



"COMPETENCY MAPPING PRACTICES AND THEIR IMPACT ON EMPLOYEES: A CASE STUDY OF TRICHY DISTRICT"

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ABSTRACT:

Competency mapping is a systematic process of identifying, assessing, and developing employees' knowledge, skills, attitudes, and attributes for effective job performance. It aligns individual capabilities with organizational goals to enhance productivity and growth. By focusing on both technical and behavioral competencies, it provides a holistic view of employee potential.

The main objective of this paper is to study the recent changes and innovations in Competency mapping practices In The Particular Organization. A descriptive research was used for the study. The sample size is calculated using a 95% confidence interval. The population proportion is anticipated to be 50% of the actual result with a 5% margin of error. The outcome of the calculation is 218. I used 1/2th of the final results. But I have taken 109 as Sample size for the study. Questionnaire was pilot-tested on a sample of 10 to ensure the validity of the survey instrument.

Questionnaire was used to collect primary data. Likert five point scaling was given to customers for evaluating their Satisfaction towards Talent Management Practices adopted in the institution. IBM SPSS Statistic version 20.0 was used for this analysis and the following tools were administered 1) Factor Analysis and 2) Multiple Regression.



KEYWORDS: Competency mapping, conceptual competencies.

INTRODUCTION:

Competency mapping is a systematic process of identifying, assessing, and developing the knowledge, skills, and attributes (KSAs) necessary for successful performance in a specific role or organization. It focuses on understanding the combination of technical, managerial, behavioral, and conceptual competencies that contribute to job success. The process examines two major aspects — emotional intelligence (EQ) and individual strengths in areas such as leadership, teamwork, and decision-making.

TYPES OF COMPETENCIES

Competencies can be categorized into several key areas:

1. Core Competencies

- Through motivation, an employee is able to display enthusiasm and energy in approaching duties.

2. Cross Functional Competencies

- These competencies refer to the ones that are not selected for core competencies directly. However, these competencies are still required for a number of jobs across many functions and departments. Some of the examples include computer user skills, budgeting, etc.
- 3. **Functional Competencies**
- These competencies are also referred to as technical competencies. These are the skills that professionals are required to use on a daily or regular basis, Employee training, software programming, risk analysis, data analysis and tax accounting are some of the examples that fall under this competency.

LITERATURE REVIEW:-

- **Deepak Kulkarni (2024)** examined competency mapping's impact on talent acquisition and retention through an OD-intervention lens. The study revealed that organizations implementing competency mapping saw reductions in time-to-hire and improved candidate-job fit, leading to higher retention and employee satisfaction.
- **F. B. & A. R. (2025)** in "Competency Mapping as a Knowledge Driver in Modern Organisations" argued that competency mapping must go beyond technical skills: organisations must integrate emotional, cultural and interpersonal intelligences to build knowledge-centred workforces in the digital age.

CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES:-

OBJECTIVES OF THE STUDY:

1. Primary Objective: To Analyze the competency mapping practices followed by ITC and their effectiveness in employee performance and career progression.

2. Secondary Objectives:

- To identify the key competencies required for different job roles in ITC.
- To evaluate the impact of competency mapping on employee training and development programs.
- To assess employee perceptions of competency mapping and its role in their professional growth.
- To recommend strategies for improving competency mapping frameworks in ITC.

HYPOTHESES

H0; There is no relationship between overall training of competency mapping enhances my skill level (Dependent Variable) and other training of competency mapping enhances my skill level (independent variable).

H1; There is a relationship between overall training of competency mapping enhances my skill level (Dependent Variable) and other training of competency mapping enhances my skill level (independent variable).

SAMPLE SIZE

The sample size is calculated using a 95% confidence interval. The population proportion is anticipated to be 50% of the actual result with a 5% margin of error. The outcome of the calculation is 218. I used 1/2th of the final results for the current study . But I have taken Sample size for the study. 109 people made up the total sample size used in the study. Employees at ITC ICML COMPANY- Trichy are the sample for this study.

SAMPLING TECHNIQUE:

Convenience sampling was used. Preliminary collection of data was selected based on convenience sampling.

STATISTICAL TOOL

IBM SPSS Statistic version 20.0 was used for analysis. Cronbach's alpha test was used for checking the reliability of the data which is collected. Kaiser-Meyer-Olkin test for sampling adequacy and Barlett's test for sphericity is done. Factor analysis is done to identify the dimensions that act as base for several variables which were collected. There may be one or more factors based on the nature

of study and total variables included in the study. Varimax rotation is used in factor analysis in order to produce factors that are characterized by large loading on relatively few variables. Multiple regressions are used in analysis since there are more independent variables and one dependant variable. Descriptive study is chosen for research design. This includes literature survey and primary data collection using questionnaire based on the literature review. Data were collected on the basis of Convenience sampling. 150 respondents were given questionnaire and 134 were found to be fully usable for analysis. The questionnaire had questions based on various components of talent management and likert 5 scale rating was given for customers to rate their experience towards talent management.

STATISTICAL TOOLS USED

Using IBM SPSS Statistic version 20.0 the following tools were administered in this study Factor Analysis and Multiple Regression.

1. Factor Analysis:

TABLE :- 2

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.775
Bartlett's Test of Sphericity	Approx. Chi-Square	1542.353
	Df	300
	Sig.	.000

INFERENCE:

KMO test is to analyze the appropriateness of factor analysis. Values between 0.5 and 1.0 show that the factor analysis is appropriate and value obtained was 0.775 which shows that the Kaiser – Meyer – Olkin measure of sampling adequacy is appropriate. Bartlett’s Test of Sphericity is to examine the hypothesis by correlation of variables in Chi-Square and correlation matrix of determinants. Value obtained in Bartlett’s Test of Sphericity Chi-Square is 1542.353. This shows that all the statements were correlated and factor analysis is appropriate for the study.

ROTATED COMPONENT MATRIX

	Component					
	1	2	3	4	5	6
Proficiency in using company specific software and tools is satisfactory						
Adaptability to new technological advancements in the role is effective						
Application of industry best practices in daily tasks is efficient						
Confidence in troubleshooting technical challenges independently	.855					
Training provided for enhancing technical skills is satisfactory						
Ideas are communicated effectively in team meetings		.720				
Writing clear and professional emails or documents is done with confidence						
Misunderstandings are handled and resolved through communication		.647				
Information is presented clearly to clients or senior management	.513	.545				
Constructive feedback is provided comfortably to peers						
Initiative is taken effectively in team project	.808					

INFERENCE:

- Confidence in troubleshooting technical challenges independently.
- Information is presented clearly to clients or senior management.
- Initiative is taken effectively in team projects.
- Tasks are delegated efficiently to team members.
- Ideas are communicated effectively in team meetings.
- Misunderstandings are handled and resolved through communication.
- Information is presented clearly to clients or senior management.
- Conflicts within the team are managed well.
- Team members are motivated and inspired effectively.

3. MULTIPLE REGRESSION:

TABLE :- 4

Regression analysis is used to assess the relationship between one dependent variable (DV) and several independent variables (IVs).

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.588 ^a	0.345	0.307	.68550

- a. **Predictors:** (Constant), Critical decisions are made effectively under pressure, Problems are thoroughly analyzed before making a decision, Confidence in troubleshooting technical challenges independently, Workplace ethics related challenges are handled, Deadlines and work commitments are met consistently, Team members are motivated and inspired effectively.
- b. **Dependent Variable:** Overall training of competency mapping enhances my skill level.

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INFERENCE:

The above model summary table shows R-Square for this model is .345. This means that 34.5 percent of the variation in overall normative commitment (dependent variable) can be explained from the independent variables. The table also shows the adjusted R-square for the model as 0.307

TABLE :- 5 (Coefficients)

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	
1	(Constant)	1.994	.367		5.433
	Confidence in troubleshooting technical challenges independently	.144	.090	.172	1.600
	Team members are motivated and inspired effectively	.190	.078	.275	2.445
	Deadlines and work commitments are met consistently	.228	.096	.265	2.365
	Workplace ethics related challenges are handled	.239	.076	.295	3.144
	Problems are thoroughly analyzed before making a decision	-.198	.075	.300	2.636
	Critical decisions are made effectively under pressure	-0.010	.081	-.013	.125

a. Dependent Variable: Overall I am satisfied with the Talent Management Practices adopted in my organisation

INFERENCE:

To determine if one or more of the independent variables are significant predictors of Overall, I am satisfied with the stress coping strategies adopted in my department; we examine the information provided in the coefficient table. Out of 6 independent statements 4 statements are statistically significant.

SUGGESTION:-

1. Design training programs that focus on developing specific competencies.
2. Incorporate practical applications and real-world scenarios into training programs.
3. Regularly evaluate training programs and gather feedback to improve their effectiveness.
4. Incorporate competency mapping into performance management systems.
5. Clearly communicate expectations and competencies required for each role.
6. Provide regular feedback and coaching to support employee growth.
7. The department can use competency mapping to identify and develop future leaders.
8. Identify high-potential employees and provide development opportunities.

CONCLUSION:

This study on competency mapping at ITC highlights its role in aligning employee skills, knowledge, and behaviors with organizational goals. It enhances performance, talent management, and productivity through regular assessments and targeted training. Integrating competency mapping supports succession planning, career growth, and leadership development. By prioritizing competency building, ITC fosters employee engagement, retention, and competitiveness. Ultimately, it creates a high-performing workforce that drives long-term organizational success.

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