



STRATEGIC ROLE OF COMPETENCY MAPPING IN TALENT ACQUISITION AND EMPLOYEE DEVELOPMENT

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ABSTRACT

Competency mapping is a systematic process used to identify the knowledge, skills, abilities, and behaviors required for employees to perform their roles effectively within an organization. It helps organizations understand the competencies needed for various job positions and align them with employee capabilities. Through competency mapping, organizations can evaluate existing skills, identify competency gaps, and design suitable training and development programs to enhance employee performance.

This concept plays a crucial role in human resource management by supporting recruitment, performance appraisal, career development, and succession planning. By clearly defining the competencies required for each role, organizations can select the right candidates, improve workforce productivity, and ensure employees possess the necessary skills to meet organizational goals.

Furthermore, competency mapping helps employees understand their strengths and areas for improvement, encouraging continuous learning and professional growth. It also supports strategic decision-making by enabling organizations to build a skilled and competent workforce capable of adapting to changing business environments. Overall, competency mapping contributes to improved organizational effectiveness, employee development, and long-term business success.

I. INTRODUCTION

Competency Mapping is a systematic process of identifying, analyzing, and defining the specific skills, knowledge, abilities, behaviors, and attitudes required to perform a job effectively within an organization. It helps in aligning individual performance with organizational goals by clearly outlining the competencies needed for various roles.

In today's competitive business environment, organizations focus not only on qualifications and experience but also on behavioral and technical competencies that contribute to overall performance. Competency mapping enables organizations to determine the gap between the required competencies and the existing capabilities of employees, thereby facilitating targeted training and development programs.

Competencies are generally classified into:

1. **Core Competencies** – Fundamental qualities required by all employees (e.g., teamwork, communication, integrity).
2. **Functional Competencies** – Job-specific technical skills and knowledge.
3. **Behavioral Competencies** – Personal attributes such as leadership, problem-solving, adaptability, and emotional intelligence.

Competency mapping plays a crucial role in human resource management functions such as recruitment and selection, performance appraisal, training and development, succession planning, and career development. It ensures the right person is placed in the right job and enhances organizational efficiency and productivity.

Thus, competency mapping serves as a strategic tool for building a skilled workforce, improving employee performance, and achieving long-term organizational success.



NEED OF STUDY:

The purpose of study is to learn the practical applicability of the theoretical knowledge gained about Competency Mapping process.

- To gain knowledge about, the process of training and development in **TOYOTA MOTORS**
- To know the effectiveness or ineffectiveness of the process of Competency Mapping in training and development in **TOYOTA MOTORS**.

SCOPE OF THE STUDY:

This study covers all aspects of Competency Mapping in training and development programs in **TOYOTA MOTORS**. This study covers the New Entrant Manager response towards the training programs in the organization.

OBJECTIVES OF THE STUDY:

1. To analyze and examine the effectiveness of Competency Mapping Analysis programmers in **TOYOTA MOTORS**.
2. To assess how often training programmers are conducted and how much are the employees satisfied.
3. To study to what extent the training programmers are applicable to their jobs.
4. To study the employee's opinion on the training and development in **TOYOTA MOTORS**.

II. METHODOLOGY

The basic principle in the research has been adopted in the overall methodology. The following methodology has been used for meeting the requirements,

- Defining objectives
- Developing the information sources
- Collection of information
- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data is explained below.

1. RESEARCH DESIGNS

There are generally three categories of research based on the type of information required, they are

1. Exploratory research
2. Descriptive research
3. Casual research

The research category used in this project is descriptive research, which is focused on the accurate description of the variable in the problem model. Consumer profile studies, market potential studies, product usage studies, Attitude surveys, sales analysis, media research and pre survey s are the,

Examples of this research. Any source of information can be used in this study although most studies of this nature rely heavily on secondary data sources and survey research.

2. Data collection method

Primary data:

It is collected through the questionnaire, a formalized instrument of asking information directly from respondent demographic characteristics, attitude, belief and feelings through personal contracts. Structured and on disguised form of questionnaire is used and consists of multiple choice questions.

Secondary data:

Internal secondary data about the Organization included formal data, which is generated within the organization itself, were obtained through concerned head in the organization

External secondary data generated by source the organization was used such as public available data provided by the reports of the companies. All this information is of great importance and conceptualizes and illuminates the core of the study.

3. SAMPLE DESIGN

a) Sampling unit: the study is directed towards the executive of managerial level.

b) Sample size: sample size of 100 is taken in this study



4) DATA ANALYSIS

Simple analysis method is followed for analyzing the data pertaining to different dimensions of employees. Simple statistical data like percentage are used in the interpretation of data pertaining to the study. The results are illustrated by means of bar charts.

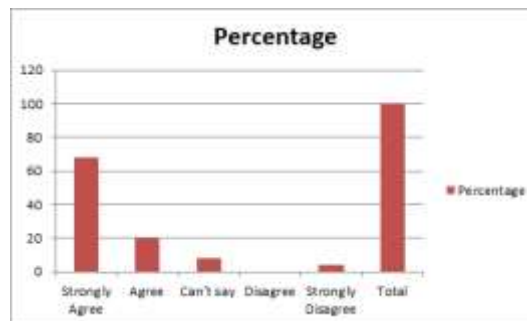
LIMITATION OF THE STUDY

- Due to constraint of time and resources, the study was conducted in the regional sector as **TOYOTA MOTORS** and the results of the study cannot be generated.
- The accuracy of the analysis and conclusion drawn entirely depends upon the reliability of the information provided by the employees.
- Sincere efforts were made to cover maximum departments of the employees, but the study may not fully reflect the entire opinion of the employees.
- In the fast moving/changing employees behavior, name new and better things may emerge in the near future, which cannot be safeguard in this report.

III. DATA ANALYSIS & INTERPRETATION

1. Is the Training program introduced new concepts in your area of working?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	68	20	8	0	4	100
Percentage	68	20	8	0	4	100

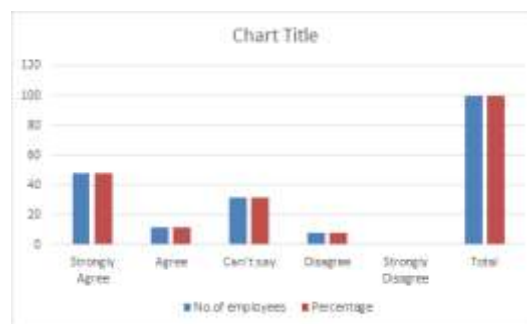


INTERPRETATION:

From the above information most of the executives agree that the Training program introduced new concepts in their area of work place.

2. Is the Training program introduced new concepts in area of your personality development/Human relations?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of employees	48	12	32	8	0	100
Percentage	48	12	32	8	0	100



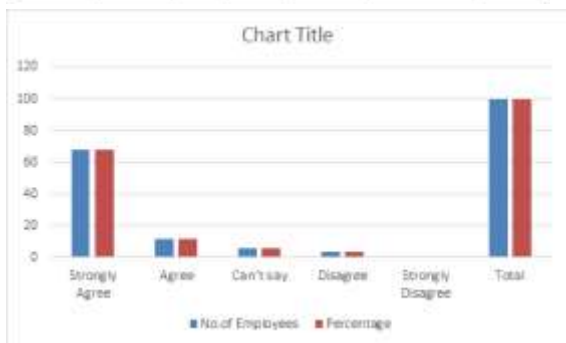
INTERPRETATION:

From the above information most of the executives agree that the training program introduced new concepts in area of their personality development/Human relations.

3. Is the Training program useful to you in your present job?



Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	68	12	6	4	0	100
Percentage	68	12	6	4	0	100

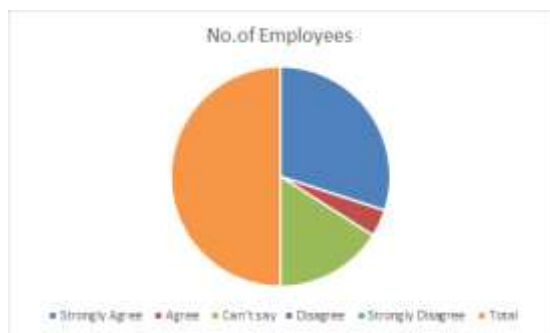


INTERPRETATION:

From the above information most of the executives agree that the training program useful to them in their present job.

4. Is the Training program helps you to prepare you for the future jobs in your area of working?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	60	8	32	0	0	100
Percentage	60	8	32	0	0	100

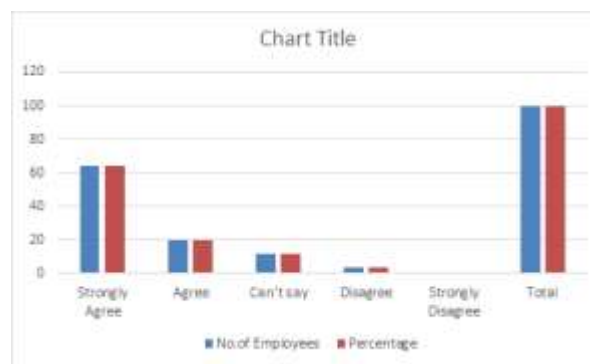


INTERPRETATION:

From the above information most of the employees agree that the Training program helps to prepare them for the future jobs in their area of working.

5. Is it helps you to take new challenges in your present job?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	64	20	12	4	0	100
Percentage	64	20	12	4	0	100



INTERPRETATION:

From the above information most of the employees agree that the Training Program helps them to take new challenges in their present job.

IV. FINDINGS, CONCLUSION, SUGGESTIONS

FINDINGS

- There is a healthy relationship between the peers, subordinates, superiors.
- In this organization maximum no. of employees are agree with the management considering their ideas and suggestions on some occasions only.
- In this organization Competency Mapping programs will helps the



employees in achieving both individual goals and organizational goals.

- Maximum no. of employees are satisfied with the Competency Mapping conducted by **TOYOTA MOTORS**.
- Employers are gained knowledge at work place after attending this Training program.

SUGGESTIONS

- **TOYOTA MOTORS** should conduct more and more Competency Mapping programs related to the functional competencies of employees.
- **TOYOTA MOTORS** should ensure that whenever they take feedback from employees their suggestions are taken into consideration and implemented as soon as possible this will make employees to give honest and appreciate feedback.
- **TOYOTA MOTORS Ltd** in this regard should conduct a forum for feedback so that real time information is available with respect to training needs of the employees.
- Aim of any company is to be ensure that all employees apply techniques learnt in training program on the job hence at each level skill base training should be given.
- The need is for the management to bring the most efficient trainers to the training programs. Trainers can be selected on basic of their rating in the corporate world.
- Here the management has to improve the quality of Training programmers in **TOYOTA MOTORS Ltd** a quality based approaches can be used.
- While evaluating the Training programmers the feedback will be collected each and every day in Training period. And also the feedback form can

be distributed to the employees every day in the lunch break.

CONCLUSION

- For new joiners in organization training method are conducted like coaching and besides orientation programs.
- Training will be very useful to employees in their present job.
- Training program helps employees to take new challenges in their present job.
- Most of the employees are using new skills in their present job.
- According to the training program employees to take new roles in the organization.
- With the help of training program employees will increase their productivity.
- After this Training program they are doing their job more confidently.
- Training program brought positive impact on employee behavior.

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