



# **A STUDY ON “COMPETENCY MAPPING WITH SPECIAL REFERENCE TO SOUTHERN INDIA STEEL CAST PRIVATE LIMITED”, AT HOSUR**

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## **ABSTRACT**

Competency mapping has emerged as a critical tool in human resource management for identifying key skills, behaviors, and attributes required for individuals and organizations to achieve excellence. In today's dynamic and competitive business environment, aligning employee competencies with organizational goals is essential for sustaining performance, enhancing productivity, and fostering employee development. This study explores the concept of competency mapping, its significance, methodologies, and applications within organizations.

**Key words:** Employee Performance, Competency Framework, Skill Gap Analysis, Workforce planning, Training and Development.

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## **INTRODUCTION**

Competency mapping is defined as the process of identifying the abilities, competencies, and personal characteristics necessary for specific roles within an organization. The primary purpose of this process is to ensure that the right personnel are placed in roles where they can perform effectively, thereby optimizing organizational performance. By breaking down each job into its essential components skills, knowledge, abilities, and behaviors competency mapping provides a comprehensive framework that helps organizations understand what is required for success in various positions.

## **STATEMENT OF THE PROBLEM**

- Lack of Clarity in Defining Competencies.
- Competency Gaps Among Employees.
- Inadequate Competency Assessment Methods.
- Limited Integration with HR Practices.
- Resistance to Change and Lack of Employee Awareness.

## **SCOPE OF THE STUDY**

- Understanding the Concept and Importance of Competency Mapping.
- Identifying Key Areas of Competency Mapping Implementation.
- Exploring the Role of Technology in Competency Mapping.
- Recommendations for Effective Competency Mapping.

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## **REVIEW OF LITERATURE**

McClelland's research shifted the focus from intelligence testing to competencies as better predictors of job success. He argued that personal traits like motivation and behavior could more accurately determine workplace performance.

Boyatzis developed a comprehensive competency model for managers, showing that performance is influenced by clusters of motives, traits, and skills. Spencer and Spencer defined competencies as underlying individual characteristics that lead to superior job performance. They proposed models that combine behavioral, technical, and leadership competencies.

In her book *The Handbook of Competency Mapping*, Sanghi provided practical tools and guidelines for organizations to design and implement competency models.

Hoffmann critiqued the lack of a universally accepted definition of competency, proposing a more integrated model. He argued that without conceptual clarity, organizations could misapply competency frameworks, leading to inconsistent outcomes in employee performance management.

Draganidis and Mentzas discussed competency management as a strategic method for aligning employee abilities with corporate goals. They suggested that mapping competencies systematically can bridge the gap between workforce capabilities and business strategies, enhancing overall performance.

This study emphasized the importance of competency frameworks in talent management, especially for leadership development.

Lievens and Sanchez explored the predictive validity of competency models and concluded they are effective tools for evaluating job performance. They highlighted that properly designed competency models help organizations better manage employee development.

Comparing competency modeling to traditional job analysis, Shippmann and colleagues noted that competency models are more adaptable to rapidly changing work environments.

Garavan and McGuire studied the strategic use of competencies in HR practices. They found that competency models enhance strategic workforce planning, leadership development, and organizational learning, making them crucial in dynamic business landscapes.

Lucia and Lepsinger offered a comprehensive guide on building and applying competency models. Their work stressed that competency models must be aligned with business strategies to improve organizational performance and employee productivity.

Parry defined competencies as measurable patterns of behavior directly tied to job success. He advocated for structured competency modeling processes that provide clear behavioral standards, making performance appraisals and hiring more objective.

Sanchez and Levine emphasized that competency modeling complements traditional job analysis by providing a more strategic focus. They argued that competencies better capture the dynamic requirements of modern workplaces than static job descriptions.

Woodruffe described competencies as a bridge between HR practices and business strategy. He stressed that effective competency mapping enhances recruitment, training, and performance management processes by aligning them with organizational objectives.

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Brown discussed competency mapping as a key element in strategic HR planning. He emphasized that organizations could use competency frameworks to anticipate skill shortages, plan for future needs, and manage workforce transitions more smoothly.

Hayes pioneered competency-based education and training, proposing that learning programs be structured around clear, observable competencies. His work influenced modern HR development programs by stressing measurable outcomes over theoretical knowledge.

In *Working with Emotional Intelligence*, Goleman linked emotional intelligence to key leadership competencies. He argued that emotional competencies like self-regulation, empathy, and social skills are crucial for effective leadership and workplace success.

Dubois and Rothwell explained how competency-based HR management improves organizational effectiveness. They advocated for the systematic integration of competency frameworks into recruitment, training, and succession planning to build a sustainable talent pipeline.

Kochanski and Ruse explored how competency models strengthen performance management and succession planning efforts. They emphasized that organizations using clear, validated competency frameworks have a competitive advantage in talent management.

These researchers proposed an ontology-based system for competency management, using technology to structure and store competency data. Their work highlighted the potential of IT systems in enhancing competency mapping accuracy and accessibility.

Rothwell and Lindholm examined competency mapping's role in succession planning. They concluded that identifying leadership competencies early ensures smoother leadership transitions and organizational stability during periods of change.

Prahalad and Hamel introduced the concept of "core competencies" as the collective knowledge and skills that differentiate successful companies. Their theory influenced competency mapping by encouraging organizations to build strategic capabilities internally.

In their study of Indian organizations, Bhardwaj and Punia found that effective competency mapping leads to higher employee engagement and better organizational performance. They emphasized the need for contextual competency models tailored to local needs.

## RESEARCH GAP

While competency mapping has been widely acknowledged as a strategic HR tool, this study reveals significant gaps in both theory and practice that warrant further exploration. Despite moderate awareness among HR professionals and employees, the actual adoption and structured implementation of competency mapping frameworks remain inconsistent across organizations. Over 53% of surveyed organizations have not implemented competency mapping, and 56% lack a structured framework, indicating a clear disconnect between theoretical understanding and practical application.

Moreover, although competency mapping is perceived as important, its impact on key HR functions such as training, talent acquisition, and career development is mixed. Half of the respondents noted no use of competency mapping in training and development, and 60% reported no increase in job satisfaction, suggesting that the existing practices fail to deliver substantial employee engagement or organizational benefits. Challenges like inadequate tools, fragmented responsibilities, lack of management support, and employee resistance further limit effective implementation.

## RESEARCH METHODOLOGY

A research design is the blueprint for conducting a research study. It details the procedures necessary for obtaining the information needed to structure or solve research problems. In this study, the research design provides a framework for collecting, analyzing, and interpreting data related to competency mapping and its impact on organizational performance.

The research design adopted for this study is **descriptive in nature**, as it aims to describe and interpret the current practices and perceptions regarding competency mapping. It focuses on understanding the "what" aspect—what is happening, what people think, and what challenges exist—without manipulating any variables.

## LIMITATIONS OF STUDY

This study on competency mapping has certain limitations that need to be acknowledged. The sample size was limited to 100 respondents within a single organization, which may restrict the generalizability of the findings to other industries or geographical locations. The use of convenience sampling might have introduced bias, as participants were selected based on accessibility rather than random sampling. The study predominantly relied on quantitative data collected through structured questionnaires, which may not fully capture the depth of employee perceptions, experiences, and challenges associated with competency mapping. Furthermore, department-wise analysis was not extensively explored, which could have provided more focused insights into specific functional areas. The study also did not incorporate advanced statistical tools beyond descriptive analysis and ANOVA, limiting the analytical depth. Future research could address these limitations by employing larger samples, diverse industries, mixed research methods, and longitudinal analysis to enhance the robustness of findings.

## DATA ANALYSIS AND INTERPRETATION

CHART NO-5.1

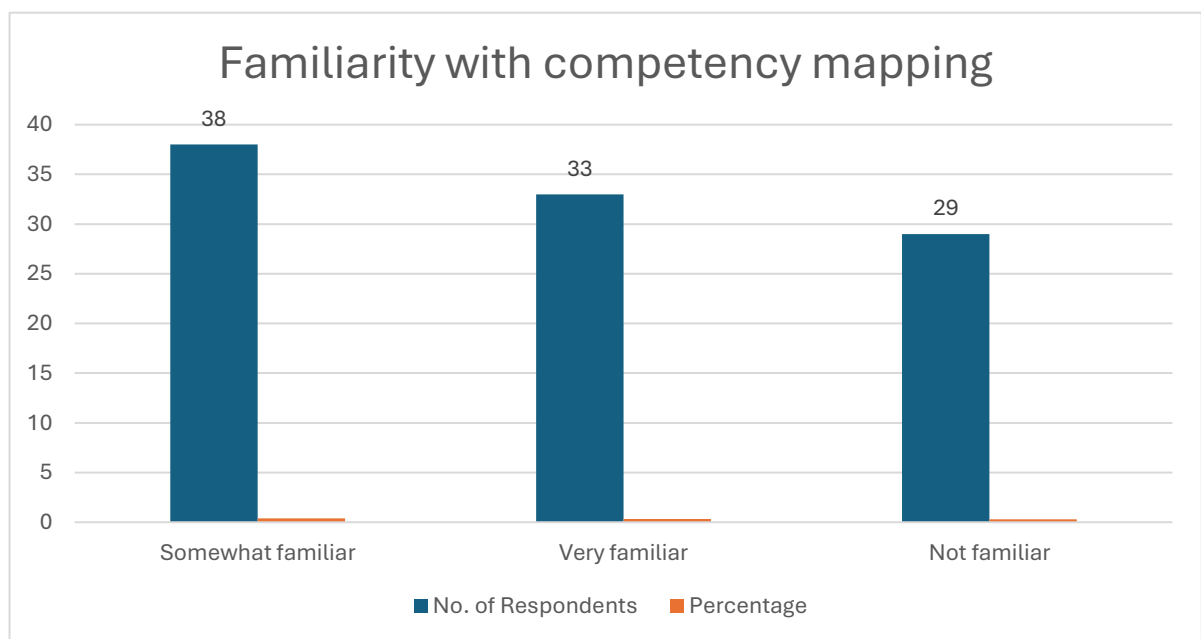


TABLE NO -5.1

Familiarity with competency mapping

Response	No. of Respondents	Percentage
Somewhat familiar	38	38.00%
Very familiar	33	33.00%
Not familiar	29	29.00%

**Interpretation:** A majority (71%) of respondents are at least somewhat familiar with competency mapping, indicating moderate awareness. However, 29% are unfamiliar, showing a gap that can be addressed through training or orientation programs.

CHART NO-5.2

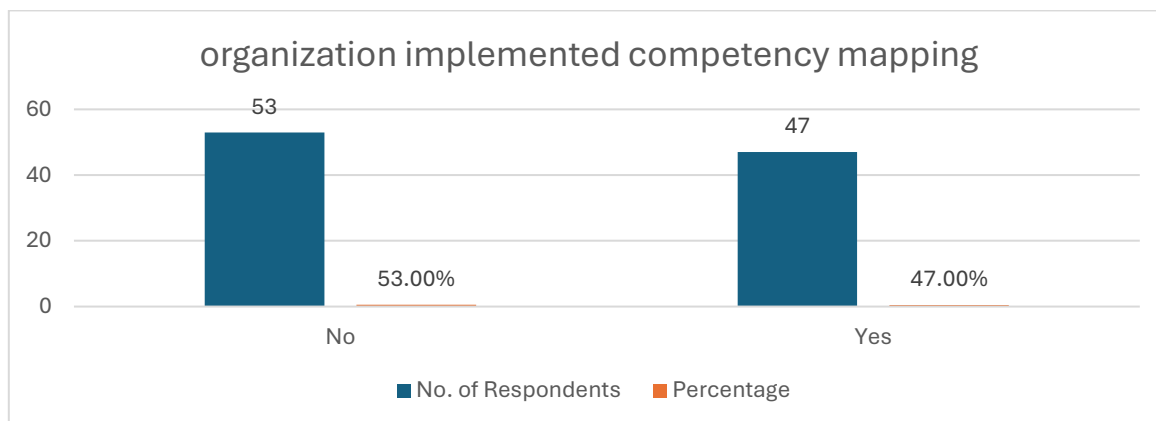


TABLE NO -5.2

Has your organization implemented competency mapping?

Response	No. of Respondents	Percentage
No	53	53.00%
Yes	47	47.00%

**Interpretation:** The data is nearly evenly split, with 53% of organizations not having implemented competency mapping. This reflects that while the concept is known, actual adoption is still in progress.

CHART NO -5.3

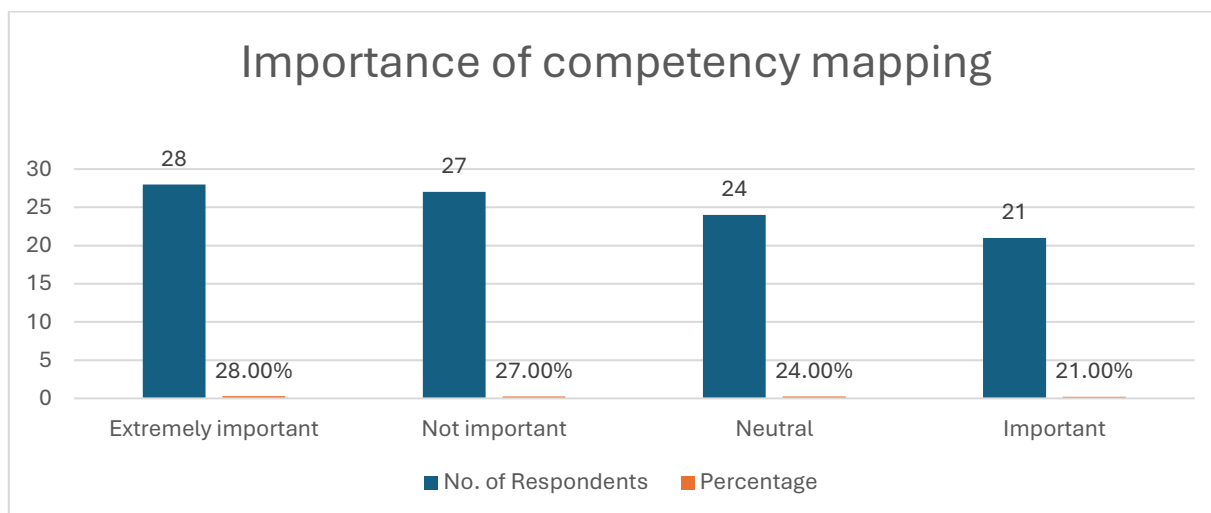


TABLE NO-5.3

Importance of competency mapping

Response	No. of Respondents	Percentage
Extremely important	28	28.00%
Not important	27	27.00%
Neutral	24	24.00%
Important	21	21.00%

**Interpretation:** Although 28% consider it extremely important, 27% do not find it important. This polarization highlights differing organizational priorities or levels of awareness about its benefits.

CHART NO -5.4

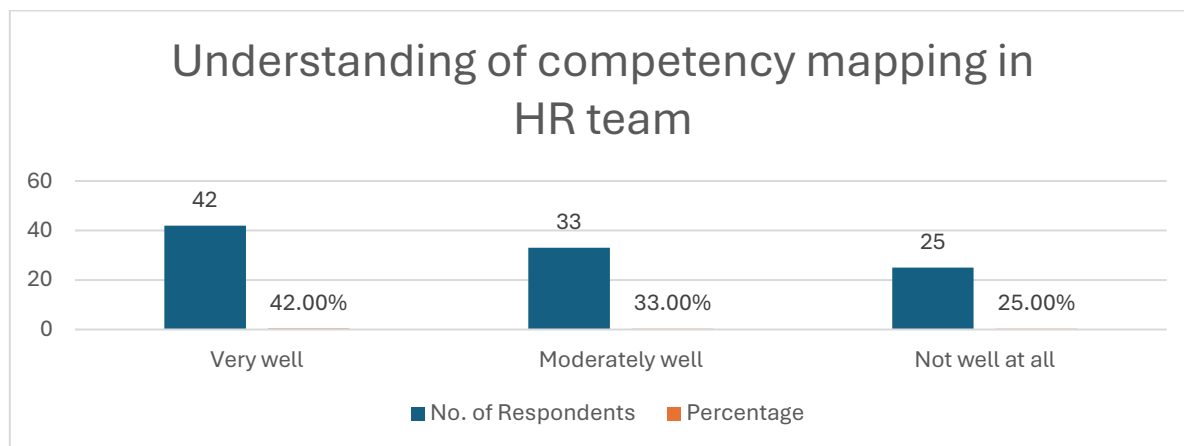


TABLE NO -5.4

Understanding of competency mapping in HR team

Response	No. of Respondents	Percentage
Very well	42	42.00%
Moderately well	33	33.00%
Not well at all	25	25.00%

**Interpretation:** 75% believe the HR team understands competency mapping well or moderately well, which suggests HR has a fair grasp but may need more comprehensive training to deepen understanding.

CHART NO -5.5

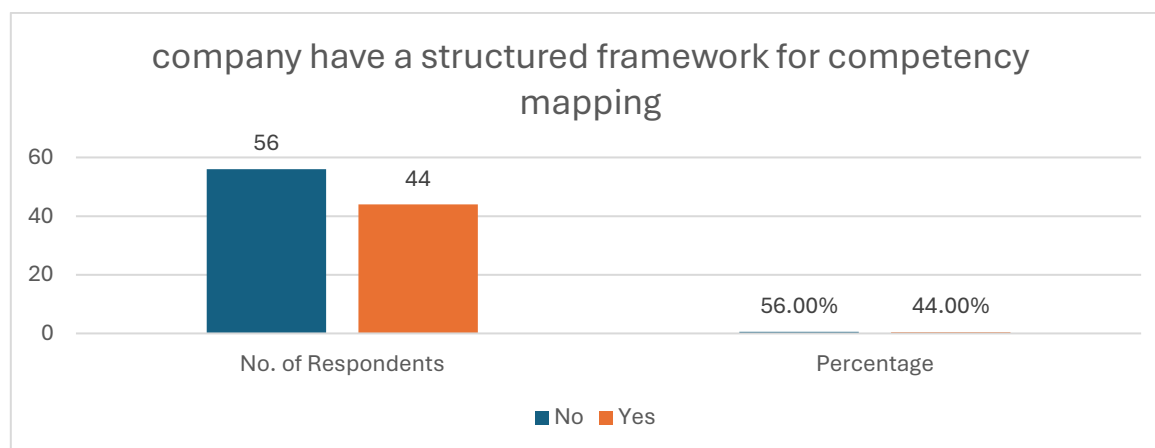


TABLE NO -5.5

Does your company have a structured framework for competency mapping?

Response	No. of Respondents	Percentage
No	56	56.00%
Yes	44	44.00%

**Interpretation:** A majority (56%) say their organization lacks a structured framework, which could hinder effective implementation and consistency.

CHART NO -5.6

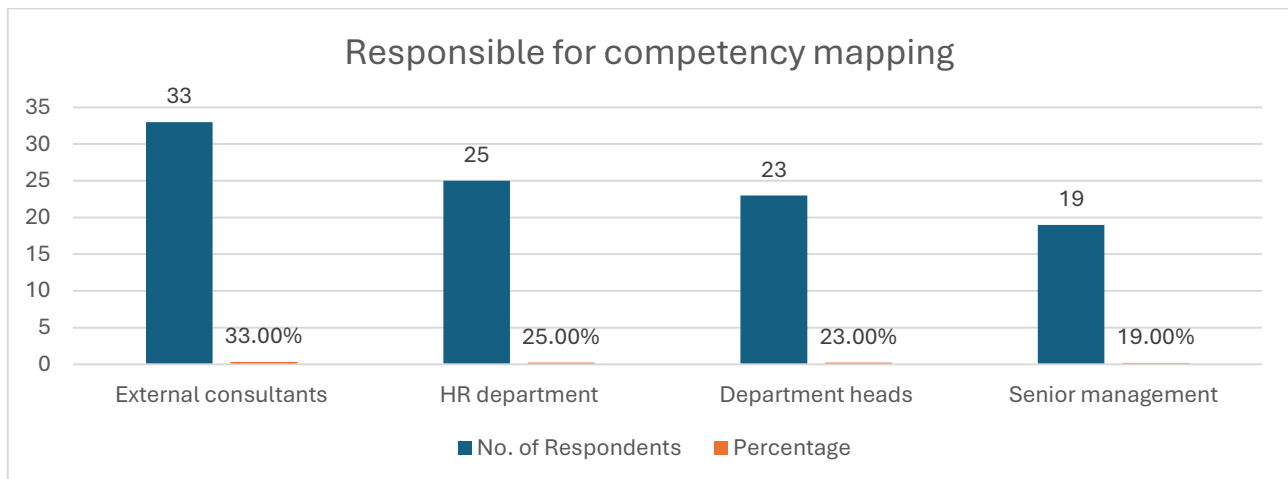


TABLE NO -5.6

Who is responsible for competency mapping?

Response	No. of Respondents	Percentage
External consultants	33	33.00%
HR department	25	25.00%
Department heads	23	23.00%
Senior management	19	19.00%

**Interpretation:** Responsibility is fragmented. One-third rely on external consultants, showing either a lack of internal capacity or preference for external expertise.

## FINDINGS

The study revealed a moderate level of awareness about competency mapping among employees and HR professionals, with 71% of respondents being at least somewhat familiar with the concept. However, 29% were unfamiliar, indicating a significant need for basic orientation and awareness programs. Despite growing recognition, only 47% of the organizations surveyed have implemented competency mapping, while 53% have not yet adopted this strategic HR tool.

The perception of competency mapping's importance was polarized, with 28% considering it extremely important and 27% viewing it as unimportant. While 42% of respondents noted that their HR teams understood competency mapping very well, 25% indicated poor understanding, suggesting inconsistencies in competency-related knowledge within HR departments. Furthermore, 56% of organizations lacked a structured competency framework, which hinders consistent application and integration into HR practices.

## SUGGESTIONS

A well-defined competency framework is essential for clarity and consistency across job roles. It should include core, functional, and behavioral competencies aligned with organizational goals. Developing such a

framework enables targeted assessments, fair evaluations, and better alignment between employee capabilities and role requirements. To ensure successful implementation, organizations must prioritize awareness through regular workshops, orientation sessions, and e-learning modules. Employees and managers should be educated about the benefits of competency mapping. Adopting digital tools and HR analytics can enhance the accuracy and efficiency of competency mapping. AI-powered platforms help in real-time tracking, automated assessments, and personalized development plans.

## CONCLUSION

This study has emphasized the strategic importance of competency mapping in enhancing organizational efficiency, aligning employee skills with job roles, and improving overall performance. It revealed that while there is a fair level of awareness about competency mapping among employees and HR

professionals, the actual implementation remains inconsistent across organizations. Key challenges such as lack of structured frameworks, inadequate tools, limited training, and employee resistance hinder the effectiveness of competency initiatives.

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## MANAGERIAL IMPLICATIONS FOR COMPETENCY MAPPING

Competency mapping has profound managerial implications, directly influencing how organizations attract, develop, and retain talent. Managers must recognize that effective competency mapping is not just a human resource exercise but a strategic initiative that aligns employee capabilities with organizational goals. A well-executed competency framework enables managers to better define job roles, set performance expectations, and create clear pathways for employee growth and career progression.

One major implication is the improvement of recruitment and selection processes. By using competency-based frameworks, managers can ensure that hiring decisions are based not only on technical qualifications but also on behavioral and performance-based competencies necessary for long-term success.

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