



EXPLORE THE INSIGHTS OF COMPETENCY MAPPING IN BUSINESSES

#1Mrs.GOWSIKA NEELIMA STEELA, *Assistant Professor*

#2Mr.ADISHERLA RAMESH, *Assistant Professor*

Department of MBA,

SREE CHAITANYA INSTITUTE OF TECHNOLOGICAL SCIENCES, KARIMNAGAR, TS.

ABSTRACT: The most precious and distinctive asset available to an organization in the cutthroat business world of today is its workforce. These files are unique, thus copying them is not feasible. Businesses must make use of this knowledge if they want to stay one step ahead of the competition. The business can discover more about each employee's abilities, dispositions, and overall performance with competency mapping. This approach aims to monitor the development of both individuals and communities across time. Its objective is to ascertain what abilities, know-how, and mindsets employees need in order to perform well at work and contribute to the organization. This research paper examines the goal of competency mapping in addition to the many methods and skill sets that can be acquired.

Keywords: *Competence, Competency, Competency Mapping*

INTRODUCTION

In the present age on globalized economy there is a need of creative strategies for dealing work together with the workers. In an information-driven economy, a company must constantly evaluate and improve the skills of its employees in order to deal with the challenges that come with the current competitive situation. The most important thing for an industry's success is its skilled workers.

Competence and competency are not the same thing, even though the words are often used equally. Competence refers to specific skills and abilities, but it can also be used as a general term to describe how capable a person is on average. Competencies include information, skills, and attitudes. The Australian National Training Authority (ANTA) says that competence is the ability to do job-related tasks at the required level. The National Office of Overseas Skill Recognition (NOOSR) says that competence is the ability to do tasks or responsibilities to the level that the company expects. When you're competent, you can use the skills and information you've gained in new situations. It focuses on the needs of the job rather than the process of learning. Competency is more than just chores and abilities; it includes every part of doing a job.

The most valuable thing a company has is its people. Businesses today are aware of the costs that come with having their most important asset: their employees. Keeping and improving this advantage will have a direct effect on how well the group does financially. The word "competency" is very important for improving work performance and helping the company figure out what each employee needs to grow. Employing this method will help the organization learn new skills, ways of looking at things, and insights that will help it deal with the challenges and variations of the new business environment. Human resource professionals saw a set of competencies as a way to make sure that everyone in the company used the same language when managing staff, making training programs, and evaluating performance. Competency mapping has become an important tool for HR departments in today's political and social world, where things are always changing. By using this tool, workers can improve

their performance by figuring out which key skills need work. It also gives a strategy framework for judging the work of staff. Competency mapping makes it easier to see where a person is strong and weak in their skills, as well as the areas where they need to put in more work to move up in their job.

Objective of the Study:

- To review Competency Mapping in work place.
- To understand the different type of modules in Competency Mapping

2. REVIEW OF LITERATURE

1. White, R.W. (1959) Competence is defined as "an idea for performance motivation."
2. Craig C. Lundberg explained the concept in "Planning the Executive Development Program" (1970).
3. In 1970, David McClelland, a Harvard psychologist, authored an article emphasizing the need of testing people's skills. As a result, competency models were developed, and they remain the foundation for achieving exceptional performance in a wide range of technical and professional academic, organizational, and industrial activities.
4. David McClelland wrote "Testing for Competence Rather Than Intelligence" in 1973. As he discovered during his research, the only way to be assured that his profile is accurate is to accurately measure the exact abilities required to execute a certain job. This demonstrates that achievement and IQ scores alone may not be sufficient to predict whether someone will perform well at work.
5. Gilbert (1978) demonstrated how development works by using the concepts of progress and competency. The fact that it may be utilized for so many various purposes suggests a major misunderstanding.
6. A competency, as defined by Burgoyne (1993), is "the process by which employees' actions are refined to best meet the organization's goals."
7. Hoffmann (1999) examined previous research and identified three key components that comprise the foundation of a competency: (a) an employee's basic abilities and attributes; (b) visible conduct; and (c) the standard for each person's performance.
8. According to Lepsinger and Lucia (1999), a competency is a collection of knowledge, skills, and attitudes that are related to and have a significant impact on a person's work (a role or responsibility), are linked to job performance, can be measured against industry standards, and can be improved through training and development.
9. In the year 2000, Karlsfeld Competency emerged in a variety of places and methodological settings with various meanings.
10. The American Heritage Dictionary, published in 2001. In the literature, there are various methods to characterize a skill. "It is the condition or attribute of being appropriately or highly qualified." Furthermore, Bath et al. (2004) state that skills should be smoothly integrated into a program rather than simply being a list. According to Kodwani and Amitabh Deo (2009), modern business organizations are built on performance. People with the correct skills can achieve a high degree of performance. Certain technical and behavioral abilities are required to perform at the appropriate level. These are referred to as competences. Competencies appropriate for the work are required for success. According to field studies, many firms lack comprehensive competency mapping tools. Richard Rice investigated how American healthcare CEOs ascended to positions of power. The author believes that competency-based management development makes sense and assists people in achieving their clearly stated professional objectives. The author's concept for an organized manner to advance in a career will benefit the firm. Along with these enhancements, job planning for health executives is being implemented, which will provide new opportunities for advancement.

Competency Mapping

Since the 1960s, competency mapping has been used. This was used in classrooms around the country

where students needed to achieve competency standards for topics like research, personalization, and integrated education. It is also well understood that competences are character traits. The main reason competency mapping was employed in the UK was to keep up with the increasing demands for workplace success.

The term "Competency Mapping" means "Competency Mapping." A individual is classified as either pro or con based on competency mapping. The purpose is to assist the individual in becoming fully self-aware and identifying areas where they need to develop in order to advance in their job. Certain work families inside the organization aid in the development of competencies. Approach, relationships, creativity, risk-taking, decision-making, emotional intelligence, and other characteristics are frequently used to categorize competencies. Selvarajan and Cardy (2006) and Velde (2001) To make competency mapping work, everyone involved in the management development and growth process must participate. This is why corporate backing is critical.

V. Sathyanarayana Gowda and Dr. Y. Nagaraju founded the company in 2009. Competency mapping is a more sophisticated method of organizing things. Staff competence mapping, as the tool demonstrates, is one of these cutting-edge methodologies that are currently being adopted by many firms. Competency mapping is a rigorous approach to determining the value of human capital and how to enhance it.

According to Hsieh, Lin, and Lee (2012), new innovations in human resource management emphasize the importance of the word "competency" in boosting job performance and, by extension, an organization's capacity to compete.

3. COMPETENCY MAPPING PROCESS

Competency mapping is a way for a business or group to figure out what its most important skills are and who is responsible for what. Competency is mostly a behavior (like communication and leadership) rather than an aptitude or talent, though it can include abilities and gifts sometimes. To make a competency plan, you need to do three things:

First: Employees are expected to complete a survey as part of a job analysis in which they explain the nature of their work as well as the abilities, qualities, and attitudes required to accomplish it well. Aside from being focused on abilities and behavior, it would also contain a task in which students create a list of the characteristics required to advance to the next level.

Second: Once the survey comparisons are obvious, a competency-based job description is created and delivered to the HR department to be reviewed and, if required, updated.

Third: Once the job's requirements, personality qualities required, and talents that need to be developed to make more are identified, the process of ensuring that employees' skills meet the standards can begin. There are several rating elements that indicate how accountable something is. An almost subjective degree of success is provided for each category, demonstrating how the person being evaluated has matured and what they have accomplished thus far.

These provide a skilled HR manager with an objective and realistic picture of the employee, allowing them to decide if the person requires additional training or a raise. When all of the indicators at their current level are met in the "top tier," a person advances to the next level and begins again from the bottom. It makes a significant impact in fostering excellence and improving the work of others, as well as setting the standards for growth and progress. A state in which everyone earns the same wage.

Literature Gap

Immediately, the globe transformed into a global civilization in which everyone could obtain everything. This has heightened the conflict at work between employees from various companies. As a result, each group has been the location of several competitions at various levels. This has had a variety of negative consequences for the organization, the most significant of which are increased staffing and reduced productivity. Companies must conduct surveys of their employees' needs and skills in the present business climate. This is critical for increasing organizational efficiency, ensuring that the proper people are employed, and assisting employees in growing professionally. Despite this,

most businesses are unaware of how critical competency mapping is for achieving this aim and enhancing productivity, both of which are required to accomplish corporate objectives. The purpose of this research paper is to learn about the many competency maps and models that firms may utilize to become more productive.

Purpose of Competency Mapping:

According to the stated purpose of competency mapping, "organizational effectiveness is the sum of the required competencies in the organization." Their names are as follows:

1. Analyzing the Role Assignment Clarity Gap,
2. Assessing Potential, and
3. Formulating a Growth Plan.
4. Competency list for Continuity Reorganization to estimate future needs.

Competency Mapping Models

Different organizations define their competences in different ways. That will be determined by their tactics and behaviors. Furthermore, it depends on the nature of the work that is performed.

There are various models for Competency Mapping

1. Individualistic Model
2. Organisational Model
3. HR System Model
4. Team Model

Individualistic Model:

Job Match Model: According to this paradigm, each person works in a job with well defined responsibilities. Most work is done in a standard manner. This paradigm works well in a company that has a well-defined organizational structure.

Strategy Base Model: According to this idea, the strategic aim of the organization determines the function of each employee. Work is adaptable and thrives in decentralized frameworks or matrices.

Strategy Development Model: This idea says that employees with more complete strategy features would create their own jobs that will work together to build the organization's strategy. This way of thinking works best in situations that are very flexible and change quickly.

Intellectual Capital Model : This approach highlights the interrelationship of structural capital, human capital, and customer/client capital. This paradigm not only simplifies employee knowledge but also provides ways to value and apply it in many contexts.

Organisational Model:

Elliot Jaques provides a normative model of ranked or graded organizations with an emphasis on competence. Individuals' current and future cognitive abilities, as well as their ability to identify exertion and conduct oneself in a non-intrusive manner, are critical.

Peter Senge's methodology for creating a comprehensive model of organizational competency is based on his concept of the "learning organization." Some of its important qualities are the growth of new abilities, the transformation of learning into existence, learning through performance and practice, and the inseparability of process and content.

HR System Model

Dubois talks about the human resources system as a whole, but he talks more about developing skills through learning and growth programs. The possibilities are set by the organization's plan, but the main focus of the consequences is on the personal growth of each employee. Charles Snow's contingency model shows how competency and HRM affect the performance of a company. The methods to be used depend on how much cause-and-effect interactions hurt the performance of the company and how well formal performance standards are understood.

Team Model

According to Campion's model, teams comprising individuals with diverse skill sets are more likely to be happy and productive at work than teams comprising individuals with similar skill sets. This is

especially useful for occupations that call for a wide range of abilities and characteristics.

The items in this list are neither the only ones nor the entirety of competency models. In addition, the business promptly develops new models and frequently produces models in response to client needs.

4. CONCLUSION

The terms competency and competency mapping are frequently used in the corporate sector of the twenty-first century. Organizations have long recognized the importance of having the appropriate person in the right role at the right time, but talent evaluation has only recently gained popularity. Organizing abilities into categories such as conceptual, technical, contextual, interpersonal, and so on is becoming increasingly crucial. The organization's purpose is to reduce the cost consequences of assigning incorrect duties to employees. As a result, it is critical to understand the talents, motivations, hidden abilities, and other characteristics of the individuals who work for the organization. When a person changes jobs, their attitude and set of needs shift. Similarly, each person has their own unique set of skills that they can develop or are born with. If a corporation wishes to hire someone, they must ensure that their abilities fit the job criteria.

Companies must either create their own models or employ pre-existing models. This is due to the fact that each organization has its unique set of corporate objectives and desires. A growing number of firms create their own competency mapping models, which benefit both the company and the individuals' employment progression. As a result, competency mapping is now widely employed as an HR strategy all over the world.

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