moreover, the growing interest of companies in exploring the rural markets further aided the growth of the sector. The rising logistics and passenger transportation industries are driving up demand for commercial vehicles. Future market growth is anticipated to be fuelled By new trends including the electrification of vehicles, particularly three-wheelers and small passenger automobiles.

India enjoys a strong position in the global heavy vehicles market as it is the largest tractor producer, second-largest bus manufacturer, and third-largest heavy truck manufacturer in the world. India’s annual production of automobiles in FY22 was 22.93 million vehicles. India has a strong market in terms of domestic demand and exports. In November 2023, total passenger vehicle sales reached 3,34,130\*. Sales of Passenger Vehicles in November 2023 have been the highest, with a marginal growth of 3.7%, compared to November 2022. In FY23, total automobile exports from India stood at 47,61,487. This sector's share of the national GDP increased from 2.77% in 1992-1993 to around 7.1% presently. It employs about 19 million people directly and indirectly.

India is also a prominent auto exporter and has strong export growth expectations for the near future. In addition, several initiatives by the Government of India such as the Automotive Mission Plan 2026, scrappage policy, and production-linked incentive scheme in the Indian market are expected to make India one of the global leaders in the two-wheeler and four-wheeler market by 2024.

India has become the fastest-growing economy in the world in recent years. This fast growth, coupled with rising incomes, boost in infrastructure spending and increased manufacturing incentives, has accelerated the automobile industry. The two-wheeler segment dominated the automobile industry because of the Indian middle class, with automobile sales standing at 17.51 million units in FY22. Significant demand for automobiles also led to the emergence of more original equipment and auto components manufacturers. As a result, India developed expertise in automobiles and auto components, which helped boost international demand for Indian automobiles and auto components. Hence, the Indian automobile industry has a considerable impact on the auto component industry. India’s auto component industry is an important sector driving macroeconomic growth and employment. The industry comprises players of all sizes, from large corporations to micro entities, spread across clusters throughout the country. The auto components industry accounted for 2.3% of India’s GDP and provided direct employment to 1.5 million people. By 2026, the automobile component sector will contribute 5-7% of India's GDP. The industry is a leader in exports and provides jobs to over 3.7 crore people. From FY16-FY22, the industry registered a CAGR of 6.35% and was valued at US$ 56.50 billion in FY22. Due to the high development prospects in all vehicle industry segments, the auto component sector is expected to see double-digit growth in FY22. The industry is expected to stand at US$ 200 billion by FY26.

India’s auto components industry’s market share has significantly expanded, led by increasing demand for automobiles by the growing middle class and exports globally. Due to the remarkable growth in demand for Indian auto components, several Indian and international players have entered the industry. India’s auto component industry is broadly classified into organised and unorganised sectors. While the unorganised sector consists of low-valued items and mostly serves the aftermarket category, the organised sector serves OEMs and includes high-value precision instruments.

The automobile component industry turnover stood at Rs. 5.6 lakh crore (US$ 69.7 billion) between 2022-23 the industry had revenue growth of 32.8% as compared to 2021-22. Domestic OEM supplies contributed ~66% to the industry’s turnover, followed by domestic aftermarket (~12%) and exports (~22.3%), in FY23. The component sales to OEMs in the domestic market grew by 39.5% to US$ 57.62 billion (Rs. 4.76 lakh crore). Between 2022-23, exports of auto components grew by 5.2% to Rs. 1.61 lakh crore (US$ 19.49 billion). The aftermarket for auto components grew by 15% in 2022-23 reaching Rs. 85,333 crore (US$ 10.33 billion).

As per the Automobile Component Manufacturers Association (ACMA) forecast, auto component exports from India are expected to reach US$ 30 billion by 2026. The auto component industry is projected to record US$ 200 billion in revenue by 2026. Strong international demand and resurgence in the local original equipment and aftermarket segments are predicted to help the auto component industry grow 20-23% in FY22.In fiscal year 2023-24 (April-November), the total number of automobiles sold was 14.18 million units.

In (April- November) 2023-24, the total production of passenger vehicles, commercial vehicles, three-wheelers, two-wheelers, and quadricycles was 15.56 million units.

Industry India's automotive industry is poised to become the world's third-largest market by 2030, showcasing its dominance in the international heavy vehicles arena. As the industry contributes significantly to India's GDP and manufacturing sector, the nation is also emerging as a leader in electric vehicle (EV) adoption. This article explores the growth, trends, and export potential of India's automotive.

 The automotive industry in India is one of the main pillars of the economy. With strong backward and forward linkages, it is a key driver of growth. Liberalization and conscious policy interventions over the past few years created a vibrant, competitive market, and brought several new players, resulting in capacity expansion of the automobile industry and generation of huge employment.

The economic progress of this industry is indicated by the amount of goods and services produced which give the capacity for transportation and boost the sale of vehicles. There is a huge increase in automobile production with a catalyst effect by indirectly increasing the demand for a number of raw materials like steel, rubber, plastics, glass, paint, electronics and services. India is today well known as a potential emerging automobile market and jobs in the automobile industry are rising. India is expected to be the world’s third-largest automotive market in terms of volume by 2026.

The automobile industry is a vital sector of the global economy that encompasses the design, development, manufacturing, marketing, and sales of motor vehicles. It plays a significant role in providing transportation solutions for individuals and businesses worldwide. Here's an overview of the automobile industry:

**Market Size and Global Reach:** The automobile industry is one of the largest industries globally, with a vast network of manufacturers, suppliers, dealerships, and service providers. Major players in the industry include companies like Toyota, Volkswagen, General Motors, Ford, BMW, Honda, and others.

**Technological Advancements:** The industry has been witnessing rapid technological advancements, including the development of electric vehicles (EVs), autonomous vehicles, connected cars, and alternative fuel technologies. These innovations aim to improve vehicle efficiency, safety, and environmental sustainability.

**Ev Revolution**: The shift towards electric vehicles is gaining momentum due to increasing environmental concerns, government regulations promoting clean energy, and advancements in battery technology. Companies are investing heavily in EV development to meet rising consumer demand and regulatory requirements.

**Autonomous Vehicles**: Self-driving or autonomous vehicles represent the future of mobility. Companies like Tesla, Waymo, Uber, and traditional automakers are investing in autonomous driving technology to improve safety, efficiency, and convenience on the roads.

**Market Trends and Consumer Preferences**: Consumer preferences are evolving, with a growing emphasis on sustainability, safety, connectivity, and convenience features. There is also a rising demand for shared mobility services like ride-hailing and car-sharing, particularly in urban areas.

**Supply Chain Challenges**: The automobile industry relies on complex global supply chains, which can be vulnerable to disruptions such as natural disasters, trade tensions, and pandemics. Ensuring a resilient and efficient supply chain is critical for maintaining production continuity.

**Regulatory Environment**: Governments worldwide are implementing stricter emission standards and regulations to reduce greenhouse gas emissions and promote cleaner transportation. These regulations are driving automakers to invest in eco-friendly technologies and alternative fuel vehicles.

**Emerging Markets**: Emerging markets like China, India, and Southeast Asia represent significant growth opportunities for the automobile industry due to rising incomes, urbanization, and increasing demand for personal mobility.

**Challenges and Opportunities**: The automobile industry faces various challenges, including intense competition, evolving consumer preferences, regulatory pressures, and the need to adapt to technological disruptions. However, these challenges also present opportunities for innovation, collaboration, and market expansion.

**Future Outlook**: The automobile industry is undergoing a profound transformation driven by technological advancements, changing consumer behaviour, and regulatory shifts. The future of the industry is likely to be characterized by electric and autonomous vehicles, digitalization, and sustainable mobility solutions.

Overall, the automobile industry remains a dynamic and crucial sector of the global economy, driving innovation, economic growth, and societal progress. However, stakeholders must navigate challenges and embrace opportunities to thrive in an increasingly competitive and rapidly changing landscape. The Indian automotive market encompasses the production, manufacturing, and sale of vehicles, driven by factors like evolving transportation laws, demand for alternative fuels, and technological innovation.

The used vehicle market will continue to grow as more vehicle supply enters the market, and we expect used cars sales to reach 7.3 million units in 2024 (7.05 million units estimated for 2023) – still well below 2019 sales of 7.9 million vehicles.

Currently, sale of passenger vehicles come under various tax regulations under GST. Small petrol cars with an engine capacity below 1,200cc attract 28% GST + 1% cess; Diesel cars with engine capacity below 1,500cc also draw 28% GST + 3% cess; Hybrid cars (incl. mid, large, and SUVs) draw 15% cess. However, ahead of the budget, Society of Indian Automobile Manufacturers (SIAM) has proposed that the government reform the current tax structure to tax all passenger vehicles under 2 tax rates under GST.

For used vehicles, according to the present GST structure, tax ranging from 28% to 43% is levied on dealer margins, based on the vehicle type. In light of this, the automobile sector has put forth the proposal that for used vehicles, a fixed tax rate of 5% be levied on difference between the selling and purchasing price of the vehicle.

**1.3 COMPANY PROFILE**

 

WONJIN AUTO PARTS India Private Limited is an unlisted private company incorporated on 19 September, 2003. It is classified as a private limited company and is located in Tamil Nadu. It’s authorized share capital is INR 6.50 CR and the total paid-up capital is INR 6.48 cr.

WONJIN Auto parts India's **operating revenues range is INR 100 CR- 500 CR** for the financial year ending on 31 March, 2020. It's **EBITDA has decreased by -23.50 %** over the previous year. At the same time, it's book net worth has increased by 20.63 %. Other performance and liquidity ratios are available here.

**Description:**The company is engaged in automobile distributorship business. It provides new and used car, spare parts, and repairing services.

**Products & Services:**New car, Used Car, Spare Parts, Accessories and Car financing services
**Category:**Distributor

The current status of WONJIN Auto parts India Private Limited is - Active.

The last reported AGM (Annual General Meeting) of WONJIN Auto parts India Private Limited, per our records, was held on 30 September, 2023.

WONJIN Auto parts India Private Limited has three directors - JOHN EBENEZER MERVYN WILLIAM, YOUNGJUN PARK and RAJESH.

The Corporate Identification Number (CIN) of WONJIN Auto parts India Private Limited is U34300TN2003PTC051635. The registered office of WONJIN Auto parts India Private Limited is at PLOT NO.A1K, CMDA INDUSTRIAL COMPLEX, MARAIMALAI NAGAR-603 209. Tamil Nadu.

Established in the year 2003 as a 100% subsidiary of ONEGENE Group - Korea, ONEGENE India embodies the vision of the parent company- to be “The Best One” in all our range of products.   Our product portfolio includes a wide range of products used in the Automotive A/C system like Condenser/Evaporator Manifold Assemblies, Heater/Evaporator Tubing, Sensor, A/C Lines with IHX (Internal Heat Exchanger), Evaporator Temp.   We have been constantly driving business excellence based on our core values of Customer Orientation, Respect for people, Technology Innovation and Quality Management. A testament to this is the “Best Global Supplier Award” that we received in 2016 from one of our most valued customers, Hanon Systems (formerly Halla Visteon).   Our corporate culture of being a truly “Joyful Company, Global Company” enables our teams to always deliver the best results in the most challenging times. Quality, Cost and Delivery continue to be the prime drivers of our business as we take rapid growing strides forward.   The future is challenging and the business environment is getting more competitive as technology takes new shape every day. We are working hard to keep ahead of the completion and we are investing on new technologies and products which will deliver superior value to our customers.   Looking forward, we hope to be trendsetters in the business with key focus on fostering strong customer relationships and being a trusted partner globally.

##  Product



Pipes:



[**EVAP Pipes** These pipes are used to transfer the refrigerant gas to and from the A/C Lines to the Evaporator Core. The cooled air from the Evaporator helps to cool the cabin and to remove the humidity from the cabin ensuring passenger comfort in hot and humid weather.](https://ogi.onegene.com/en/product/2?sc=80)



[**Heater Pipes (Inlet & Outlet)** These Aluminium pipes are used to transfer the hot coolant liquid from the engine to the Heater Core in the HVAC Unit. This heated air from the Heater core is warm up the cabin and to demist the window in cold climate ensuring](https://ogi.onegene.com/en/product/1?sc=80)

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### Tubes



[**IHX Tubes** These tubes are a combination of Suction and Liquid tubes used in the A/C Lines. The hot liquid in the Liquid tube is cooled by the low temperature gas in the Suction tube thereby](https://ogi.onegene.com/en/product/3?sc=81).

**SUB ASSEMBLY**



[**CONDENSOR Manifolds** These are Inlet & Outlet manifolds used in the construction of the Condenser Core which is normally mounted on the front side of the Radiator. The Condenser helps is cooling the liquid refrigerant using the outside ram air](https://ogi.onegene.com/en/product/4?sc=82)

Sensor



[**Refrigerant Temperature Sensor** Refrigerant A/C System applied Directly measures the temperature of the circulating refrigerant Heat Pump System for EV/HEV Vehicles applied Heat Pump: Max 2.5s in water Thermistor Type: CIG (Chip In Glass)](https://ogi.onegene.com/en/product/22?sc=83)



[**Water Sensor** A sensor, or suction manifold installed into Water Cooling Passage. Measures the temperature of Water Cooling Passage & checks for status of Output Voltage. When the engine is cooled, the sensor allows for proper fuel increases.](https://ogi.onegene.com/en/product/21?sc=83)



[**Integrated Duct Sensor** A sensor that measures the temperature of HVAC Duct Assembly. Sends a signal to the HVAC System to control the temperature inside Duct Assembly.](https://ogi.onegene.com/en/product/20?sc=83)



[**Auto Defog Sensor** A sensor that measures the Humidity inside the vehicle. Sends a signal to the HVAC System to Automatically prevent condensation buildup on windshield.](https://ogi.onegene.com/en/product/19?sc=83)



[**In-car Sensor** A sensor that measures the temperature & humidity inside vehicle. Sends a signal to the HVAC System to maintain a pleasant interior environment of vehicle.](https://ogi.onegene.com/en/product/18?sc=83)

### BLDC Motor



[**Blower Unit Assembly (BUA)**Blower Module for cooling generated by DC-DC Converter of the 48V-12V Integrated Energy Pack, and is Optimized for High Efficiency Low Noise.](https://ogi.onegene.com/en/product/27?sc=84)



**HVAC BLDC Blower Motor** BLDC Motor for Main HVAC System of vehicle, which is more Efficient & Lightweight than existing DC Motor. Optimized for Low vibration & Low.



Console Blower Motor Vehicle rear Cooling BLDC Console Blower Motor. It is mounted on the vehicle's Console and is Optimized for Low vibration & Low noise by using BLDC Blower Motor.

[**[Vehicle Air Purifying System Motor (VAPS)](https://ogi.onegene.com/en/product/24?sc=84)** [A BLDC Motor that has been applied to the Air Purifying System inside vehicle. It is mounted on the vehicle's Console or Trunk Key lid & is Optimized for Low vibration and Low noise.](https://ogi.onegene.com/en/product/24?sc=84)](https://ogi.onegene.com/en/product/23?sc=84)

**[vehicle Battery Cooling Fan Motor (BCF)](https://ogi.onegene.com/en/product/24?sc=84)** [Battery Cooling Fan Motor for EV/HEV vehicles. Attached to the Battery compartment, the Lightweight & Low noise make it a quiet and stable environment.](https://ogi.onegene.com/en/product/24?sc=84)

Module



[**HVAC BLDC Blower Motor (Integrated PWM Controller)** DC Motor for driving HVAC Blower. Controlled Directly by integrating PWM Controller with DC Motor instead of controlling it within existing HVAC System.](https://ogi.onegene.com/en/product/30?sc=85)



[**Cluster Ionizer** Attached to interior of vehicle A/C System and generates IONS to remove bacteria & fungi gathered in the A/C System of vehicle to create a Comfortable indoor environment through the Odor Agent and Air-cleaning of A/C.](https://ogi.onegene.com/en/product/29?sc=85)



[**HVAC BLDC Blower Motor PWM** The Motor installed in the HVAC System of the vehicle is controlled through the PWM Module, thereby establishing an Efficient System Environment.](https://ogi.onegene.com/en/product/28?sc=85)

**Heat Exchanger**



[**Battery Cooling Plate Assy** It is applied to electric car HEV, PHEV, EV, etc. It is used for battery management system that manages the temperature of lithium secondary battery.](https://ogi.onegene.com/en/product/14?sc=87)

[**Cooling Module Assy** The cooling module modularizes the heat exchanger parts needed for the automobile to shorten the assembly time and time of the finished car.](https://ogi.onegene.com/en/product/13?sc=87)



[**Water Condenser** Adding a water-cooled condenser to existing air-cooled condensers improves cooling performance and increases fuel efficiency.](https://ogi.onegene.com/en/product/12?sc=87)



[**TUBE (Heater Core / EVAP. Core)** The role of sending hot water generated from ENGINE to HEATER CORE Low - temperature low - pressure liquid refrigerant from EXPANSION VALVE. Role to CORE](https://ogi.onegene.com/en/product/11?sc=87)



[**Evaporator** A device that is installed in the interior of a car to convert the liquefied refrigerant into gas and absorb the surrounding heat to cool and dehumidify the room](https://ogi.onegene.com/en/product/10?sc=87)



[**Chiller** Cooling of low-temperature low-pressure refrigerant and cooling water by heat exchange the heating performance is assisted by heat exchange between high temperature and high pressure refrigerant and cooling water.](https://ogi.onegene.com/en/product/9?sc=87)



[**ATF Warmer (Automatic Transmission Fluid Warmer)** Improving automobile fuel economy by raising ATF temperature at the beginning of vehicle start. No need to install inside the radiator by stacking oil channel and cooling water flow path.](https://ogi.onegene.com/en/product/8?sc=87)



[**Inter Cooler** A device that cools the air sucked into the supercharger. Cooling the hot air compressed by the Turbo Charger, Increases the engine output by increasing the amount of air.](https://ogi.onegene.com/en/product/7?sc=87)



[**Trans-mission Oil Cooler** It is built in radiator bottom (Outlet) tank and it plays the role of maximizing the performance of Transmission by keeping the temperature of Transmission Oil at proper level through heat exchange with cooling water.](https://ogi.onegene.com/en/product/6?sc=87)

[**Radiator** Wherein the cooling water is cooled by heat exchange between the cooling water and the atmosphere, FAN is further applied to promote heat exchange.](https://ogi.onegene.com/en/product/5?sc=87)

**1.4 NEED FOR THE STUDY**

 To Examine the competency mapping of the employees and the approaches followed by the organization towards upgrading the skills and development programs for selecting the right employees in the organization and for mapping the individual goals and organizational goals for enhanced performance with driving continuous improvement within the organizational premises. This study has been conducted to know about the awareness of competency mapping of the employees in the organization and how far they are aware of their individual and organizational goals.

 **1.5 OBJECTIVES OF THE STUDY**

**PRIMARY OBJECTIVES**

* To Study on Competency mapping of the employees with reference to WONJIN AUTOPARTS INDIA PVT LTD

**SECONDARY OBJECTIVES**

* To Analyze the Relationship Between Organization provides training and skill matrix For better competence for future development and competency mapping acts as an Effective tool for selecting the right candidates to the organization
* To Explore the Relationship Between Employee Competencies and Career Progression Opportunities within the Organization
* To Identify Potential areas for Improvement on Employees towards Competency mapping

**1.6 SCOPE OF THE STUDY**

For competency mapping, it is essential to know the fields and the type of competencies required in each field. Yes, its scope ranges right from selection & recruitment to performance management & training need assessment. This is the most important aspect of Human Resource Development. This study confines that in future aspects there will be more opportunities for employees towards competency mapping for mapping their individual goals with the organizational goals.

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### 1.7 LITERATURE REVIEW

According to Salman, M., Ganie, S. A., & Saleem, I. (2024) in their paper follows three objectives. The paper aims to demonstrate a synoptic view of the historical evolution of competence, significant growth and changes in conversation. The second objective is to investigate the meaning and definitional usage of competence and competency. The third objective is to present a synoptic view of different dimensions of competence. This paper reviews the selected literature spanning from 1959 to date from various databases using the following keywords: competence, competency, employee competence, employee competency, competency management and Competency based management. A total of 170 studies were selected in the first wave. In the second wave, a detailed assessment was made, as suggested by Trans field Denyer and Smart, to ascertain the relevance of the articles. In this way, only 63 studies were selected for the review. This study also considers other relevant literature. It was found that the historical evolution demonstrates that competence scholarship has focused on use of the concept in different fields and contexts, theoretical frameworks for competence development and strategic relevance of competence-based (demand-based) human resource management. Results also suggest that the term competency and competence are interchangeably usable. Finally, the review summarizes a total of 16 dimensions of competence, studied in various contexts and classifies them into hard and soft competence and further dividing them into knowledge, skill and self-actualization-related competence.

According to Mukhopadhyay, K., Banerjea, N. R., & Sil, J. (2023) in their research suggested that, Competency-based performance management system (CBPMS) has become the key tool for every firm to be in a strategically sustained advantageous position. The objective is to identify relevant and important competencies for successful accomplishment of desired tasks. In this chapter a holistic approach is proposed to review the competency-based approach that is based on the framework of relevant work related and behavioral competencies. CBPMS is explained in terms of sequential steps of framing the competencies which provide better performance advantages with their expected values and thereby measuring the levels of these work related and behavioral competencies present in the job incumbents with the help of IT interventions. Using this approach, an organization will be able to more effectively use their limited resources to reap more benefits from their investments in both people and technology.

According to Madhavi, T., & Mehrotra, R. (2023), the successful running of an establishment is only dependent on trust and competence infused in its employees. In this context, competence management has a key function to take part in with the business front of any establishment. For the viability of any organization, the latter as the ultimate responsibility to pour in enough confidence and competence among these employees going on various sections of the institutions might finally contribute to success of the organization in the business field. The operational and behavioral facets of employees have to be satisfied by implementing competency management by providing training and updating their skills. Human resource policies and practices as well as competencies of human resource play a tangible role to reap competitive advantage in the field. The concept of competency is a vital organ of human resource management presenting a groundwork to analyze workforce practices and bring them near to the management attention in the organization. This report discusses an innovative, vibrant and proactive approach to the consolidation of human resource development, competency management and knowledge management to attain the best execution for an efficient organization’s business performance in combination with strategic business needs at the right direction for its winner. Further, it may also form one of the success factors for the organization by contemplating enhancement of a workforce sufficiently through the development of human resources and management of competencies.

According to Kake mam, E., Liang, Z., Janati, A., Arab-Zozani, M., Mohaghegh, B., & Gholizadeh, M. (2022), competent managers are vital to the productivity and service quality of healthcare organizations and the sustainability of the healthcare system. To improve their management competence, understanding of management competency requirements is important. The purpose of this study was to synthesize the evidence related to the leadership and management competencies in healthcare organizations through the best-fit method. A systematic review of literature published between 2000 and 2020 was performed to identify studies focusing on confirming and/or identifying the competency requirements of hospital managers. The best-fit framework synthesis method was used to map the identified competencies and associated behavioral items against the validated management competency assessment program (MCAP) management competency framework. Twelve studies were identified for inclusion in the review. The mapping of the identified competencies and behavioral items generated a competency model for hospital managers that can apply for different healthcare context. The new competency model includes the following seven core leadership and management competencies: evidence-informed decision making, operations, administration and resource management, knowledge of healthcare environment and the organization, interpersonal, communication qualities and relationship management, leading people and organization, enabling and managing change, and professionalism. This review and the mapping of the competencies identified in previous studies against the validated MCAP framework has resulted in the recommendation for an extended leadership and management competency framework for health service managers. It provides guidance for the formulation of training and development directions for the health service management workforce in a different healthcare context.

According to Noopur (2022) in her paper attempts to understand as to how high involvement HR practices help strengthen innovation performance in IT employees. The study has also tried to interrogate work engagement as a connecting medium between the two and the 4109 Journal of Positive School Psychology role of resource commitment in influencing the interactions between work engagement and innovation performance. The methodology used for data collection was through survey questionnaires from the superior as well as subordinates of the managerial cadre of the IT firms in the Pune region, India. For a good model fit, confirmatory factor analysis was done on the available dataset eliminating the outliers and SPSS macro, and PROCESS was used for further analysis. Results showed that HIHRP has an influence on innovation performance and work engagement mediates the relationship between HIHRP and innovation performance, additionally resource commitment positively mitigates the interaction between work engagement and innovation performance. The present study is the first of its kind which has empirically examined the mediation/moderation interactions between HIHRP, work engagement, resource commitment and innovation performance.

According to Kaur, J., & Kumar, V. (2021), as global business competition shifts from efficiency to innovation and from enlargement of scale to creation of value, management needs to be oriented towards the Strategic use of human resources. The ability of companies to effectively carry out competency based human resources management. HRM is becoming more and more crucial for their survival which are important to address with the changing nature of organizations. The researchers tested to what extent competency mapping would help in analyzing the gap in required skill and could be worked upon improve the level of competency. The competencies of managers from three different levels of management were measured with the help of questionnaire and gap was analyzed and it was found that the manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives.

According to Dalvi (2021), Competency mapping is a process which is uses to identify knowledge, skills and ability needed to perform a task and useful in changing the attitude of employees towards work and organization (Dalvi, 2021). This typically involves an exploration of an individual's abilities in areas such as team management, teamwork and decision-making. It involves breaking down a specific job or role into the tasks or activities of the constituents and defining the skills necessary to carry out the same task effectively i.e. technical management and skills, behavior, intellectual understanding and attitudes.

According to Nagesh, & Jagadeesh (2020), Competency mapping also sets out performance requirements to increase precision and facility in the recruiting and selection process. It offers a consistent framework for dialog on performance, growth and career issues between the manager and the employee. Competency mapping defines the success criteria (i.e. performance excellence behavioral standards) that must be effective in their purpose. It encourages a more specific and realistic evaluation of their abilities and specifies specific professional growth areas.

According to Vijaya Mani, (2020) Assessing the Competencies And Developing A Competency Mapping System For Managing Talent, Competencies refer to those unique set of skills and abilities (technical as well as behavioral) which are required for achieving the desired level of performance. These competencies provide a framework for distinguishing between poor performances and exceptional performance. Despite the growing level of awareness, competency-based Human Resource still remains an unexplored process in many organizations. The process of competency mapping is much more complex than it seems to be, and most HR departments have been struggling to formulate the right framework for their organizations. The research was undertaken with the primary objective of creating an effective system for assessing the competencies of the employees. This system has also been used in the research to assess the competency levels of the executives in one of the renowned Auto Component manufacturing Organization in Tamil Nadu India. For this purpose, a list of competencies was prepared for each department, consisting of Technical and Behavioral competencies along with their desired levels titled as the Competency Dictionary. Based on this, Assessment Sheets were prepared to assess the actual levels of competencies as against the desired standards based on Self Assessment and functional head’s Assessment.

According to Nisha, N., (2019), Competency Mapping of the Employees, Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and Knowledge based jobs are increasing while low skilled jobs are decreasing. Competency Mapping is a process of identifying key competencies for an organization, the jobs and functions within it. Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. In this article explains the why competencies needed and how is measured competency of employees in the organization Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency mapping should not be seen as rewards. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Core competency is something which cannot be copied and it is the pillar upon which individual rest.

According to Barath (2019), Competency Mapping, Organizations seeking to establish a highly effective and efficient workforce must develop a competency mapping technique, but research suggests that most organizations fail to recognize the competencies of the employees and utilize them efficiently thus disabling the employees to work at their best. When organizations recognize that people are truly their most valuable resource, then one of the roles they accept is helping employees manage their careers. Competency mapping is an important resource in this environment, and is an adjunct to knowledge management and other organizational initiatives. Competency mapping process is designed to consistently measure and assess individual and group performance as it relates to the expectations of the organization and its customers. It is used to identify key attributes (knowledge, skills, and attitudes) that are required to perform effectively in a job classification or an Competency Mapping: A Strategic HR Tool towards Effective identified process. Competency Mapping juxtaposes two sets of data. One set is based on organizational workflow and processes. It starts with the clear articulation of workflow and processes, including all quality and quantity requirements, inputs and outputs, decision criteria, and most important, internal and external customer requirements. For each step in each process, specific performance requirements are identified with all associated metrics and expectations. The other set of data is based on individual and group performance. Competencies and competency-based human resources management (CBHRM) are in common practice in many organizations. To survive in a turbulent and dynamic business environment organizations have to adopt competency based human resource management practices, which are vital to productivity and performance excellence. Human Resource Management in the organization has to give keen importance to this process since competency determines the organization.

According to Chouhan, Vikram Singh, (2019), Competency Mapping for Professionals in IT Industry, As the HR profession has increasingly earned its seat at the strategic table and become a business partner, the need to develop the foundational competency has become more pronounced. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively for all HR jobs. IT Industry, being a knowledge-based industry, a high intellectual capital lends competitive advantage to a firm. With a global explosion in market-opportunities in the IT sector, the shortage of manpower both in numbers and skills is a prime challenge for HR professionals. The related issues are varied indeed: recruitment of world-class workforce and their retention, compensation and career planning, technological obsolescence and employee turnover. Competency models are a natural fit for human resources. They are position models at the heart of every competency-based HR application. Thus, competencies and competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers. There is a strong and positive relationship between possession of competencies and successful job performance. This can be explained by the fact that HR jobs have different role to play and each role requires different dimensions of behavior. Thus, competencies and competency models are a viable tool that can be utilized to prepare the current and future workforce and retain skilled incumbent workers to meet the job requirements and other needs of employers.

According to Sirisha Toopalli and Kalyan, Nalla Bala [2018] in their paper ‘A Study on Competency Mapping at different aspects of employee competencies like adaptability, initiative, judgement, Problem solving, Planning and Organization, Leadership Quality, Productivity and Use of Technology to examine the competency level the employees are adopting. They have suggested various strategies for this purpose including problem solving skills of employees, and to conduct entertainment programs, learning seminars and e-learning programs to improve and to reduce the stress, employee’s Performance based bonuses and to revise the performance appraisal system to incorporate the result of skill analysis and employee job role assessment. The survey of literature indicates that there are evidences of studies being conducted to study HRD Climate, Competency Mapping, Need Analysis, Employee Skills etc. but little effort has been made to study the how the competency mapping is actually done in the organizations i.e. what parameters are adopted and how the results are extracted and applied for employee development. The present study is an attempt in this direction.

According to Farah (2018) has discussed about the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delver deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like 4 talent management. The paper proceeds with the examples of companies, which have successfully integrated.

According to McClelland (2018) was the first to challenge the value of intelligence testing and the resultant. Use of an “intelligence quotient” or IQ score, as a predictor of successful living. McClelland said that IQ and personality tests were poor predictors of competency. He observed that although performance is influenced by a person’s intelligence, other personal characteristics, such as motivation and self-image, operate within the individual to differentiate successful from unsuccessful performance in a job role.

According to Spencer and Spencer (2017) in the study identified five types of competency characteristics consisting of motives, traits, self-concept, knowledge and skills. Motives are the psychological features that an individual consistently thinks about or wants that stimulate action. Motives, drive, direct and select behavior towards certain specific actions or goals and away from others. The traits are physical characteristics and consistent responses to situations or information. The self-concept is an individual’s attitudes, values or self-image. Knowledge is the information that an individual has in specific content International Journal of Commerce and Management Studies (IJCAMS). The skill is the ability to perform a certain physical or mental task. Knowledge and skill competencies tend to be visible and relatively surface characteristics, whereas self-concept, traits and motive competencies are more hidden, deeper and central to personality. Surface knowledge and skill competencies are relatively easy to develop and training is the cost-effective way to secure the employee abilities. Expectations form opinions with respect to the likely performance of a product or service.

According to Jaideep Kaur and Vikas Kumar (2017) in the study stated that the manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. Implications: The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives. Originality/value: Explains how and to what extent competency mapping facilitates the organization to function effectively.

According to Shama Yasmeen (2017) The study was to identify the competencies of middle level executives in small and medium enterprises to function at its best. It helps the employees to understand the process and requirements of the enterprise more effectively and thus will be of direct help to develop the training schedule of the executives in such a way that the training program suits better to meet the needs. The study Focus on the fact that the competencies present among the executives of small and medium enterprise and the demand of the enterprise so that the enterprise performs as per the expectations and conduct training programs to them for their development and also helps the economy on a large scale.

According to Naqvi, F. (2016), the performance of companies depends mostly on the quality of their human resource. For obvious economic and business reasons, organizations have always been concerned about the competence of its people. This paper seeks to delve deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management. The paper proceeds with the examples of companies, which have successfully integrated competency-based systems in their HR initiatives.

According to Takey, S. M., & de Carvalho, M. M. (2016) proposes a seven-step method for the competency mapping. Additionally, the method helps to evaluate and design evolution trajectories based on organizational experience and challenges. This methodological approach merges literature reviews with qualitative and quantitative research methods. Data were collected in a 4107 Journal of Positive School Psychology Large Brazilian engineering company through the analysis of documentation, behavioral event interviews, self-assessment surveys and statistical analyses. The proposed method is simple, replicable and insightful for managers across all industries and consists of the following: a description of competence and performance criteria, an assessment process, a diagnosis of the current proficiency level, the identification of competence levels that differentiate professional categories, the establishment of expected profiles, a gap analysis and the association between experience and competency development.

**1.8 RESEARCH METHODOLOGY**

**RESEARCH METHODOLOGY:**

Research Methodology refers to a systematic and organized process of Investigating, studying and analyzing a specific issue or problem to generate new Knowledge or understanding. Research typically involves the collection and analysis of data, the formulation of hypothesis of research questions, and the drawing of conclusions based on evidence.

**TYPES OF RESEARCH METHODOLOGY:**

**1. Quantitative Research:**

Quantitative research is a systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical, or computational techniques. Quantitative research collects statistically significant information from existing and potential customers using [sampling methods](https://www.questionpro.com/blog/types-of-sampling-for-social-research/) and sending out [online surveys](https://www.questionpro.com/blog/what-are-online-surveys/), [online polls](https://www.questionpro.com/polls/online-polls.html), and [questionnaires](https://www.questionpro.com/blog/what-is-a-questionnaire/), for example.

**2. Qualitative Research:**

Qualitative research is a type of research that explores and provides deeper insights into real-world problems. Instead of collecting numerical data points or intervene or introduce treatments just like in quantitative research, qualitative research helps generate hypotheses as well as further investigate and understand quantitative data.

**3. Descriptive Research:**

Descriptive research is a type of analysis that outlines the features of the population or issues under study. This type of methodology focuses more on the “what” of the research problem than the “why.” Since the researcher cannot influence the variables in this research design, they can only report the facts precisely as they occurred or are occurring.

**4. Analytical Research:**

Analytical research uses proven facts to form the basis for the research. Researchers frequently research to find supporting data that strengthens and authenticates their earlier findings. Also, it helps to develop new concepts related to the research subject. Thus, analytical research combines minute details to produce more tenable hypotheses. The analytical study thus explains why a claim is valid.

**5.Applied Research:**

Action research that only studies one domain and usually generalizes the findings is called applied research. The researcher regards the variables as constant, and the researcher forecasts, making the methods easy to find in applied research.

**6.Fundamental Research:**

Formulating a theory and generalizations are the primary concerns of fundamental research. It seeks to discover facts with various applications, supplementing the ideas already known in a specific field or industry.

**7.Exploratory Research:**

Exploratory research seeks to increase our understanding of the issue rather than offering conclusive evidence. The structure is improper, and the methods offer a flexible and investigative approach. Therefore, one does not test the hypothesis, and the results do not help the outside world. The findings are usually a related topic, which helps improve the research.

**8.Primary and secondary Research:**

The researchers gather new data for **primary** **research**. The research classifies as primary when the researcher collects information on a certain topic for the first time. Surveys, interviews, and observation are common ways of gathering data.

On the other hand, **secondary** **research** uses previously gathered data through primary research. Books, magazines, trade journals, and other media majorly serve as secondary data sources. Moreover, the researcher does not gather primary data in this case.

**Sampling**

sampling is a process in [statistical analysis](https://www.investopedia.com/terms/s/statistics.asp) where researchers take a predetermined number of observations from a larger population. Sampling allows researchers to conduct studies about a large group by using a small portion of the population.

**Sampling Design:**

A sample design is a finite plan for obtaining a sample from a given population.

**POPULATION:**

The Employees of “ WONJIN AUTOPARTS INDIA PVT LTD” is the place of the study. The Employees of the company are 500, and it forms the work place for the current study.

**SAMPLE SIZE:**

Number of the sampling units selected from the population is called the sample size. Sample of 260 respondents were obtained from the population.

**Types of sampling Design:**

**1.Probability Sampling:**

Probability sampling refers to the selection of a sample from a population, when this selection is based on the principle of randomization, that is, random selection or chance. Probability sampling is more complex, more time-consuming and usually more costly than non-probability sampling.

**2. Stratified Sampling:**

Stratified random sampling is a method of sampling that involves the division of a population into smaller subgroups known as strata. In stratified random sampling, or stratification, the strata are formed based on members’ shared attributes or characteristics, such as income or educational attainment. Stratified random sampling has numerous applications and benefits, such as studying population demographics and [life expectancy](https://www.investopedia.com/terms/l/lifeexpectancy.asp).

**HYPOTHESIS:**

It is a statement about the population parameter. In other words, a hypothesis is a conclusion which is tentatively drawn on logical basis.

H0: There is no significant difference between two attributes (NULL HYPOTHESIS)

Competency mapping plays a major role in achieving individual goals and organizational goals.

H1: There is a significant difference between two attributes (ALTERNATE HYPOTHESIS)

 Competency mapping does not support in achieving individual goals and organizational goals.

**Data collection:**

**Data collection** is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The data collection component of research is common to all fields of study including physical and social sciences, humanities, business, etc. While methods vary by discipline, the emphasis on ensuring accurate and honest collection remains the same.

**Primary Data:**

 **Primary data collection** is the process of gathering data through [surveys](https://dimewiki.worldbank.org/Field_Surveys), interviews, or experiments. A typical example of primary data is **household surveys**. In this form of data collection, researchers can personally ensure that primary data meets the standards of [quality](https://dimewiki.worldbank.org/Monitoring_Data_Quality), availability, [statistical power](https://dimewiki.worldbank.org/Power_Calculations_in_Stata) and [sampling](https://dimewiki.worldbank.org/Sampling_%26_Power_Calculations) required for a particular research question. With globally increasing access to specialized [survey tools](https://dimewiki.worldbank.org/Software_Tools), [survey firms](https://dimewiki.worldbank.org/Survey_Firm), and [field manuals](https://dimewiki.worldbank.org/Training_Guidelines%3A_Content_and_Structure), primary data has become the dominant source for empirical inquiry in development economics.

**Secondary Data:**

Secondary data is data collected by someone other than the actual user. It means that the information is already available, and someone analyses it. The secondary data includes magazines, newspapers, books, journals, etc. It may be either published data or unpublished data.

**STATISTICAL TOOLS:**

**SPSS** (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

SPSS (Statistical Package for the Social Sciences), also known as IBM SPSS Statistics, is a [software package](https://www.techtarget.com/whatis/definition/software-package) used for the [analysis](https://www.techtarget.com/searchdatamanagement/definition/data-analytics)of statistical data.

Although the name of SPSS reflects its original use in the field of social sciences, its use has since expanded into other data markets. SPSS is commonly used in healthcare, marketing and education research.

* **PERCENTAGE ANALYSIS**
* **REGRESSION**
* **CORRELATION**
* **CHI-SQUARE**
* **ANOVA**

**PERCENTAGE ANALYSIS:**

**Percentage analysis refers to the method of calculating the percentage for all the research related activities and which** are used to compare all the ratios, trends and all other requirements in the analysis.

 Percentage= (No of respondents/Total number of respondents) \*260.

**CORRELATION:**

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. Simply put -correlation analysis calculates the level of change in one variable due to the change in the other.

 When r=-1, It means there is a negative correlation between the variables.

When r=0, It means there is a positive correlation between the two variables. In this relationship between organization provides training and skill matrix and competency mapping acts as an effective tool for selecting the right candidates to the organization.

**CHI-SQUARE:**

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population’s parameters. The main advantages of using non parametric test is that, the researcher can analyze qualitative data. It is used to determine whether the two variables are associated with each other or not. It helps in finding the association between two or more attributes.

It has been worked out as follows:



Where, O = Observed frequencies E = Expected frequencies

The calculated value of *X2* is compared with the table value, for given degree of freedom at a specified level of significance (5% and 10%). If the calculated value of *X2* is more than the table value, then difference between the variables is considered to be significant or otherwise insignificant. In this age and competency mapping plays an major role in the organization and how far the role has been effective is measured.

 **ANOVA:**

Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not. Analysts use the ANOVA test to determine the influence that independent variables have on the dependent variable in a regression study.

**Types of ANOVA:**

**1- ONE WAY ANOVA:**

ONE WAY ANOVA analysis of variance is commonly called a one-factor test in relation to the dependent subject and independent variable. Statisticians utilize it while comparing the means of groups independent of each other using the Analysis of Variance coefficient formula. A single independent variable with at least two levels. The one- way Analysis of Variance is quite similar to the t-test.

**2- TWO WAY ANOVA:**

The pre-requisite for conducting a two-way test is the presence of two independent variables; one can perform it in two ways – **Two -way ANOVA with replication** **or** **repeated measures**

**analysis of variance**– is done when the two independent groups with dependent variables do different tasks.

1.**Two-way ANOVA sans replication** – is done when one has a single group that they have to double test like one test a player before and after a football game. In this qualification and awareness of competency mapping by the employees in the organization and how far they are aware about the competency mapping in the organization.

**REGRESSION:**

Regression is a statistical method used in finance, investing, and other disciplines that attempts to determine the strength and character of the relationship between one dependent variable (usually denoted by Y) and a series of other variables (known as independent variables).

In this relationship between employee competencies and career progression and organization identifies potential areas for improvement on employees towards competency mapping.

**1.9 LIMITATIONS OF THE STUDY**

* Conducting this study took more time as where huge population to cover and every one of them precepted their suggestions and there were quarrelsome took place to conduct this study.
* Lack of support from management and employees due their misunderstandings and some of the employees feel low about competency mapping process in the organizations.
* Number of samples were in large numbers and obtaining feedback from the employees was a major issue faced in the organization.

#

**CHAPTER-2**

**DATA ANALYSIS AND INTERPRETATION**

**2.1 DATA ANALYSIS AND INTERPRETATION**

**2.1 Table showing Gender of the respondents:**

|  |
| --- |
|  **gender of the respondent** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Male | 134 | 51.5 | 51.5 | 51.5 |
| Female | 126 | 48.5 | 48.5 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

 **Interpretation:**

 From the above table inferred that 51.5% of the respondents are Male and 48.5% of the respondents are Female.

 **Chart No 2.1(a) showing gender of the respondent**

**2.2 Table showing Qualification of the respondents:**

|  |
| --- |
|  **Qualification of the respondent** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 10th | 42 | 16.2 | 16.2 | 16.2 |
| 12th | 48 | 18.5 | 18.5 | 34.6 |
| UG | 67 | 25.8 | 25.8 | 60.4 |
| PG | 59 | 22.7 | 22.7 | 83.1 |
| Below 10th | 44 | 16.9 | 16.9 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 25.8% of the respondents are UG qualified,22.7% of them are PG,18.5% of them are 12th,16.9% of them are Below 10th and 16.2% of the respondents are 10th qualified.

 **Chart No 2.2(b) Showing Qualification of the respondent**

**2.3 Table showing Income level of the respondents:( In Rs)**

|  |
| --- |
|  **Income level of the respondent** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Rs 10000-20000 | 131 | 50.4 | 50.4 | 50.4 |
| Rs 20000-30000 | 73 | 28.1 | 28.1 | 78.5 |
| Rs 30000-40000 | 33 | 12.7 | 12.7 | 91.2 |
| Rs 40000-50000 | 16 | 6.2 | 6.2 | 97.3 |
| Above Rs 50000 | 7 | 2.7 | 2.7 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 50.4% of the respondents earn income Rs 10000-20000,28.1% of them earn Rs 20000-30000,12.7% of them earn Rs 30000-40000,6.2% of them earn Rs 40000-50000 and 2.7% of them earn Above Rs 50000.

 **Chart No 2.3(c) Showing Income level of the respondent**

**2.4 Table showing Designation of the respondent:**

|  |
| --- |
| **Designation of the respondent** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Staff | 56 | 21.5 | 21.5 | 21.5 |
| Operators | 67 | 25.8 | 25.8 | 47.3 |
| Apprentice | 114 | 43.8 | 43.8 | 91.2 |
| Contract Labours | 23 | 8.8 | 8.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 43.8% of the respondents are designated as Apprentice,25.8% of them are designated as Operators,21.5% of them are designated as Staff and 8.8% of the respondents are designated as Contract Labours.

**Chart No 2.4(d) Showing Designation of the respondent**

**2.5 Table showing Age of the respondent:( In Years)**

|  |
| --- |
| **Age of the respondent** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | 18-28 yrs | 136 | 52.3 | 52.3 | 52.3 |
| 28-38 yrs | 78 | 30.0 | 30.0 | 82.3 |
| 38-48 yrs | 33 | 12.7 | 12.7 | 95.0 |
| 48-58 yrs | 11 | 4.2 | 4.2 | 99.2 |
| 58 yrs & Above | 2 | .8 | 0.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table infers that 52.3% of the respondent are under 18-28 yrs,30.0% of the are under 28-38 yrs,12.7% of them are under 38-48 yrs,4.2% of them are under 48-58 yrs and 0.8% of them are 58yrs & Above.

 **Chart No 2.5(e) Showing Age of the respondent**

**2.6 Table showing respondents Aware about Organizational Goals:**

|  |
| --- |
| **Aware about organizational goals** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 35 | 13.5 | 13.5 | 13.5 |
| Disagree | 45 | 17.3 | 17.3 | 30.8 |
| Neutral | 81 | 31.2 | 31.2 | 61.9 |
| Agree | 64 | 24.6 | 24.6 | 86.5 |
| Strongly Agree | 35 | 13.5 | 13.5 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

 **Interpretation:**

From the above table inferred that 31.2% of the respondents are Neutral with organizational goals, 24.6% of them Agree,17.3% of them Disagree, 13.5% of them Strongly Disagree and 13.5% of them Strongly Agree with organizational goals.

**Chart No 2.6(f) Showing respondents Aware about organizational goals**

**2.7 Table showing respondents Aware about competency mapping in the organization:**

|  |
| --- |
| **Aware about competency mapping in the organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 32 | 12.3 | 12.3 | 12.3 |
| Disagree | 47 | 18.1 | 18.1 | 30.4 |
| Neutral | 77 | 29.6 | 29.6 | 60.0 |
| Agree | 68 | 26.2 | 26.2 | 86.2 |
| Strongly Agree | 36 | 13.8 | 13.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 29.6% of the respondents are Neutral with competency mapping in the organization, 26.2% of them Agree,18.1% of them Disagree,13.8% of them Strongly Agree and 12.3% of them Strongly Disagree with the competency mapping in the organization.

 **Chart No 2.7(g) Showing respondents Aware about competency mapping in the organization**

**2.8 Table showing Approaches followed by the organization towards competency mapping:**

|  |
| --- |
| **Approaches followed by the organization towards competency mapping** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Questionnaire Method | 54 | 20.8 | 20.8 | 20.8 |
| Personal Interview Method | 61 | 23.5 | 23.5 | 44.2 |
| Psychometric Assessment Method | 44 | 16.9 | 16.9 | 61.2 |
| Critical Incident Method | 45 | 17.3 | 17.3 | 78.5 |
| Feedback Collection Method | 56 | 21.5 | 21.5 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 23.5% of the respondents says Personal Interview Method is followed,21.5% of them says Feedback Collection Method,20.8% of them says Questionnaire Method,17.3% of them says Critical Incident Method and 16.9% of them says Psychometric Assessment Method.

 **Chart No 2.8(h) Showing Approaches followed by the organization towards competency mapping**

**2.9 Table showing competency mapping helps to Identify Gaps:**

|  |
| --- |
| **Competency mapping helps to Identify Gaps** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 34 | 13.1 | 13.1 | 13.1 |
| Disagree | 50 | 19.2 | 19.2 | 32.3 |
| Neutral | 83 | 31.9 | 31.9 | 64.2 |
| Agree | 55 | 21.2 | 21.2 | 85.4 |
| Strongly Agree | 38 | 14.6 | 14.6 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table infers that 31.9% of the respondents are Neutral with competency mapping helps to Identify Gaps, 21.2% of them Agree, 19.2% of them Disagree, 14.6% of them Strongly Agree and 13.1% of them Strongly Disagree with competency mapping helping to identify Gaps.

**Chart No 2.9(i) Showing competency mapping helps to Identify Gaps**

**2.10 Table showing competency mapping trains employees for future career progressions:**

|  |
| --- |
| **Competency mapping trains employees for future career progressions** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 36 | 13.8 | 13.8 | 13.8 |
| Disagree | 49 | 18.8 | 18.8 | 32.7 |
| Neutral | 79 | 30.4 | 30.4 | 63.1 |
| Agree | 60 | 23.1 | 23.1 | 86.2 |
| Strongly Agree | 36 | 13.8 | 13.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 30.4% of the respondents are Neutral with competency mapping trains employees for future career progressions,23.1% of them Agree,18.8% of them Disagree, 13.8% of them Strongly Disagree and 13.8% of them Strongly Agree with competency mapping trains employees for future career progressions.

**Chart No 2.10(j) Showing competency mapping trains employees for future career progressions**

**2.11 Table showing competency mapping plays an major role in the organization:**

|  |
| --- |
| **Competency mapping plays an major role in the organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 38 | 14.6 | 14.6 | 14.6 |
| Disagree | 46 | 17.7 | 17.7 | 32.3 |
| Neutral | 69 | 26.5 | 26.5 | 58.8 |
| Agree | 69 | 26.5 | 26.5 | 85.4 |
| Strongly Agree | 38 | 14.6 | 14.6 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 26.5% of the respondents are Neutral with competency mapping plays a major role in the organization,26.5% of them Agree,17.7% of them Disagree,14.6% of them Strongly Disagree and 14.6% of them Strongly Agree with competency mapping plays an major role in the organization.

**Chart No 2.11(k) Showing competency mapping plays an major role in the organization**

**2.12 Table showing perceptions and values gained through competency mapping:**

|  |
| --- |
| **Perceptions and values gained through competency mapping** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Dissatisfied | 30 | 11.5 | 11.5 | 11.5 |
| Satisfied | 70 | 26.9 | 26.9 | 38.5 |
| Highly Satisfied | 71 | 27.3 | 27.3 | 65.8 |
| Neutral | 60 | 23.1 | 23.1 | 88.8 |
| Adverse | 29 | 11.2 | 11.2 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 27.3% of the respondents feel Highly Satisfied with the perceptions and values gained through competency mapping,26.9% of them feel Satisfied,23.1% of them feel Neutral,11.5% of them feel Dissatisfied and 11.2% of them feel Adverse of perceptions and values gained through competency mapping.

**Chart No 2.12(l) Showing Perceptions and Values gained through competency mapping**

**2.13 Table showing organization recruits candidates based on their skills and**

**experience:**

|  |
| --- |
|  **Organization recruits candidates based on their skills and experience** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 33 | 12.7 | 12.7 | 12.7 |
| Disagree | 53 | 20.4 | 20.4 | 33.1 |
| Neutral | 80 | 30.8 | 30.8 | 63.8 |
| Agree | 58 | 22.3 | 22.3 | 86.2 |
| Strongly Agree | 36 | 13.8 | 13.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 30.8% of them are Neutral with organization recruits candidates based on their skills and experience,22.3% of them Agree,20.4% of them Disagree,13.8%of them Strongly Disagree and 13.8% of them Strongly Agree with organization recruits candidates based on their skills and experience.

**Chart No 2.13(m) Showing organization recruits candidates based on their skills and experience**

**2.14 Table showing organization provides training and skill matrix for better competence for future development:**

|  |
| --- |
| **Organization provides training and skill matrix for better competence for future development** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 40 | 15.4 | 15.4 | 15.4 |
| Disagree | 45 | 17.3 | 17.3 | 32.7 |
| Neutral | 67 | 25.8 | 25.8 | 58.5 |
| Agree | 66 | 25.4 | 25.4 | 83.8 |
| Strongly Agree | 42 | 16.2 | 16.2 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table infers that 25.8% of the respondents are Neutral with organization provides training and skill matrix for future development,25.4% of them Agree,17.3% of them are Disagree,16.2% of them Strongly Agree and 15.4% of them Strongly Disagree with organization provides training and skill matrix for better competence for future development.

**Chart No 2.14(n) Showing organization provides training and skill matrix for better competence for future development**

**2.15 Table showing organization identifies potential areas for improvement on employees towards competency mapping:**

|  |
| --- |
| **organization identifies potential areas for improvement on employees towards competency mapping** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 36 | 13.8 | 13.8 | 13.8 |
| Disagree | 49 | 18.8 | 18.8 | 32.7 |
| Neutral | 67 | 25.8 | 25.8 | 58.5 |
| Agree | 72 | 27.7 | 27.7 | 86.2 |
| Strongly Agree | 36 | 13.8 | 13.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table infers that 27.7% of the respondents Agree with organization identifying potential areas for improvement on employees towards competency mapping,25.8% of them are Neutral,18.8% of them Disagree,13.8% of them Strongly Disagree and 13.8% of them Strongly Agree with organization identifying potential areas for improvement on employees towards competency mapping.

**Chart No 2.15(o) showing organization identifies potential areas for improvement on employees towards competency mapping**

**2.16 Table showing Relationship between employee competencies and fostering career progression opportunities within the organization:**

|  |
| --- |
| **Relationship between employee competencies and fostering career progression opportunities within the organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 36 | 13.8 | 13.8 | 13.8 |
| Disagree | 49 | 18.8 | 18.8 | 32.7 |
| Neutral | 67 | 25.8 | 25.8 | 58.5 |
| Agree | 67 | 25.8 | 25.8 | 84.2 |
| Strongly Agree | 41 | 15.8 | 15.8 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 25.8% of the respondents Agree with relationship between employee competencies and career progression,25.8% of them are Neutral,18.8% of them Disagree,15.8% of them Strongly Agree and 13.8% of them Strongly Disagree with relationship between employee competencies and career progression.

**Chart No 2.16(p) Showing Relationship between employee competencies and fostering career progression opportunities within the organization**

**2.17 Table showing competency mapping acts as an effective tool for selecting the right candidates to the organization:**

|  |
| --- |
| **Competency mapping acts as an effective tool for selecting the right candidates to the organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 35 | 13.5 | 13.5 | 13.5 |
| Disagree | 48 | 18.5 | 18.5 | 31.9 |
| Neutral | 68 | 26.2 | 26.2 | 58.1 |
| Agree | 69 | 26.5 | 26.5 | 84.6 |
| Strongly Agree | 40 | 15.4 | 15.4 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table inferred that 26.5% of them Agree with competency mapping selecting the right candidates to the organization,26.2% of them are Neutral,18.5% of them Disagree,15.4% of them Agree and 13.5% of them Strongly Disagree with competency mapping selecting the right candidates to the organization.

**Chart No 2.17(q) Showing competency mapping acts as an effective tool for selecting the right candidates to the organization**

**2.18 Table showing competency mapping improves our skills effectively in the organization:**

|  |
| --- |
| **Competency mapping improves our skills effectively in the organization** |
|  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | Strongly Disagree | 39 | 15.0 | 15.0 | 15.0 |
| Disagree | 45 | 17.3 | 17.3 | 32.3 |
| Neutral | 79 | 30.4 | 30.4 | 62.7 |
| Agree | 57 | 21.9 | 21.9 | 84.6 |
| Strongly Agree | 40 | 15.4 | 15.4 | 100.0 |
| Total | 260 | 100.0 | 100.0 |  |

**Interpretation:**

From the above table infers that 30.4% of them are Neutral with competency mapping improving skills effectively in the organization, 21.9% of them Agree,17.3% of them Disagree,15.4% of them Strongly Agree and 15.0% of them Strongly Disagree with competency mapping improving skills effectively in the organization.

**Chart No 2.18(r) Showing competency mapping improves our skills effectively in the organization**

**ANOVA:**

**ANOVA using Qualification and Awareness of competency mapping in the organization:**

**NULL HYPOTHESIS(H0):**

There is no significant difference between Qualification and Awareness of competency mapping in the organization.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between Qualification and Awareness of competency mapping in the organization.

**STATISTICAL TEST:**

ONE-WAY ANOVA used as the above hypothesis.

|  |
| --- |
| **ANOVA** |
| **Table No 2.19(s) Showing Qualification of the respondent** |
|  | Sum of Squares | df | Mean Square | F | Sig. |
| Between Groups | 106.842 | 4 | 26.711 | 26.561 | .000 |
| Within Groups | 472.644 | 470 | 1.006 |  |  |
| Total | 579.486 | 474 |  |  |  |

**Post Hoc Tests**

**Homogeneous Subsets**

|  |
| --- |
| **Qualification of the respondent** |
| Duncan a, b |
| Aware about competency mapping in the organization | N | Subset for alpha = 0.05 |
| 1 | 2 | 3 |
| Strongly Agree | 55 | 2.38 |  |  |
| Strongly Disagree | 44 | 2.68 | 2.68 |  |
| Disagree | 80 |  | 2.95 |  |
| Neutral | 195 |  |  | 3.64 |
| Agree | 101 |  |  | 3.64 |
| Sig. |  | .071 | .107 | .963 |
| **Means Plots****INTERPRETATION:**Here the significance was occurs and has a value 0.000 is less than 0.05. Hence H0 is rejected.**RESULT:** There is no significant difference between Qualification and Awareness about competency mapping in the organization.**CHI-SQUARE:****Chi- Square test on Age of the respondents and competency mapping plays an major role in the organization:****NULL HYPOTHESIS(H0):**There is no significant difference between age of the respondent and competency mapping plays an major role in the organization.**ALTERNATIVE HYPOTHESIS(H1):**There is a significant difference between age of the respondent and competency mapping plays an major role in the organization. |
| **Table 2.20(t) Showing Age of the respondent**

|  |
| --- |
| **Age of the respondent** |
|  | Observed N | Expected N | Residual |
| 18-28 yrs | 60 | 50.0 | -10.0 |
| 28-38 yrs | 50 | 55.0 | 5.0 |
| 38-48 yrs | 50 | 60.0 | 10.0 |
| 48-58 yrs | 70 | 60.0 | -10.0 |
| 58 yrs& Above | 30 | 35.0 | 5.0 |
| Total | 260 |  |  |

|  |
| --- |
| **Competency mapping plays an major role in the organization** |
|  | Observed N | Expected N | Residual |
| Strongly Disagree | 50 | 45.0 | -5.0 |
| Disagree | 50 | 55.0 | 5.0 |
| Neutral | 40 | 46.0 | 6.0 |
| Agree | 60 | 65.0 | 5.0 |
| Strongly Agree | 60 | 65.0 | 5.0 |
| Total | 260 |  |  |

 |
|  |
|  |

|  |
| --- |
|  **Test Statistics** |
|  | Age of the respondent | Competency mapping plays an major role in the organization |
| Chi-Square | 198.884a | 32.021a |
| df | 4 | 4 |
| Asymp.Sig. | .000 | .000 |
| a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 95.0. |

 **INTERPRETATION:**

 Here the significance was occurs and has a value 0.000 is less than 0.05. Hence H0 is rejected.

**RESULT:**

 There is no significant difference between Age of the respondent and Competency mapping plays an major role in the organization.

**CORRELATION:**

**Correlation using Relationship Between organization provides training and skill matrix for better competence for future development and competency mapping acts as an Effective tool for selecting right candidates to the organization:**

**NULL HYPOTHESIS(H0):**

There is no significant difference between organization provides training and skill matrix and Competency mapping acts as an effective tool for selecting right candidates to the organization.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between organization provides training and skill matrix and Competency mapping acts as an effective tool for selecting right candidates to the organization.

|  |
| --- |
| **Correlations** |
|  | Organization provides training and skill matrix for better competence for future development | Competency mapping acts as an effective tool for selecting the right candidates to the organization |
| Organization provides training and skill matrix for better competence for future development | Pearson Correlation | 1 | .172\*\* |
| Sig. (1-tailed) |  | .001 |
| N | 260 | 260 |
| Competency mapping acts as an effective tool for selecting the right candidates to the organization | Pearson Correlation | .001\*\* | 1 |
| Sig. (1-tailed) | .001 |  |
| N | 260 | 260 |
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| **Confidence Intervals** |
|  | Pearson Correlation | Sig. (1-tailed) | 95% Confidence Intervals (1-tailed)a |
| Lower | Upper |
| Organization provides training and skill matrix for better competence for future development - Competency mapping acts as an effective tool for selecting the right candidates to the organization | .172 | .000 | 1.000 | .098 |
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| **Correlations** |
|  | Organization provides training and skill matrix for better competence for future development | Competency mapping acts as an effective tool for selecting the right candidates to the organization |
| Organization provides training and skill matrix for better competence for future development | Pearson Correlation | 1 | .172\*\* |
| Sig. (2-tailed) |  | .001 |
| N | 260 | 260 |
| Competency mapping acts as an effective tool for selecting the right candidates to the organization | Pearson Correlation | .172\*\* | 1 |
| Sig. (2-tailed) | .001 |  |
| N | 260 | 260 |
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| --- |
| **Confidence Intervals** |
|  | Pearson Correlation | Sig. (2-tailed) | 95% Confidence Intervals (2-tailed)a |
| Lower | Upper |
| Organization provides training and skill matrix for better competence for future development - Competency mapping acts as an effective tool for selecting the right candidates to the organization | .172 | .000 | .258 | .083 |
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| **Correlations** |
|  | Organization provides training and skill matrix for better competence for future development | Competency mapping acts as an effective tool for selecting the right candidates to the organization |
| Spearman's rho | Organization provides training and skill matrix for better competence for future development | Correlation Coefficient | 1.000 | .215\*\* |
| Sig. (1-tailed) | . | .000 |
| N | 260 | 260 |
| Competency mapping acts as an effective tool for selecting the right candidates to the organization | Correlation Coefficient | .215\*\* | 1.000 |
| Sig. (1-tailed) | .000 | . |
| N | 260 | 260 |
|  |

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| --- |
| **Confidence Intervals of Spearman's rho** |
|  | Spearman's rho | Significance(1-tailed) | 95% Confidence Intervals (1-tailed)a, b |
| Lower | Upper |
| Organization provides training and skill matrix for better competence for future development - Competency mapping acts as an effective tool for selecting the right candidates to the organization | .215 | .000 | 1.000 | .139 |
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| --- |
| **Correlations** |
|  | Organization provides training and skill matrix for better competence for future development | Competency mapping acts as an effective tool for selecting the right candidates to the organization |
| Spearman's rho | Organization provides training and skill matrix for better competence for future development | Correlation Coefficient | 1.000 | .215\*\* |
| Sig. (2-tailed) | . | .000 |
| N | 260 | 260 |
| Competency mapping acts as an effective tool for selecting the right candidates to the organization | Correlation Coefficient | .215\*\* | 1.000 |
| Sig. (2-tailed) | .000 | . |
| N | 260 | 260 |
|  |

|  |
| --- |
| **Confidence Intervals of Spearman's rho** |
|  | Spearman's rho | Significance(2-tailed) | 95% Confidence Intervals (2-tailed)a ,b |
| Lower | Upper |
| Organization provides training and skill matrix for better competence for future development Competency mapping acts as an effective tool for selecting the right candidates to the organization | .215 | .000 | .302 | .125 |
|  |
|  |

**INTERPRETATION:**

 Here the significance was occurs as 0.001 which is less than 0.05. Hence H0 is rejected.

**RESULT:**

 There is no significant difference between organization provides training and skill matrix and competency mapping acts as an effective tool for selecting right candidates to the Organization.

**REGRESSION:**

**Regression using relationship between employee competencies and fostering career Progression and organization identifies potential areas for improvement on employees Towards competency mapping:**

**NULL HYPOTHESIS(H0):**

There is no significant difference between employee competencies and fostering career progression and organization identifies potential areas for improvement on employees towards competency mapping.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between employee competencies and fostering career progression and organization identifies potential areas for improvement on employees towards competency mapping.

|  |
| --- |
| **Variables Entered/Removed a** |
| Model | Variables Entered | Variables Removed | Method |
| 1 |  organization identifies potential areas for improvement on employees towards competency mapping b | . | Enter |
|  |
|  |

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| --- |
| **Model Summary b** |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |
| R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .291a | .085 | .083 | 1.045 | .085 | 43.916 | 1 | 473 | .000 |
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| --- |
| **ANOVA a** |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 47.943 | 1 | 47.943 | 43.916 | 0.07 |
| Residual | 516.381 | 473 | 1.092 |  |  |
| Total | 564.324 | 474 |  |  |  |
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| --- |
| **Coefficients a** |
| Model | 95.0% Confidence Interval for B |
| Lower Bound | Upper Bound |
| 1 | (Constant) | 2.024 | 2.582 |
|  organization identifies potential areas for improvement on employees towards competency mapping | .193 | .356 |
|  |

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| --- |
| **Residuals Statistics a** |
|  | Minimum | Maximum | Mean | Std. Deviation | N |
| Predicted Value | 2.58 | 3.68 | 3.19 | .318 | 260 |
| Residual | 2.402 | 2.422 | .000 | 1.044 | 260 |
| Std. Predicted Value | 1.917 | 1.539 | .000 | 1.000 | 260 |
| Std. Residual | 2.299 | 2.318 | .000 | .999 | 260 |
|  |





**INTERPRETATION:**

 Here the significance level was and occurs as 0.07 which is higher than 0.05. Hence H0 is accepted.

**RESULT:**

 There is a significant difference between employee competencies and fostering Career progression and organization identifies potential areas for improvement on employees Towards competency mapping.

**CHAPTER-3**

**FINDINGS OF THE STUDY**

**3.1 FINDINGS OF THE STUDY:**

* The study found that respondents are separated into four designations to collect response to collect for competency mapping in the organization.
* According to the study conveys that 27.7% of the respondents Agree on organization identifies areas on improving employees towards competency mapping.
* From the study conducted reveals that 26.5% of the respondents Agree on competency mapping acts as an effective tool for selecting the right candidates for the organization.
* According to the study found that 18.8% of the respondents disagree with competency mapping trains employees for future career progressions.
* From the study it is found that most of the respondents are unaware of competency mapping in the organization due to management’s low concentration.
* Above study reveals that Both technical and non-technical has different kinds of skill matrix and identifying the individual skills becomes drawback and organizational goals are not achieved more effectively.
* According to the study conducted that 27.3% of the respondents are satisfied with the perceptions and values gained through competency mapping and remaining are not satisfied and they need effective training programs by the organization.
* Most of the respondents have felt that there are less awareness of competency mapping in the organization for the employees and mapping the individual and organizational goals becomes difficult.
* Many of the employees conveyed that not all the employees are recruited through proper procedures and some are recruited through experience and by recommendations.
* From the study found that 23.5% of them are satisfied with Personal Interview Method Approach in the organization towards competency mapping.
* From the above study known that 30.4% of the respondents are Neutral about competency mapping trains employees trains employees for future career progressions.
* The above study found that 14.6% of the respondents Strongly Disagree on competency mapping playing major role in the organization.
* From the above study 12.7% of the respondents Strongly Disagree on organization Recruits candidates on their skills and experience.
* From the above study found that 13.8% of the respondents Strongly Agree on organization Identifies potential areas for improvement on employees towards competency mapping.
* From the above study found that 15.4% of the respondents Strongly Agree on competency mapping improves our skills effectively in the organization.
* From the above study 25.4% of the respondents Agree on organization provides training and skill matrix for better competence for future development.
* The above study finds that 11.2% of the respondents feel Adverse on perception and values gained through competency mapping.
* From the above study found that 13.1% of the respondents Strongly Disagree on competency mapping helps to identify gaps.
* From the study found that 20.8% of the respondents feel Questionnaire Method Approach followed by the organization towards competency mapping.
* From the above study found that 24.6% of the respondents Agree on respondents Aware about organizational goals.
* From the SPSS tool ANOVA it is concluded that there is no significant difference between Qualification and Awareness about competency mapping in the organization.
* From the SPSS tool Chi-Square it is concluded that there is no significant difference between Age of the respondent and competency mapping plays an major role in the organization.
* From the SPSS tool Correlation it is concluded that there is no significant difference between organization provides training and skill matrix and competency mapping acts as an effective tool for selecting right candidates to the organization.
* From the SPSS tool Regression it is concluded that there is a significant difference between employee competencies and organization identifies potential areas for improvement on employees towards competency mapping.

**3.2 SUGGESTIONS OF THE STUDY:**

* From the above study conducted on competency mapping provides different kinds of views and perspectives and each of the respondents showcases different viewpoints.

Such as one of the Suggestion is that there are four levels of trainings are provided for technical level candidates and two levels of training are provided for the technical level candidates.

* When one level has been passed in technical training it gets an end in the last level but there are only two levels of trainings are accomplished by the non-technical candidates.
* Mainly most of the respondents need awareness on competency mapping through theoretical and practical approaches to be provided by the organization.
* Identifying the individual skills is an difficult task due to difference in equipping the concept by the individuals in the organization.
* From the above study I suggest that there must be more awareness should be created on competency mapping for the employees in the organization and the individual talents and skills identification is difficult due to their understandings and coordination, so organization should comply the individual goals with the organizational goals.

#

**3.3 CONCLUSION:**

Competency mapping of employees serves as a critical tool for aligning the skills, abilities, and knowledge of the workforce with the strategic goals of an organization.

Through a systematic approach to defining job requirements and assessing individual competencies, organizations can facilitate better hiring practices, targeted development programs, and improved employee performance. The impact of successful competency mapping is multifold, enhancing job satisfaction, promoting workforce agility, and reinforcing a culture of continuous learning and development. Moreover, by providing a clear framework for career progression, competency mapping can significantly contribute to employee engagement and retention. In facilitating a better understanding of the competencies required for specific roles, organizations position themselves to not only improve individual and organizational effectiveness but also remain competitive in a dynamic business environment.

Companies need competency mapping for several foundational reasons, reflecting the need to navigate the complexities of human capital management effectively. First and foremost, it provides a strategic link between the company’s goals and its human resource capabilities, ensuring that employees possess the required competencies to achieve those goals.

Competency mapping aids in identifying and cataloging the essential skills, behaviors, and attributes that are necessary for success in various roles within the organization. The clarity assists in targeted recruitment, helping to match candidates with the requisite competencies for job roles, thereby reducing the likelihood of mis-hires and improving the overall quality of the hiring process.

Additionally, by understanding the current competencies within the organization, companies can pinpoint gaps in skill sets and thus tailor training and development programs accordingly. This contributes to effective personal development plans and strengthens succession planning effort, ensuring that key positions can be filled with well- prepared internal candidates.

Moreover, competency mapping drives performance management systems by setting clear expectations and standards for job performance. This not only helps in fair and objective assessment of employees but also in recognizing and rewarding high performance, which in turn can enhance employee motivation and engagement.

In today’s ever-changing business landscape, competency mapping allows for agility and adaptability by providing a method for regular competency review and realignment to keep pace with evolving industry standards, technological advancements, and market changes. This proactive approach to HR management supports business sustainability and competitive advantage. Employees need to be aware of competency mapping for their own professional growth and to align themselves with the strategic directions of their organization. This awareness aids them in understanding how their roles contribute to the company’s objectives and what specific competencies they are expected to exhibit in their positions.

Firstly, understanding the competency map for their role allows employees to identify areas where they excel and areas that may require further development. This self-awareness can guide their personal development plans, encourage them to seek relevant training, and ultimately enhance their career progression opportunities.

Secondly, being aware of competency mapping supports clearer communication between employees and their managers regarding performance expectations. Employees who know what competencies are being assessed are more likely to engage in behaviors and activities that demonstrate those competencies, leading to more effective performance evaluations.

Moreover, when employees are cognizant of the competencies valued by their organization, they are better positioned to contribute to their organization's success. Knowing the essential competencies can motivate employees to work towards mastery, fostering a sense of purpose and belonging.

Employees' awareness of competency mapping can also make them more adaptable and open to change. As business needs evolve, so do the competencies required; employees who are proactive in their own competency development can more easily adapt to new challenges, technologies, and work environments.

Finally, for those seeking to advance within their organization, understanding the competency requirements for positions they aspire to can direct their efforts toward developing the skills and behaviors necessary for promotion, thus enhancing their employability and job security.

And from the study concludes that there separate training provided to the respondents and awareness of competency mapping are lower in the organization and thus organization must ensure an effective training and skill development process and properly need to be monitored.

 **APPENDICES**

**QUESTIONNAIRE:**

1.Gender \*

* Male
* Female

2. Qualification \*

* 10th
* 12th
* UG
* PG
* Below 10th

3. Income Level (In Rs): \*

* Rs 10000-20000
* Rs 20000-30000
* Rs 30000-40000
* Rs 40000-50000
* Above Rs 50000

4. Designation: \*

* Staff
* Operators
* Apprentice
* Contract Labours

5. Age (In years): \*

* 18-28 years
* 28-38 years
* 38-48 years
* 48-58 years
* 58 years & Above

6. Aware about organizational goals. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

7. Aware about competency mapping in the organization. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

8. What are the approaches followed by the organization towards competency mapping? \*

* Questionnaire method
* Personal Interview Method
* Psychometric Assessment Method
* Critical Incident Method
* Feedback Collection Method

9. Competency matrix helps to Identify gaps. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

10. Competency mapping trains employees for future career progressions. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

11. Competency mapping plays an major role in the organization. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

12. Perceptions and values gained through competency mapping. Rate your Experience. \*

* Dissatisfied
* Satisfied
* Highly Satisfied
* Neutral
* Adverse

13. Organization recruits candidates based on their skills and Experience. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

14. Organization provides training and skill matrix for better competence for future development. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

15. Does the organization identifies potential areas for improvement on employees towards competency mapping? \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

16. Relationship between employee competencies and fostering career progression opportunities within the organization. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

17. Competency mapping acts as an effective tool for selecting the right candidates to the organization. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

18. Competency mapping improves our skills effectively in the organization. \*

* Strongly Disagree
* Disagree
* Neutral
* Agree
* Strongly Agree

19. What measures have been taken to improve competency mapping by the organization. \*

20. Provide your valuable suggestions to improve organization to develop and encourage competency mapping. \*

Source: [**WWW.SHODHGANGA.COM**](http://WWW.SHODHGANGA.COM)

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