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A STUDY ON “COMPETENCY MAPPING WITH SPECIAL REFERENCE TO YRAVAM PRODUCTS”, AT DHARMAPURI.

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ABSTRACT :

This study explores the role and effectiveness of competency mapping in aligning employee skills with organizational goals at Yravam Products. Competency mapping serves as a strategic human resource tool to identify key skills, knowledge, and behaviours required for various job roles, thereby enhancing employee performance and career development. The research, conducted among 110 employees through a structured questionnaire, revealed that while most respondents recognize the importance of competency mapping, challenges such as lack of clarity, insufficient training, and limited integration with HR functions hinder its full implementation. The findings highlight a significant gap between awareness and structured application, emphasizing the need for well-defined competencies, stronger managerial support, and integration with recruitment, training, and performance evaluation systems. Recommendations include establishing a standardized competency framework, introducing digital tracking tools, and conducting targeted training programs. The study provides valuable insights for HR professionals and organizational leaders, offering practical suggestions to improve competency mapping practices.

Keywords: Competency Mapping, Skill Alignment, Employee Development, HR Integration, Performance Management, Training, Digital Tools, Yravam Products.

INTRODUCTION

Competency mapping is a process of skill identifying, personal and knowledge attributes of an individual and the function within it. A well-managed organisation needs clearly defined positions and a list of abilities needed to carry out each role's responsibilities.

Competency mapping does SWOT analysis of any individual that will help him or her to identify his or her strengths, weakness, opportunity and threats, the requirement with his own attributes thus identifying the skill gaps. Armed with the identified competencies his or her career prospects will improve as they have increased self-awareness and confidence. The interest in competency mapping is growing as organizations increasingly recognize the need for competent people in today's business environment.

Currently, many companies have understood that in order to attain superior performance, it is important that skills requirement should matched the skills of the candidate. As each individual is unique, they come with their own abilities, set of skills and knowledge and personality traits. If these set of skills that an individual have are mapped with the skills required, it will benefit the organizations.

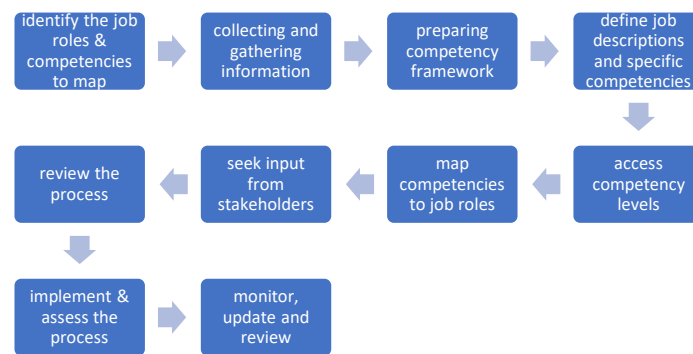
RESEARCH BACKGROUND

In today's highly competitive and rapidly evolving business environment, organizations must continually adapt to technological advancements, market demands, and workforce expectations. To remain agile and competitive, companies need to ensure that their employees possess the right mix of skills, knowledge, and attitudes required for their roles. This has brought the concept of competency mapping to the forefront of human resource management (HRM) strategies.

In Indian organizations, especially in the manufacturing sector, the adoption of competency-based practices is gradually increasing. Yravam Products, a player in the FMCG sector known for items like Badam Milk and Goli Soda, has initiated efforts to integrate competency mapping into its HR framework. Yet, the effectiveness and perception of this initiative among employees remain largely unexplored.

This research aims to assess how competency mapping is perceived and practiced at Yravam Products, to identify existing skill gaps, and to explore ways to improve alignment between employee competencies and job requirements.

COMPETENCY MAPPING PROCESS



IDENTIFIED PROBLEM

In Yravam Products, a company focused on delivering high-quality consumer goods, the alignment of employee competencies with organizational goals and job requirements is essential for achieving optimal performance and strategic success. However, there is a lack of a structured and systematic approach to identifying, mapping, and developing competencies within the organization. This gap leads to inefficiencies in talent management, difficulties in recruitment, and performance evaluations, and hampers the ability to identify skill gaps for training and development.

Thus, the problem in this study is to investigate the need for a competency mapping system in Yravam Products that would facilitate better employee-role alignment, improve performance, and guide workforce development in line with organizational objectives.

OBJECTIVES OF THE STUDY

- To understand the concept of Competency Mapping. To identify the key competencies (knowledge, skills, and attitudes) required for employees to perform their jobs efficiently and effectively.
- To examine the role of competency mapping in identifying essential skills for career advancement.
- To analyze the impact of competency mapping on employee performance and overall organizational efficiency.
- To establish benchmarks for job roles to ensure the selection of the most suitable candidates.
- To identify the individual Competency Level.
- To provide recommendations for improving the competency mapping process.

REVIEW OF LITERATURE

Seema Sanghi (2025), “Competency Mapping and Assessment: A Practitioner's Handbook”, “Competency mapping involves identifying and assessing the skills, behaviors, and attributes required for effective performance in specific roles”. This book provides an in depth exploration of competency mapping and assessment centers, offering practical guidance on developing competency frameworks across various sectors. It includes case studies, models, and methodologies for implementing competency mapping effectively.

Anuja Johri (2014), “Competency Mapping as a Strategic HR Tool in Manufacturing Industry: An Empirical Study”, “Competency mapping is the process of identifying the behaviors and personal skills that distinguish excellent performance, focusing on emotional intelligence and individual strengths”, This empirical study examines the role of competency mapping in the manufacturing industry, highlighting its importance as a strategic HR tool to align employee skills with organizational goals.

Dr. Priyanka, Sanjay Pandit Patil, Dr. M. Arunmozhi, Bhagyashree Bhojar (2023), “Performance Management and Competency Mapping”, “Competency mapping identifies the behavioral and technical characteristics that distinguish excellent performance from average performance, providing businesses with the ability to recognize and cultivate behaviors and skills that contribute to superior performance”. This book explores the relationship between performance management and competency mapping, offering insights into managing employee performance through effective competency frameworks. It covers various aspects such as performance planning, appraisal, and analytics.

Arati Oturkar & Sunil Khilari (2020), “Competency Mapping and Career Development”, “Competency mapping is the process of identifying the behaviors and personal skills that distinguish excellent performance, focusing on emotional intelligence and individual strengths”. Targeted at management students, this book delves into the fundamentals of competency mapping and its role in career development, emphasizing the importance of aligning individual competencies with organizational goals.

Vikram Singh Chouhan, Sandeep Srivastava (2014), “Understanding Competencies and Competency Modeling – A Literature Survey”, “In a knowledge-based economy, the success of organizations depends mostly on the quality of their human resources”. This literature survey discusses the importance of competencies in organizational success, focusing on the need for ongoing evaluation and development to meet global competition.

In the article “The Role of Competency Models in Human Resource Management” (2006), Mansour and Lichtenstein discuss the importance of competency models for aligning employee capabilities with organizational goals. They suggest that competency mapping enhances HR processes such

as recruitment, performance evaluations, and development by providing a clear understanding of the key skills and behaviours needed for success. Their work highlights the practical benefits of implementing competency-based HR practices to improve organizational performance.

Spencer and Spencer (1993) in their book "Competence at Work: Models for Superior Performance." They define competencies as the characteristics of an individual that are causally related to superior job performance. Spencer and Spencer's model distinguishes between threshold competencies (necessary for basic job performance) and differentiating competencies (those that set high performers apart). Their work provided a structured approach to competency mapping and introduced a comprehensive method for identifying job-related competencies.

In Boyatzis's (1982) "The Competent Manager: A Model for Effective Performance", the author expands on the idea of competencies by emphasizing that a combination of knowledge, skills, abilities, and personal traits contribute to effective job performance. Boyatzis's model introduced emotional intelligence as a key factor in professional success, influencing the way competencies are perceived, particularly for managerial roles. His work laid the foundation for incorporating personal attributes, such as self-awareness and social skills, into competency frameworks.

McClelland (1973), in his seminal work "Testing for Competence Rather Than for Intelligence", shifted the focus from intelligence to competencies in evaluating job performance. He argued that competencies such as motivation, interpersonal skills, and emotional intelligence are more predictive of success than traditional intelligence tests. McClelland's research was instrumental in the development of competency-based models for recruitment, training, and performance appraisal.

Rothwell and Kazanas (2003), in "The Competency Toolkit for Training Professionals", explore how competency models can guide the development of targeted training programs. They argue that competency mapping ensures that training initiatives are aligned with organizational needs and employee development goals. Their work provides practical strategies for implementing competency-based training to enhance employee performance.

Cohen and Levinthal (1990), in "Absorptive Capacity: A New Perspective on Learning and Innovation", discuss how organizations can use competency mapping to enhance their capacity for learning and innovation. They argue that the development of certain competencies is crucial for organizations to absorb and apply new knowledge effectively.

In Garavan et al. (2001), "Human Resource Development and Competency-Based Training", the authors explore how competency mapping can be used to design and implement training programs that address specific job requirements. They argue that by aligning training with competencies, organizations can improve employee performance and foster continuous development.

Prahalad and Hamel (1990), in their influential paper "The Core Competence of the Corporation", introduce the concept of "core competencies" that organizations need to develop in order to sustain competitive advantage. Although their work focuses on the strategic level, it underscores the importance of aligning individual competencies with organizational goals to achieve long-term success.

In Fletcher's (1996) "Appraisal and Development: A Competency-Based Approach", the author introduces the idea of competency-based performance appraisals. He suggests that this approach allows organizations to focus on the specific skills and behaviors that contribute to effective job performance, creating a more objective and reliable system for evaluating employees.

Chandra and Tiwari (2012), in their article "Competency Mapping and Its Importance in Human Resource Management", emphasize the growing importance of competency mapping in HRM. They suggest that organizations that adopt competency mapping gain a better understanding of employee strengths and weaknesses, which can be used to inform recruitment, training, and performance management strategies.

Gilley and Maycunich (2000), in "Beyond the Promise: Competency Models for the 21st Century", discuss how competency models can help organizations create a workforce that is agile and responsive to change. They argue that competency mapping is critical for organizations that wish to remain competitive in a rapidly changing business environment. This work highlights the strategic role of competencies in achieving organizational success.

Hay Group (2002), in their report "Competency-Based Human Resources: Unlocking the Power of Human Capital", explore the benefits of implementing competency-based HR practices. They argue that competency mapping enables organizations to identify the key competencies that drive business performance, thereby improving recruitment, employee development, and overall organizational success.

Jackson and Schuler (1995), in "Understanding Human Resource Management in the Context of Organizations and Their Environments", discuss the role of competencies in linking HR practices with both internal and external organizational factors. They argue that competency mapping helps organizations adapt to environmental changes by ensuring that employees possess the skills needed for success.

Fiedler (1967), in "A Theory of Leadership Effectiveness", introduces the concept of leadership competencies and emphasizes that effective leadership requires a balance of task oriented and relationship-oriented skills. His work is critical in understanding how competencies shape leadership effectiveness and how these competencies can be mapped to improve organizational leadership.

Dierdorff and Surface (2007), in their study "The Structure of Occupational Competencies: A Taxonomic Investigation", investigate the structure of competencies required for different occupations. They provide a detailed taxonomy of competencies, which serves as a valuable tool for competency mapping across various job roles and industries.

Tarique and Schuler, 2010, "Global Talent Management: Literature Review, Integrative Framework, and Research Agenda", Competency mapping is integral to global talent management strategies, ensuring that employees across locations have the skills required for global competitiveness. This article explores the role of competency mapping in global talent management, ensuring alignment with both global and local business objectives.

Dr. P. Nathiya (2024), "Competency Mapping among IT Professionals", "Competency mapping assesses various skills such as job-related knowledge, communication, and interpersonal abilities to identify gaps and enhance productivity". Focusing on the IT sector in Coimbatore, this book examines the competencies required by employers and the existing skills of employees, highlighting the importance of bridging skill gaps through targeted training and development strategies.

Hambrick (1989), in "The Influence of Top Management Teams on Organizational Performance", explores the role of top management competencies in influencing organizational performance. He argues that the competencies of senior leaders are critical for strategic decision-making and organizational success, thus emphasizing the importance of competency mapping at the leadership level.

Ganesh Shermion (2011), "Competency-Based HRM: A Strategic Resource for Competency Mapping, Assessment, and Development Centres", "Competency-based HRM involves integrating competency frameworks into human resource practices to align employee capabilities with organizational

objectives". This comprehensive guide provides methodologies for developing organizational competencies, including competency mapping processes, assessment centers, and behavioral descriptions. It emphasizes the importance of aligning competencies with critical success factors to differentiate the organization from its competition.

Seema Sanghi (2011), "The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations", "Competency mapping involves identifying and assessing the skills, behaviors, and attributes required for effective performance in specific roles". This book provides an in-depth exploration of competency mapping and assessment centers, offering practical guidance on developing competency frameworks across various sectors. It includes case studies, models, and methodologies for implementing competency mapping effectively.

Vignan Cheruku (2013), "Competency Mapping and Assessment", "Competency mapping is the process of identifying the behaviors and personal skills that distinguish excellent performance, focusing on emotional intelligence and individual strengths", Targeted at management students, this book delves into the fundamentals of competency mapping and its role in career development, emphasizing the importance of aligning individual competencies with organizational goals.

Jimmy Kansal, Neeti Jain, PK Satyawali, Ashwagosh Ganju (2012), "Competency Mapping in Knowledge-Based Organizations", "Competency mapping assesses various skills such as job-related knowledge, communication, and interpersonal abilities to identify gaps and enhance productivity", Focusing on knowledge-based organizations, this study examines the competencies required by employers and the existing skills of employees, highlighting the importance of bridging skill gaps through targeted training and development strategies.

JK Raju, Chaya Bagrecha, C. Ravi Kumar (2014), "Competency Mapping in IT Industry A Road Map for Future", "Competency mapping is a key human resources management tool in modern business organizations", This paper reflects upon the competency levels of 500 IT employees among different managerial levels, showing that the competencies of middle-level managers are higher than expected compared to lower and higher levels. It emphasizes the need for training and communication to bridge competency gaps.

RESEARCH GAP

There is limited research on how competency mapping can be effectively implemented in small and medium-sized enterprises (SMEs), where HR resources and structures may be less formal compared to large organizations.

There is no universally accepted framework or methodology for competency mapping across industries, making it difficult to compare findings or adopt best practices across different sectors.

Research on how competencies need to evolve in response to technological changes and the rise of remote work is insufficient, particularly in terms of identifying competencies for emerging digital roles.

Most studies focus on short-term benefits, such as recruitment and training, with minimal research on the long-term effects of competency mapping on employee development, organizational performance, and retention.

There is a lack of competency mapping models that are tailored to the unique needs of specific industries, leading to a gap in understanding how competencies should be mapped for specialized roles across different sectors.

RESEARCH METHODOLOGY

Descriptive research is a research design used to describe a phenomenon or situation. It involves collecting data through surveys, questionnaires, interviews, and observations.

Data collection is the process of gathering and collecting information from various sources to analyze and make informed decisions based on the data collected. The researcher collected the primary data through providing questionnaire to the respondents and the secondary data was collected through websites, online journals, published reports, review of literature from published articles.

Sampling methods refer to the techniques used to select a subset of individuals or units from a larger population for the purpose of conducting statistical analysis or research. Here the researcher used convenience sampling. Convenience sampling is a type of non-probability sampling method where participants are selected based on their availability and willingness to participate.

The population in the survey is the aggregate number of basic units. Here it applies to everyone, including the Employees, supervisors, managers etc

The researcher has taken 110 samples.

scale development refers to the systematic process of creating and validating a measurement instrument that quantifies abstract constructs such as attitudes, behaviours, abilities, or traits. Here, the researcher used Likert scale. The Likert scale is the most commonly used type of summated rating scale in studies on attitudes and perceptions, presenting statements with favorable or unfavorable attitudes rated on a 5-point, 7-point, or other numerical scale.

A Questionnaire is a research tool or survey instrument that consists of a set of questions or prompts designed to gather information from individuals or groups of people. The types of questionnaires used in this research are open-ended, close-ended and demographic questionnaire

The tools used in this research are percentage analysis, chi-square test and ANOVA test.

A **hypothesis** in research is a clear, testable statement or prediction about the relationship between two or more variables. Here the researcher used Null Hypothesis and Alternate Hypothesis.

LIMITATION OF THE STUDY

The study was limited to 110 respondents from a single organization, which may not fully represent the broader workforce.

Data was collected only from YRAVAM products, limiting the generalizability of the findings to other sectors or regions.

As the data was collected through self-reported questionnaires, there may be bias in responses due to social desirability or misunderstanding of questions.

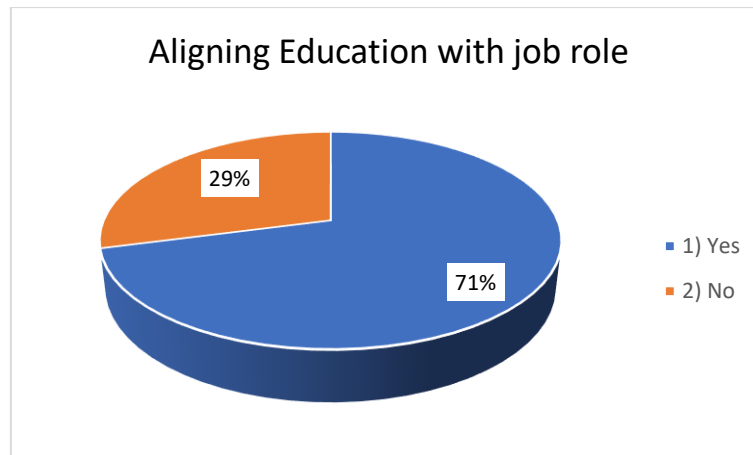
The research was conducted within a limited timeframe, which may have restricted deeper exploration into more complex variables.

The study primarily focused on employee responses and did not include managerial or leadership viewpoints in-depth. The study captures a snapshot in time and does not track changes in competencies or perceptions over a period.

DATA ANALYSIS AND INTERPRETATION

Table 1. Does your organization align people's education with their job roles?

S.no	Opinion	No. of respondents	Percentage
1)	Yes	78	70.91
2)	No	32	29.09
Total		110	100



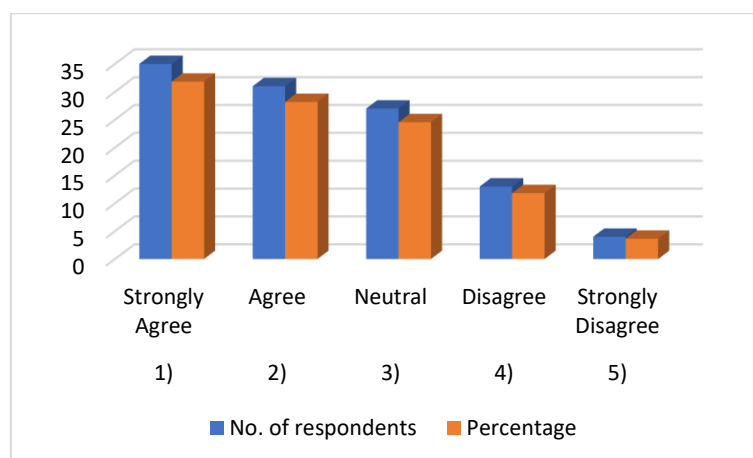
INTERPRETATION:

From the above table, it can be inferred that 70.91% of respondents believe that their organization aligns people's education with their job roles, while 29.09% of respondents feel that their organization does not align education with job roles.

The majority of respondents, 70.91%, feel that their organization's alignment of education with job roles is effective.

Table 2. Does competency mapping help improve organizational efficiency?

S.no	Opinion	No. of respondents	Percentage
1)	Strongly Agree	35	31.82
2)	Agree	31	28.18
3)	Neutral	27	24.55
4)	Disagree	13	11.82
5)	Strongly Disagree	4	3.64
Total		110	100



INTERPRETATION:

The above table shows respondents' opinions on whether competency mapping helps improve organizational efficiency. 31.82% of respondents strongly agree, and 28.18% agree, indicating a positive perception of competency mapping's impact on organizational efficiency. 24.55% of respondents remain neutral, while 11.82% disagree, and 3.64% strongly disagree, suggesting some skepticism among a smaller portion of the respondents.

ANOVA TEST

The ANOVA analysis was conducted to determine whether employees' belief in the impact of competency mapping on organizational efficiency significantly influences their perceived alignment between current abilities and job role requirements.

NULL HYPOTHESIS (H₀): There is no significant difference in the mean perceived alignment between employees' current abilities and their job role requirements across the different levels of belief regarding the effectiveness of competency mapping in improving organizational efficiency.

ALTERNATIVE HYPOTHESIS (H₁): There is a significant difference in the mean perceived alignment between employees' current abilities and their job role requirements among at least one group based on their belief about the effectiveness of competency mapping in improving organizational efficiency.

Descriptives

	Alignment between current abilities with job requirement	N	Mean	Std deviation	95% confidence interval for mean		Minimum	Maximum
					Lower Bound	Upper Bound		
CM's impact on org efficiency	Very misaligned	2	5.00	.00	5.00	5.00	5.00	5.00
	Somewhat aligned	6	4.83	.41	4.40	5.26	4.00	5.00
	Neutral	17	3.65	.49	3.39	3.90	3.00	4.00
	Somewhat aligned	56	2.14	.35	2.05	2.24	2.00	3.00
	Very aligned	29	1.41	.63	1.18	1.65	1.00	3.00
	Total	110	2.38	1.09	2.18	2.59	1.00	5.00

ANOVA

		Sum of squares	df	Mean square	F	Sig.
CM's impact on org efficiency	Between Groups	107.36	4	26.84	124.65	.000
	Within Groups	22.61	105	.22		
	Total	129.96	109			

INTERPRETATION:

The One-Way ANOVA result (**F = 124.65, df = 4, 105, p < .001**) indicates a **highly significant difference** in how employees perceive their alignment with job role requirements based on their belief in the effectiveness of competency mapping.

Since the p-value is less than 0.05, **we reject the null hypothesis**. This means there is a **statistically significant difference** between employees' belief in the value of competency mapping and their perceived alignment with their job roles.

Employees who strongly believe that competency mapping enhances organizational efficiency tend to report **higher alignment** between their abilities and job expectations. In contrast, those with low belief in its value report feeling less aligned.

SUMMARY OF FINDINGS

1. A majority of respondents (30.91%) reported being highly satisfied with their physical work environment, indicating a generally positive workplace setup.
2. Most employees (70.91%) stated that their educational qualifications matched their job roles, suggesting effective hiring practices.
3. A majority rated the organization's competency benchmarks as moderately effective, showing room for improvement in defining role expectations.
4. While 32.89% of respondents were very familiar with CM, 67.11% were only somewhat familiar, showing a gap in detailed understanding.
5. 62.73% of employees agreed or strongly agreed that competency mapping helps identify skills needed for career growth, showing its perceived value.
6. The main challenge in implementing competency mapping was insufficient training (27.27%), followed by lack of clarity on required competencies (25.45%).
7. Product knowledge was identified as the most important area of knowledge, followed by production processes and technical machine operation, reflecting the technical nature of the roles.
8. Technical skills were selected by 44.55% of employees as the most important area needing improvement to boost performance.
9. 62.73% felt that competency mapping significantly impacts career growth, showing strong confidence in its developmental role.
10. More training and development programs (42.73%) and clearer competency benchmarks (28.18%) were the most requested methods for aligning skills with career goals.
11. 57.27% of respondents believed that the organization communicates job expectations and competencies clearly, while 23.64% felt communication could be improved.

12. 60% of respondents agreed that competency mapping improves organizational efficiency, while 63.64% said it helps reduce skill gaps.
13. 69.1% of employees considered competency mapping very or extremely important in aligning skills with job expectations.
14. 50.91% agreed that competency mapping contributes to organizational productivity, and a similar portion said it improves training quality.
15. 58.18% of employees reported receiving frequent feedback on their competencies, reflecting a relatively strong feedback culture.
16. 77.27% of respondents believed their skills were aligned or highly aligned with job requirements, showing overall job-role compatibility.
17. The recruitment process was rated as neutral by 39.09% in terms of matching candidates with required competencies, indicating uncertainty.
18. The most cited challenge in implementing competency mapping was defining competencies for each role (26.36%), followed by lack of resources and training.
19. 33.64% recommended better alignment of competencies with performance goals as a way to improve the system; 28.18% suggested improved communication.
20. 67.27% strongly agreed that a system to track competencies and progress would be useful, showing interest in development tools.
21. 64.54% of employees were either satisfied or very satisfied with the current competency mapping process at YRAVAM Products.
22. The Chi-square test revealed a significant relationship between clarity in communicating competencies and employee satisfaction ($p < 0.001$), indicating that effective communication enhances satisfaction.
23. The ANOVA test showed a statistically significant difference between employees' belief in the effectiveness of competency mapping and their alignment with job roles, confirming its impact on job fit perception.

SUGGESTIONS

Based on the findings of the study, it is evident that while the majority of respondents recognize the importance of competency mapping, there is a need for greater awareness and structured implementation. To address this, the organization should conduct training sessions and awareness programs that clearly explain the purpose, benefits, and application of competency mapping. Additionally, competencies must be well-defined for each role to ensure clarity and alignment with job expectations. Creating a standardized competency framework and integrating it into key HR functions such as recruitment, training, performance evaluation, and promotions will enhance its practical value and long-term impact.

Moreover, linking competency mapping with individual development plans will help employees identify skill gaps and pursue targeted growth opportunities. Management support is also crucial; leaders should be actively involved in the process to ensure its success. To track progress and maintain consistency, a digital system for monitoring competencies should be introduced, along with periodic reviews to keep the framework aligned with evolving business needs. Addressing implementation challenges proactively such as lack of clarity and time constraints through proper planning and support will further ensure the effective adoption of competency mapping practices across the organization.

CONCLUSION

This study highlights the importance of competency mapping in aligning employee skills with job expectations, fostering career growth, and improving organizational productivity. The findings indicate that while most employees recognize the value of competency mapping, challenges such as unclear competencies, insufficient training, and limited resources persist. Clear communication, regular feedback, and better integration of competency mapping into HR functions are essential for its success. Addressing these issues through structured training, defined competencies, and management support will enhance the effectiveness of competency mapping, ultimately benefiting both employees and the organization.

DIRECTIONS FOR FUTURE RESEARCH

This study lays the foundation for understanding competency mapping at Yravam Products. Future research could explore its long-term impact on employee retention, cross-industry applicability, and effectiveness across departments. Additionally, longitudinal and comparative studies may provide deeper insights into its role in evolving workforce needs and organizational growth.

1. **Sectoral and Cross-Industry Comparative Studies:** While this study focuses on competency mapping within Yravam Products, future research can explore how competency mapping is implemented across different sectors such as healthcare, education, IT, and manufacturing. Such comparative analysis can reveal industry-specific challenges, adoption levels, and best practices.
2. **Longitudinal Impact Assessment:** This study provides a cross-sectional analysis; however, future research could adopt a longitudinal approach to examine the long-term impact of competency mapping on employee development, role alignment, and organizational performance over time.
3. **Managerial and Strategic Perspective:** The current study primarily captures employee perceptions. Future studies could incorporate the viewpoints of HR professionals and senior management to explore strategic alignment, resource allocation, and leadership support in implementing competency frameworks.
4. **Technological Integration in Competency Mapping:** With growing digital transformation, future research could investigate the effectiveness of digital tools and HR analytics platforms in facilitating competency mapping, real-time tracking, and data-driven decision-making.
5. **Customization of Competency Frameworks:** Further research can explore how competency models can be tailored for different job roles or hierarchical levels within an organization, ensuring relevance, scalability, and greater employee engagement.
6. **Linking Competency Mapping with Organizational Metrics:** There is scope to investigate the direct and indirect relationship between competency mapping and key performance indicators such as productivity, retention, training effectiveness, and overall employee satisfaction.

7. **Skill Gap Prediction and Workforce Planning:** Future research could focus on predictive models that use competency mapping data to anticipate future skill requirements, enabling proactive workforce planning and targeted learning interventions.

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