

A PRAGMATIC STUDY ON COMPETENCY MAPPING: A HIGHER EDUCATIONAL UNIVERSITY EMPLOYEES VIEW

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ABSTRACT

In today's highly competitive and globalized business environment, competency mapping plays a crucial role in organizations. This process involves identifying and developing the skills and competencies of employees to meet the evolving demands of the market effectively. This paper explores the historical roots of competency mapping in Chanakya's Arthashastra and highlights its significance in improving employee performance and organizational success. The study emphasizes the importance of continuous skill enhancement, aligning competencies with business goals, and integrating competency-based systems in HR practices. We have performed extensive survey to collect the data and analyzed it using chi-square technique. The data was then analyzed using R Studio to extract the relevant results. The findings underscore the need for organizations to adopt competency mapping as a strategic approach to employee development, fostering a culture of excellence and maintaining a competitive edge in the market.

KEYWORDS: Competency Mapping, Human Resource Management, Capacity Development, HEU's.

Introduction

In the era of globalization with rapid and cut-throat competition, working environment become tougher and for the existence of organization they depend on their strategies framed for managing the resources. Among all of resources employees are one of the most effectively and efficiently utilized resources. Organization must need to create strategies that made employees skilled and ready for future requirement. The recent researchers identified that skill and competencies of employees must be continuously sharpened for facing the challenge and cope with the market requirement whenever and wherever required. Chanakya's Arthashastra is probably the first book on competency mapping. This is possibly the oldest management book that has proven to be an admirable guide for management practitioners and professionals. The book includes papers and theories on competency mapping models, human aptitudes, intelligence quotients, and emotional quotients. In broad, it contains everything allied to human behavior related to work, reason and emotions. Given the importance of competencies to employees and organizations, competency mapping becomes essential. Competency mapping is the process of identifying the competencies required to successfully perform a particular job, role, or set of tasks at a given time. It consists of breaking down a given job into individual tasks and identifying the competencies needed to successfully complete the job. It is a method of evaluating the strengths and weaknesses of an employee or organization. It is the identification of an individual's professional skills and strengths in areas such as teamwork, leadership and decision-making. Larger organizations can somehow use this technique to understand how to get the most out of each employee and how to

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combine the strengths of different employees to produce the highest quality work. Individuals may also find this type of assessment useful in preparing for career changes or promotion in certain career areas. In order to build strong collaboration within an organization, it is necessary to continuously monitor employee performance and improve it in line with the business plan. There is diversity of abilities, including initiative-taking, strategic thinking, business acumen, relationship building, teamwork, association and alliance, communication, strategic thinking, problem-solving and decision-making.

Abilities vary by job and department. Different departments and jobs have different weights for these competencies. Competency mapping therefore helps to assess employee skills and improve competencies that are important for career development. Given the recent developments in liberalization and globalization, any organization needs to achieve excellence in order to go global. Capacity development plays a central role in this. The competence approach encourages the worker to develop competencies that can be used in diverse working situations rather than being limited and boxed into job. Employee Development also focuses on enhancing employee competencies that help them to cope up with organizational change. Competency Mapping is the process of identify the competencies that require for successfully perform the job, task and role at the given point of time. Competency mapping means find the key capability attributes band knowledge among the employees of company. Competencies are the organization internal tools for motivating the employees and provide them guidance towards the shared vision that help the organization enhance value and profit. Competencies provide the measure for integrate all the important HR practices such as selection, recruitment, training, performance assessment and management etc. Competence framework services such as HR processes like talent induction, assessment, management development and training deliver much better results. For the sustained and future of organization they rely on skilled and efficient employees compare to any other resources. This is the important reason that defines the organization success. Competencies are the combination of different success factors which are needed for achieving the goals of every organization job.

Success factor are collection of skills, knowledge and attributes. Competency map- ping identify the individual strengths and weaknesses to help them better understand themselves and guide them where career development efforts needed to be directed. It helps in identify the gap and deficiency in their knowledge base and set of skill. Every enterprise in the current scenario tries to attain high effectiveness and efficiency for surviving in the cut-throat market and competition. Competency Mapping is the most appropriate and correct method for identify the job and the behavior competencies of the employees within organization. Competency defined as set of standard requirements for a person to do the defined job correctly and efficiently. Competencies are the combination of skills and knowledge to execute and the specific task effectively and efficiently. This shows that competencies were linked with skill and knowledge for performing and conducting work and tasks effectively.

Importance of Competency Mapping

Competency mapping is an essential strategic HR process that involves identifying, assessing, and aligning the skills, knowledge, and abilities of employees with the organization's goals. It can enhance workforce performance and drive organizational success. Following factors provide a deep insight about importance of competency mapping:

- Aid to gain the clear sense of correct marketability for present job market
- Helps to identify the new job skills that needed to learn
- Enhance the job satisfaction
- Aid to individual and employee's professional development
- Improve self-confidence by knowing owns competitive strength and area to improve and use those analysis for future prospects.
- Provide employees insights about the strategy of their organization department and team that lead to achievement and motivation.

Adoption of Competency based System in an Organization

There are several compelling reasons for employers to embrace competency-based systems. We explore how such systems facilitate better talent management, improve decision-making, enhance employee development, and ultimately contribute to achieving organizational objectives. There are several reasons why an employer should adopt competency mapping based system in the organization:

- Communication improves between management and employee.
- Aid employees to attain the high competence level in the efficient manner.
- Lower the cost expenses cause because of poor performance or miscommunication of job expectation.
- Enhance the internal mobility of employee and provide the organization with greater ability scale as needed.
- Regulate that professional funded training and development activities are goal- oriented, cost efficient and productive.

Objectives of the Study

There are four basic objectives identified for the study:

- To study the concept of Competency mapping in general.
- To examine the relationship among Competency Mapping and Human Practices.
- To examine the effect of Competency Mapping on Individual and Team Development.
- To examine the effect of Competency Mapping on the training given to employees.

Scope of the Study

- The employee competence for the organization to achieve their goals.
- The present study aims are to access the competency mapping of the employees in the organization.
- To enhance the employee's efficiency and capabilities to perform the present job and future development.
- To analyses the relationship between competence-mapping based on their working experience.

Further the article is organized as follows. Section 2 provides an insight of the available literature in the domain of competency mapping. The research methodology is discussed in section 3. The result analysis and discussion are represented in section 4. Finally, section 5 concludes the paper and provide an insight towards future approach.

Literature Review

In today's competitive business environment, organizations need to ensure that they have the right people with the right skills in place to achieve their goals. Competency mapping can help organizations to do this by providing them with a clear understanding of the KSAs required for each job. In [1], authors, define competency mapping as the process of identifying and describing the necessary skills and attributes for success in the workplace. Industry stakeholders, media outlets, and academic rivals scrutinize technical institutions for evidence of their relevance and competence [2]. In India, technical institutions generate valuable information about students, courses, faculty, and staff, which can be used to enhance the quality of management institutions' educational processes. Insufficient attention to cultural issues can result in the failure of the implementation of information technology in educational institutions [3].

The National Assessment and Accreditation Council (NAAC) guidelines stress the significance of addressing the training and learning requirements of teachers and offering opportunities for their continuous improvement [4]. Authors in [5], contend that teaching is a multifaceted profession in which educators are responsible for upholding rigorous performance standards. [6] defines skill or competence as the constant ability to achieve desired results, and professionalism is highly regarded in teaching, necessitating that educators possess the knowledge, abilities, and skills to efficiently carry out their responsibilities.

According to [7], competency refers to the personal characteristics that enable an individual to perform their job effectively. Competency mapping aids in the identification of performance discrepancies, and Chi-square analysis is frequently used to evaluate employee competency levels [8]. Competency mapping is an extensively utilized organizational practice tool [9]. Spencer & Spencer define competencies as the underlying, profoundly ingrained characteristics of a person's personality. Recent discussions have centered on improving educational quality in various institutions, such as schools and colleges [10]. According to [11], research identified competencies based on teachers' intellectual capacity, skills, educational principles, and subjective knowledge, in addition to their personal characteristics and behavior in professional and societal contexts.

In general, competency mapping is a useful instrument for human resource professionals. By identifying the KSAs required for each role, competency mapping can assist organizations in enhancing employee performance, increasing employee engagement, reducing costs, and making more informed decisions regarding recruitment, selection, training, and development.

A critical review of attempts at integration suggests that the application of competency-based approaches within organizations has lagged behind advancements in strategic human resource management. This indicates a need to shift the application of competency-based approaches towards more future-oriented and strategic contexts [12]. However, it is important to acknowledge the limitations and implications of this research [13], drawing analogies to the field of international human resource management.

In a study conducted in [14], the comprehensive competency list related to the jobs of nutrition teachers was identified. Furthermore, a comparison was made between the competency needs of nutrition teachers and the competency levels of dietitians. This study aimed to provide insights into the specific competencies required in the field of nutrition education [15]. Authors in [16] summarize the Universalistic versus Contextual Perspective and the Convergence versus Divergence paradigm. This summary serves as a foundation for understanding different perspectives in the field under discussion. The aim is to provide guidance to environmental managers, planners, and communities interested in gathering spatial data on human ecology aspects for ecosystem-based management and planning. It is also relevant for scientists involved in sociological research design [17].

The study conducted in [18], focuses on examining the criteria for qualified *ustad* (Islamic teachers) and how the *Salaf* boarding school leader (*kyai*) manages the *ustad* to ensure their qualification. This research contributes to a better understanding of the factors and strategies involved in producing competent *ustads* [18]. Event managers within the business events industry are the central focus of [19] study. By exploring the role and competencies required for event managers, this research contributes to enhancing the understanding of the event management profession and its unique demands [19]. Authors in [20], adopts a qualitative approach, utilizing a multi- case study design, to investigate multiple sites in their research. The aim of the study is to gain insights into the specific contexts and factors influencing the research topic, providing a comprehensive understanding of the phenomenon under investigation [20].

The discussion in [21] aim to contribute to organizational reform in Higher Education Institutions (HEIs) in Southeast Asia. Their focus is on improving Human Resource Management (HRM) practices at HEIs in Cambodia, Lao PDR, Vietnam, and Thai- land. The research strives to enhance HRM practices to promote better organizational effectiveness and performance in the targeted HEIs [21].

Research Methodology

The analysis of this research combined both quantitative and qualitative methods. The process of non-probability sampling is used to gather quantitative data. Using a questionnaire, primary data was gathered. The questionnaire was emailed to the respondents as a google form, and they filled the google form while selecting the appropriate options. The purpose of the study was conveyed to the respondents. We have promised the respondents about privacy of the information and confirmed that the data will be used for research purpose only. The data was independently gathered. Each questionnaire had an introduction and an outline. All respondents are required to complete demographic questionnaires that ask questions about gen- der, educational background, age, designation and experience. Secondary data was gathered from previous study articles and publications that were used to build the theoretical framework.

Demographic Characteristics

The study shows that the respondents were chosen at random during the sampling process to ensure that they did not simply represent a range of organizational levels. The questionnaire was distributed among 689 respondents out of them 545 gave- back filled questionnaires; after cleaning and removing extraneous form, 520 forms were selected for the analysis. That generated a response rate of 75.47%. Out of 520 respondents 57% were male and 43% were female.78% respondents were having designation of Assistant Professor;12% were Associate professor; 6% respondents were Professor designation and 4% others. Respondents work experience was varied like: 5% of the respondents had less than 1 years' experience, 28% of the employees had 1–5-year experience, 29% of the employees had 6-10 years of experience, and 38% of the employees with more than 10 years of experience. Now the divination based on age, respondents of 25-30 made up 22% of the sample, 21-36 made up 43% of

the sample, 37-42 years made up 20% of the sample and above 42 made up 15% of the sample. And lastly the deviation based on their academic qualification 2% of the respondents have the under graduate qualification, 72% having post-graduation and 26% were Doctorate respondents.

Hypothesis

We have collected the data from different professionals working for higher educational institutions and tried to create a relationship between the importance of competency mapping in accordance with its relationship with identifying new opportunities with help of competencies like team work, leadership skill, and decision making. We have also tried to identify the effectiveness of HR practices, career development plans, etc., to be considered as important factors towards improving the competency of an employee. Following is the null hypothesis we wish to establish for supporting our research work:

- H₀:** There is no significant relationship between Competency Mapping that helps in identifying the new opportunities to take the organization to a higher level by identifying individual strengths in areas like Team work, Leadership & Decision Making, based on their experience.
- H₁:** There is no significant relationship between HR practices that are provided by HRM department, based on the experience of the employees.
- H₂:** Based on their experience, there is no difference between how the AIPCRT process cycle is conducted to implement a career development plan for individual faculties and teams.
- H₃:** There is no difference between Analysis, Design, Development, Implementation and Evaluation is utilized to implement training program based on their experience.

Result Analysis and Findings

After data collection the next step is data analysis. For the study 520 employees' data was collected from the university faculties by random sampling method and a well- defined questionnaire was used with 5-point Likert scale and forwarded among the faculties. Primary data was collected through questionnaire and secondary data was collected from various journals and books. The statistics was analyzed via R Studio software. For conclusion; Descriptive and inferential statistics were figured from the outcomes. For this study, Chi-square value was analyzed.

Table 1: Awareness about Competency Mapping

Rating Degree	Experience in Years				Total
	Less than 1	1-5	6-10	Above 10	
Yes	5	62	94	156	317
No	10	83	58	52	203

Interpretation

From table 1, it is evident that 61% of the respondents were aware about the concept of competency mapping with organization and 39% of the respondents were not aware about the concept of competency mapping with organization.

Outcome of Questionnaires for Proposed Hypothesis

- **Null Hypothesis for [H₀]:** There is no significant relationship between Competency Mapping that helps in identifying the new opportunities to take the organization to a higher level by identifying individual strengths in areas like Team work, Leadership & Decision Making, based on their experience.

Table 2: H₀: Relation between Competency Mapping and Experience

Rating Degree	Experience in years				Total	Significant Level
	Less than 1	1-5	6-10	Above 10		
Strongly Agree	5	21	52	99	177	0.2133
Agree	10	99	68	78	255	
Neutral	10	21	26	21	78	
Disagree	0	0	0	0	0	
Strongly Disagree	0	0	5	5	10	

Outcome

The P. Value 0.2133 is greater than 0.05 at 5% significant level. So, the null hypothesis is accepted. Hence it is concluded that there is no relationship between Competency Mapping that helps in

identifying the new opportunities to take the organization to a higher level by identifying individual strengths in areas like Team work, Leadership & Decision Making, based on their experience.

- **Null Hypothesis for [H₁]:** There is no significant relationship between HR practices that are provided by HRM department, based on the experience of the employees.

Table 3: H₁: Relationship between HR Practices and Experience

Rating Degree	Experience in years				Total	Significant Level
	Less than 1	1-5	6-10	Above 10		
Strongly Agree	5	36	48	83	172	0.2381
Agree	21	83	99	99	302	
Neutral	0	20	5	5	30	
Disagree	0	5	0	11	16	
Strongly Disagree	0	0	0	0	0	

Outcome

The P. Value 0.2381 is greater than 0.05 at 5% significant level. So, the null hypothesis is accepted. Hence it is concluded that there is no relationship between HR practices that provided by HRM department, based on their experience.

- **Null Hypothesis for [H₂]:** Based on their experience, there is no difference between how the AIPCRT process cycle is conducted to implement a career development plan for individual faculties and teams.

Table 4: H₂: Relationship among AIPCRT Practices and Experience

Rating Degree	Experience in years				Total	Significant Level
	Less than 1	1-5	6-10	Above 10		
Strongly Agree	5	42	47	62	156	0.223
Agree	21	78	99	104	302	
Neutral	0	26	5	21	52	
Disagree	0	0	0	0	0	
Strongly Disagree	0	0	0	10	10	

Outcome

The P. Value 0.223 is greater than 0.05 at 5% significant level. So, the null hypothesis is accepted. Hence it is concluded that there is no relationship between AIPCRT process cycle is conducted to implement career development plan for individual faculties and teams based on their experience.

- **Null Hypothesis for [H₃]:** There is no relationship between Analysis, Design, Development, Implementation and Evaluation is utilized to implement training program based on their experience.

Table 5: H₃: Relationship between Training and Experience

Rating Degree	Experience in years				Total	Significant Level
	Less than 1	1-5	6-10	Above 10		
Strongly Agree	10	36	52	63	161	0.23
Agree	16	94	88	130	328	
Neutral	0	16	10	0	26	
Disagree	0	0	0	5	5	
Strongly Disagree	0	0	0	0	0	

Outcome

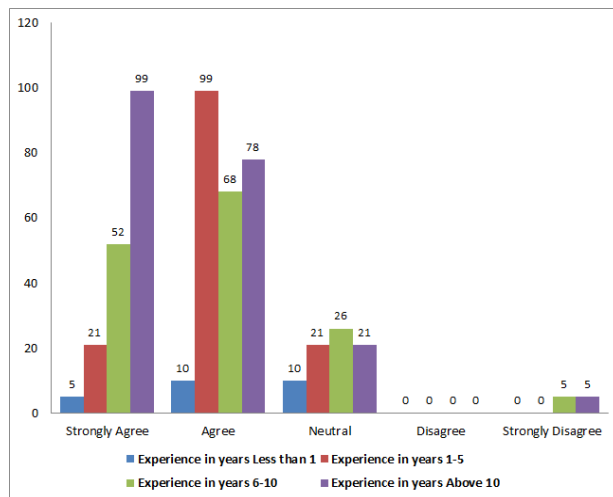
The P Value 0.23 is greater than 0.05 at 5% significant level. So, the null hypothesis is accepted. Hence it is concluded that there is no relationship between Analysis, Design, Development, Implementation and Evaluation is utilized to implement training program based on their experience

Discussion of the Study

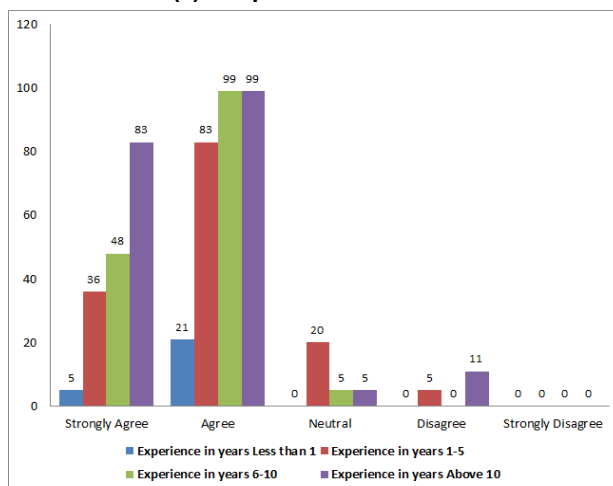
The findings of this study provide valuable insights into the interconnections between crucial components of organizational development and the experiences of employees. Nevertheless, it is crucial to acknowledge that the study did not discover any statistically significant associations within the particular circumstances that were investigated.

The lack of substantial correlations between Competency Mapping and organizational opportunities as shown in fig. 1a, HR practices and employee experiences as shown in fig. 1b, the AIPCRT process and career development as shown in fig. 1c, as well as the utilization of training program processes and employee experiences as shown in fig. 1d, implies that these factors may not be predominantly shaped by individual experiences in isolation.

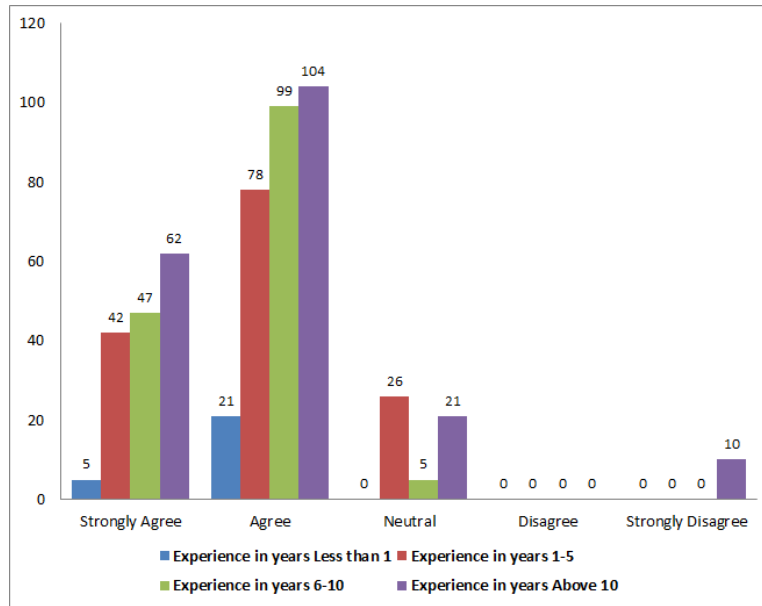
This statement suggests the necessity of developing a more intricate comprehension of these variables. There exists a possibility that additional variables, such as organizational culture, leadership, or external market forces, exert a more substantial influence on the formation and development of these components. Furthermore, the research emphasizes the probable necessity for firms to reassess and enhance their strategies regarding Competency Mapping, HR practices, career development, and training programs in order to more effectively correspond with the intricacies of employee experiences and organizational objectives.



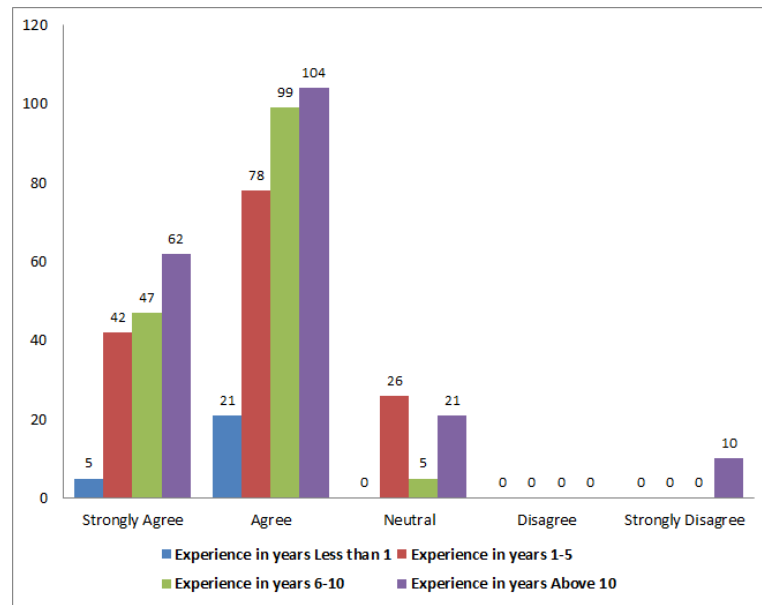
(a) Responses for H₀



(b) Responses for H₁



(c) Responses for H₂



(d) Responses for H₃

Fig. 1: Responses for Proposed Hypothesis

Additional investigation is recommended to further examine these associations in a more comprehensive manner and take into account additional factors that might influence the results. In order to cultivate growth, development, and employee satisfaction, companies need persistently modify and refine their methods, while simultaneously being attuned to the shifting dynamics within and beyond the firm.

Conclusion

Competency mapping is one of the best ways to develop employee skills. It is also useful to identify the work and behavioral skills of an individual in an organization. The present study has been attempted to get an idea regarding the competency mapping level to the employees based on their

experience. It is found that those employees have no significant relationship between competency mapping and their experience with the organization. The competency level of the employees can be increased if efficient HR practices are provided by the organization. Thus, competency mapping is essential practices and new approach towards improvement. Additionally, the work is focused towards faculties of higher educational institutes of northern India specially in institutes from national capital region. This research can be further extended towards the institutes of whole India, which can lead to more appropriate results and view in terms of competency mapping.

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