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**IMPACT OF COMPETENCY MAPPING: ENHANCING THE EMPLOYEE PERFORMANCE  
AND CAREER GROWTH: A STUDY OF SELECTED LARGE INDUSTRIES OF SOUTH  
RAJASTHAN**

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**ABSTRACT:** The present era of cut throat competition and globalization of economy, companies and multinational organizations are putting tremendous effort to hire competent employees. The people force is increasingly recognized as the key driver of success of great companies, and nation's. There is also growing recognition within Organization that better People Management means better business performance of any organization. The quality of manpower determines the performance of any company by which companies can gain competitive edge over each other. The organizations are always concerned for the competence of their human resource for business. Management Professionals to develop various strategists and innovative ideas to identify encourage & groom employees for future organization need. Competency mapping is an evolving HR practice focusing on factors and attributes required for success at any job and matching it with skills of workforce available. It is equally essential for a organization to describe a set of core competencies which corresponds with its key market differentiators while conducting recruitment and selection process. Competencies can offer workforce an opportunity to define excellence in job performance where competency mapping plays a key role. There is a dire need of Competency Mapping for effective talent management and employee performance in the organization. The importance of human resource in sustainability of the companies has been well realized in the past three decades.

**KEYWORDS:** Competency, competency mapping, performance of employees, Career Growth and talent management.

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### INTRODUCTION

At present every industry is striving hard to accomplish high competence and effective workforce to persist in this violent competition. Work force is an important key driver of Success and high performance of the organization. Human resource management is a process that brings people element in light in the organizations and connects them together so that the goals of the organization are obtained. Over the years, highly skilled, technical and knowledge based jobs are increasing in the competitive era. Organizations rely on their competent employees as a main resource. McClelland (1973) stated that a "competence" in tradition, is "a personal trait or set of habits that leads to more effective or superior job performance", in other words, an "ability that adds clear economic value to the efforts of a person on the job". Competency mapping is used to identify key attributes (knowledge, skills, and behavior attributes) that are required to effectively perform job. Competency mapping evaluates individual strengths and weaknesses, helping to show them, where career development efforts are required. Competency mapping is a strategic HR framework for monitoring the performance and development & Career growth of human resource in organizations. Competency mapping is a process of identifying key competencies of the individual for a particular position in the organization, and then using it for training and development, performance management, and succession planning. No two jobs are matching to each other. In other words, each and every job demands different skills and Knowledge. A person performing outstanding in a particular job may not perform equally efficiently in other job.

## 2. DEFINITION OF COMPETENCY - WHAT ARE COMPETENCIES?

Competency is a basic characteristic of a person which empowers him/ her to deliver superior performance in a given job, role or a situation. Competencies are seen mainly as inputs, which comprise of bunches of knowledge, attitudes and skill that influence an individual's ability to perform job.

According to **Hayes (1979)** "Competencies are generic knowledge, motive, trait, social role or a skill of a person linked to superior performance on the job".

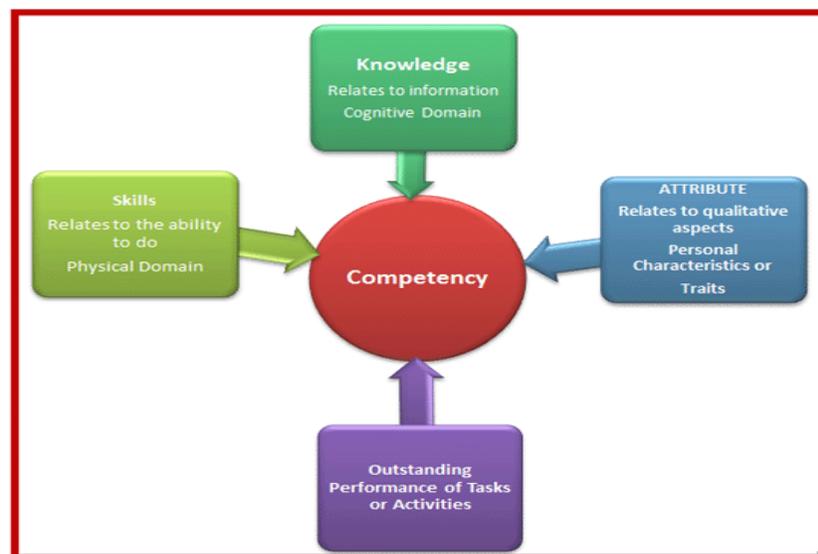
**Klemp (1980)** defined it as, "an underlying characteristic of a person which results in effective and/ or superior performance on the job".

**Hogg B (1989)** defined that "competencies are the characteristics of a manager that lead to the demonstration of skill and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity of transfer skill and abilities from one area to another". As per **Albanese (1989)**, "Competencies are personal characteristics that contribute to effective managerial performance".

**Woodall and Winsetanley (1998)** defined competency as "the skill, knowledge and understanding , qualities and attributes, sets of values, beliefs and attitude which lead to effective managerial performance in a given context, situation or role". **UNIDO (2002)** defines that "a competency is a set of skill, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job.

## 3. COMPETENCIES INCLUDE THE FOLLOWING ELEMENTS

Skill, knowledge and attribute make the outstanding performance of task or activities. Competencies are a set of individual performance behaviors which are noticeable, measurable and critical to successful individual and company performance. Individual characteristics are of a person, which result in an effective and superior performance in a job.



Source (Spencer & Spencer 1993.11)

## 4. TYPES OF COMPETENCIES

According to David McClelland in the 1960s with a view to moving away from traditional attempts to describe competency in terms of knowledge, skills and attitudes and to focus instead on the specific self image, values, traits, and motive dispositions (i.e. relatively enduring characteristics of people) that are found

to consistently distinguish outstanding from typical performance in a given job or role. Broad categories of competency are as under:

**Core competencies:** Core competencies differentiate an organization from its competition (e.g. the technologies, methodologies, strategies or processes of the organization that create competitive advantage in the marketplace). An organizational core competency is an organization’s strategic strength.

**Generic competencies:** Competencies which are considered essential for all employees regardless of their function or level- communication, initiative, integrity, listening, Achievement Orientation, Conceptual Thinking, Customer Service Orientation, Developing Others, Flexibility, Impact and Influence, Information Seeking, Interpersonal Understanding etc.

**Technical / Functional Competencies:** Are those which are considered essential to perform any job in the organization within a defined technical or specific functions area of work E.g. Human resource, Engineering, Sales, Marketing, process, quality norms and knowledge of products and so on.

**Behavioral competencies:** Individual performance competencies are more specific than organizational competencies and capabilities. As such, it is important that they be defined in a measurable behavioral context in order to validate applicability and the degree of expertise (e.g. development of talent).

**Management/Leadership competencies:** Managerial and cognitive competencies identify the specific attributes and capabilities that illustrate an individual’s management potential E.g. analysis and problem solving, managing execution, adapt and learn etc. Competencies in this category should demonstrate pertinent behaviors for effective management.

**Organizational competencies:** The mission, vision, values, culture and core competencies of the organization that sets the tone and/or context in which the work of the organization is carried out.

**Threshold competencies** Threshold competencies are the characteristics which any job holder needs to have to do the job effectively – but do not distinguish the average from superior performer. e.g. Language, Skills, Computer Skills etc.

**Differentiating competencies:** Differentiating competencies are those characteristics which superior performers have but are not present in the average performers. e.g. empathy, ability to scan the environment for opportunities, etc.

### 5. WHY IS A COMPETENCY MODEL IMPORTANT?

The model is important because it provides a “road map” for the range of behaviors that produce excellent performance. It helps:

- “Raise the bar” of performance.
- Teams and individuals align their behavior with key organizational strategies: and
- Each employee understands how to achieve expected performance standards.

#### 5.1. COMPETENCY ICE-BERG MODEL



An iceberg float on the water which has just one-ninth of its volume above water and the (eight-ninth part) rest remains beneath the surface of water in the sea. Similarly, in competency model, some competencies have some components which are visible in the individuals like knowledge and skills but other behavioral components like attitude, traits, thinking styles, self-image, motives, organizational fit etc are hidden or beneath the surface. **Lyle M. Spencer and Signe M. Spencer** explains that a behavior is incompletely defined without intent. The aspects of competencies which lie below the surface like attitude, traits, thinking styles etc directly influence the usage of knowledge and skills to complete a job effectively. In more complex jobs, these behavioral aspects, motives and traits become more important than the skills and knowledge required to do the job. Competency is an underlying characteristic of an individual that is causally related to criterion referenced effective and/or superior performance in a job or a situation. Competency model can help organizations align their initiatives to their overall business strategy. By aligning competencies to business strategies, organizations can better recruit and select employees for their organization and resulted superior performance of the employees as well as organization.

## **6. COMPETENCY MANAGEMENT APPROACH FOR SUPERIOR PERFORMANCE**

In the present business circumstance of cut throat struggle and globalization, competency based practices have increased quite a bit of a consideration from the present organizations. They intend to accomplish an optimum performance in the long term by rising the skills and competencies of the employees on a continuous basis. Competency based management systems are principally employee centric performance management systems and focuses upon how an organization accomplishes a desired performance. By aligning competencies within the performance management framework, the supervisors provide a feedback to the employees on the performance, goals achieved and how the work was performed. Competency focused performance management systems can serve as a valuable tool for helping the employees in comprehension the performance expectations and enhancing the competencies. Competency based management are strategic in nature and influences almost every area of human capital management.

### **6.1. Competency Based Assessment - Meaning and Important Concepts**

With the always advancing and diversifying business challenges, the competitive advantage can be accomplished through innovation, technology, new products and information/ data which is short lived. The only characteristic feature from the competition which remains, are the skills and commitment and contribution from the employees. The organizations are focusing on the performance and the employees. Evaluating an employee's performance taking into account pre-defined skill and their behavioral indicators, in turn is called competency based evaluation.

The preliminary condition for a competency based evaluation is a well-defined competency framework of the organization. Preferably, the competency framework needs to be in alignment with the long term organizational goals and its vision and mission. Since, competencies can be assessed and analyzed; it gives a genuinely target assessment of an employee's performance. From the point of view of the employees, they get a better understanding of the potential succession of their careers which further augments their engagement with the organization. Within the competency based assessment approach the organizations can find a structured model to integrate their management practices as well. A systematic approach defines organizational priorities clearly and aligns the human resource strategies to create and build on key behaviors which are desired and would be compensated. It also creates individual employees accountable and responsible for their performance and learning and development while making a culture of transparency.

### **6.2. Concept of Competency Mapping:**

The objective of competency mapping is to help a business become more efficient, effective and competitive. Competency Mapping is a method of finding out core competencies for an organization or business firm and the roles and purposes within it. Every accomplished organization should have distinctive roles and set of competencies which are required to execute each role successfully. Competency mapping

analysis a person's SWOT for his understanding which helps him to monitor his career growth. This finds out the scope for improvement and knowledge required for development. Competency mapping is a procedure of identifying key competencies for a particular position in an organization and then using it for job evaluation, recruitment, training & development, performance management, career growth, succession planning and leadership development, etc. It starts with a set of high level core competency standards such as innovation, creativity, technical expertise, quality and a customer oriented focus, all of which reflected strategic business goals. Through the process of competency mapping these goals become employee performance bench marks. Employees understand and know their respective roles, key competencies, gaps between available skill and desired skill, organization expectation from the present job, possible future role, and performance standards. Managers use these benchmarks to identify training needs that ultimately increase the productivity and performance of employees and the efficiency, effectiveness and competitive nature of the business as a whole.

### 7. COMPETENCY MAPPING CAN BE USED AS A BASIS TO FURTHER DESIGN AND DEVELOP THE FOLLOWING:

- **Recruitment and Selection.** A Human Resource Information System, highlighting the basic qualification, knowledge, skill set and experience are required for all employees of the organization and also will help in recruitment, selection, monitoring manpower planning, and other HRD interventions. Competency mapping is used for constructing a template for use in recruitment and selection, this template provides detail information about the basic competencies required for effective performance. By this way reduce the cost of training of the new hired employees. Employees will be productive from day one and no man hours will be lost in the training of new hires.
- **Training and Development requirements.** To develop a system of identifying training and development needs and a training and development plan that could be used annually .Competency mapping involves identifying the gaps between competencies required for the position and those possessed by the employee. Any such gap is bridged by providing training to the incumbent for those particular competencies.
- **Performance Management System and Evaluation System.** To design a Role index containing job descriptions, responsibility, authority etc. Such index/ catalog helps the organizations in clarify role, fix responsibility and accountabilities and also form a basis for performance evaluation. Inputs from competency mapping can be used to design a performance evaluation system by incorporating the competencies desirable for various categories of jobs,
- **Career and Succession planning.** Competency planning involves assessing employees 'present capability and his inclination to take on new challenges, this information can be used for career planning of an employee. Succession planning is future oriented approach of management, it identifies, groom and develops employee for higher level position, and current competencies are identified and matched with the competencies required for senior positions.
- **Rewards and Recognition.** Competency based performance linked with rewards and recognition, enables the employees to work hard towards developing their competencies for performing their job, it is positive reinforcement.

### 8. COMPETENCY MAPPING BENEFITS

Employees are having clear understanding of the expectations of their role in the function/ department. Competency mapping establishes a level of objectivity that encourages open communication between management and employees. Competency mapping identifies skill gaps in between present skill standards and expected skill standards, following up with Competency based training is given to employees to expand their current skills standards, it also provides a well defined career path for learning and developing new sets of skill through cross training & job training and for moving up horizontally and

vertically in the organization. Competency mapping is more effective and benefited when implemented in the area of recruitment & selection, training and development, performance management, Career growth and development planning, replacement planning, Succession planning, Talent management, pay and compensation and rewards & recognition. Competency mapping are also benefited by the professionalism in the organization, improve internal communication and create a competency based culture in the organization.

## 9. RESEARCH METHODOLOGY

The present study was descriptive as well as exploratory in nature and convenience sampling method was used. The size of sample is 200 (150 from executives and 50 from Top Management) from selected industries of South Rajasthan. Both primary and secondary source of data collection were used. Primary data was collected through structured questionnaire from the selected industries of south Rajasthan, viz. Aditya Cement Works a unit of UltraTech Cement Ltd Shambhupura, J.K. Cement Works Nimbhera, Hindustan Zinc Ltd, Chandaria, J K Tyre & Industries Kankroli and Bhilwara Synthetic Ltd, Bahilwara. 30 executives and 10 top managers from each selected industry have been considered for the study. Secondary data was collected from the past data, reports published, journals and websites. The data analysis was done using the statistical tools.

### 9.1 Research Objectives:

- To study the co- relation between performance and competencies mapping
- To study the Performance and career planning.
- To study the Performance and compensation & fringe benefits.

### 9.2 Research Hypothesis:

- H<sub>01</sub>:** There is no significant correlation between Performance Management System and competency mapping of industries taken for the study.
- H<sub>02</sub>:** There is no significant difference in satisfaction regarding competency mapping factor among different type of industry taken under study.
- H<sub>03</sub>:** The ratings of Top Management & Executives regarding Performance and Competency Mapping do not differ significantly.
- H<sub>04</sub>:** The ratings of Top Management & Executives regarding Performance and Career Growth & Development do not differ significantly.
- H<sub>05</sub>:** The ratings of Top Management & Executives regarding Performance and compensation & fringe benefits do not differ significantly.

### 9.3 Hypothesis Testing:

- H<sub>01</sub>:** **There is no significant correlation between Performance Management System and competency mapping of industries taken for the study.**

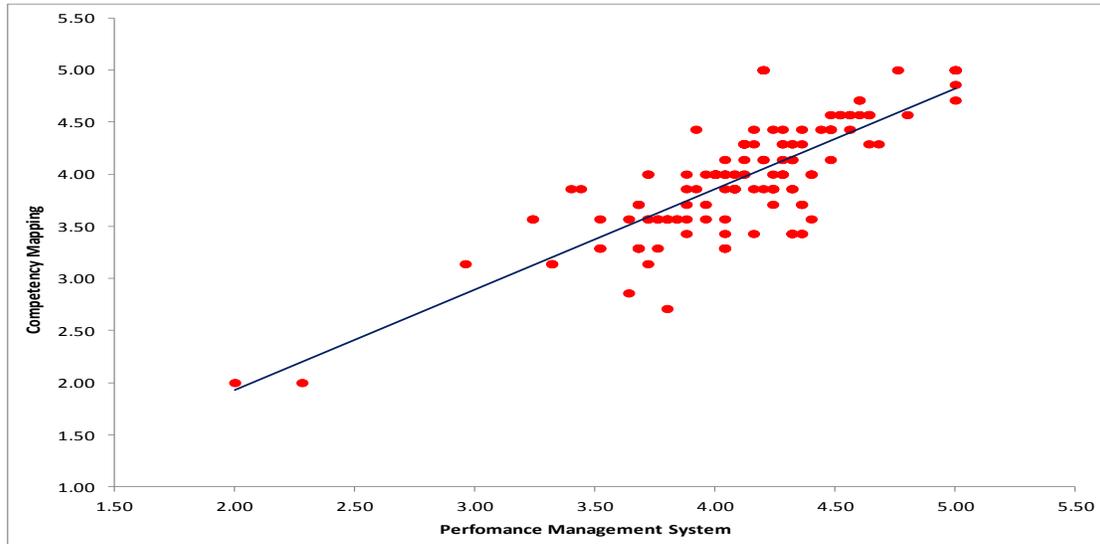
**Correlation between Performance Management System and Competency Mapping**

N	r	Result
150	0.784	***

Correlation between performance management system and competency mapping was calculated. The results given in the table shows that there is highly significant positive correlation between competency mapping and performance management system ( $r = 0.784$ ,  $p < 0.001$ ). This shows that competency mapping

and performance management system goes hand in hand with each other good competency mapping leads to good performance management system in the organization.

Since the correlation is found to be highly significant hence the null hypothesis that there is no significant correlation between performance management system and competency mapping is rejected and it is concluded that a highly significant positive correlation between performance and competency mapping exists in the organization.



**Correlation between Performance Management System and Competency**

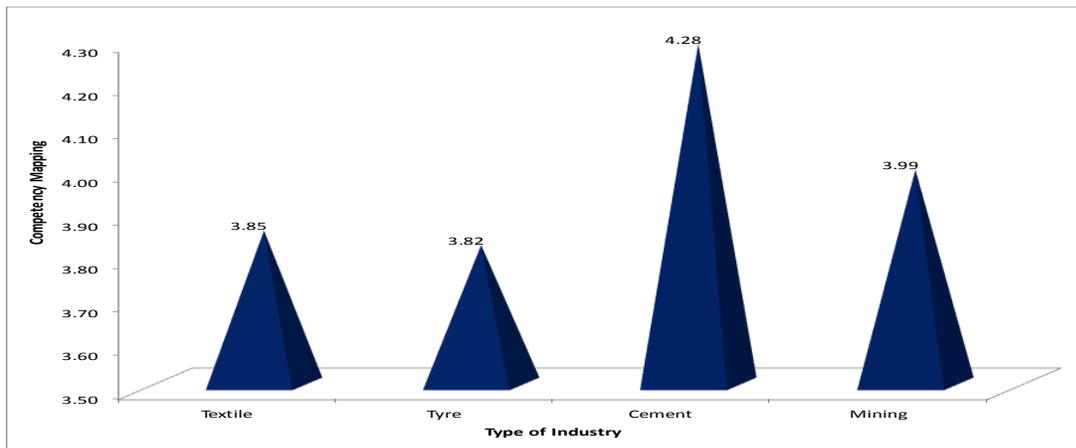
**H<sub>02</sub>: There is no significant difference in satisfaction regarding competency mapping factor among different type of industry taken under study.**

**Test Result of ANOVA for Competency Mapping**

Type of Industry	N	Mean	SD	df	F	Result
Textile	30	3.85	0.27	3, 146	8.03	***
Tyre	30	3.82	0.74			
Cement	60	4.28	0.51			
Mining	30	3.99	0.35			

Competency Mapping	Textile	Tyre	Cement
Tyre	NS	-	-
Cement	**	***	-
Mining	NS	NS	NS

Test results given above shows that a highly significant difference with regard to “Competency Mapping” exists among different types of industry (F = 8.03, p<0.001). On observing data it was found that satisfaction regarding competency mapping was highest in cement industry.



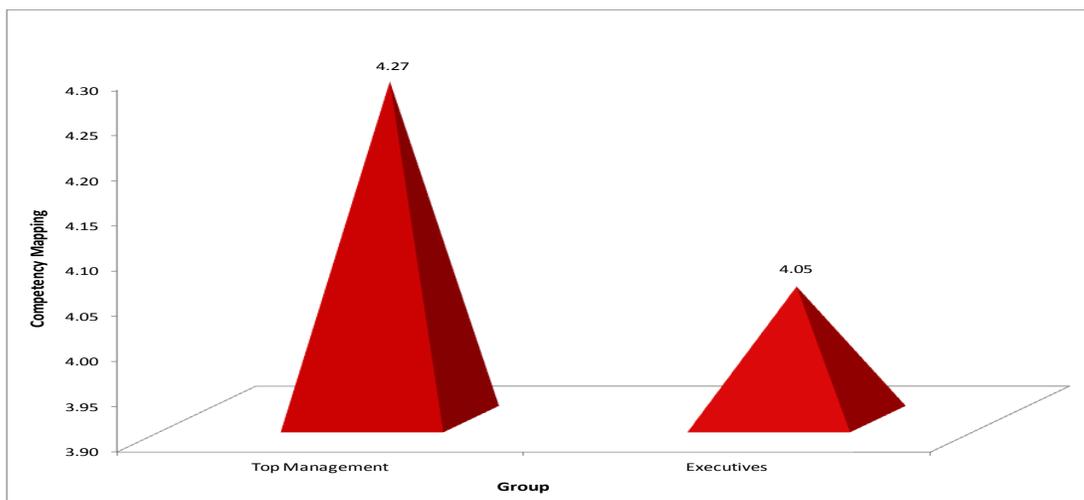
**Test Result of ANOVA for Competency Mapping**

**H<sub>03</sub>: The ratings of Top Management & Executives regarding Performance and Competency Mapping do not differ significantly.**

**Table 5.75: Z Test Difference of Mean of Competency Mapping between Top Management and Executive**

Group	N	Mean	SD	Z	Result
Top Management	50	4.27	0.83	1.80	NS
Executives	150	4.05	0.54		

Comparing the ratings of top management and executives regarding performance and competency mapping were tested through Z test. The result indicated that there is no significant difference exists in ratings of top management & executives (Z=1.80, p>0.05) regarding performance and competency mapping. Both Top management and executive are satisfied with the competency mapping exist in their organization and related with per performance of the organization.



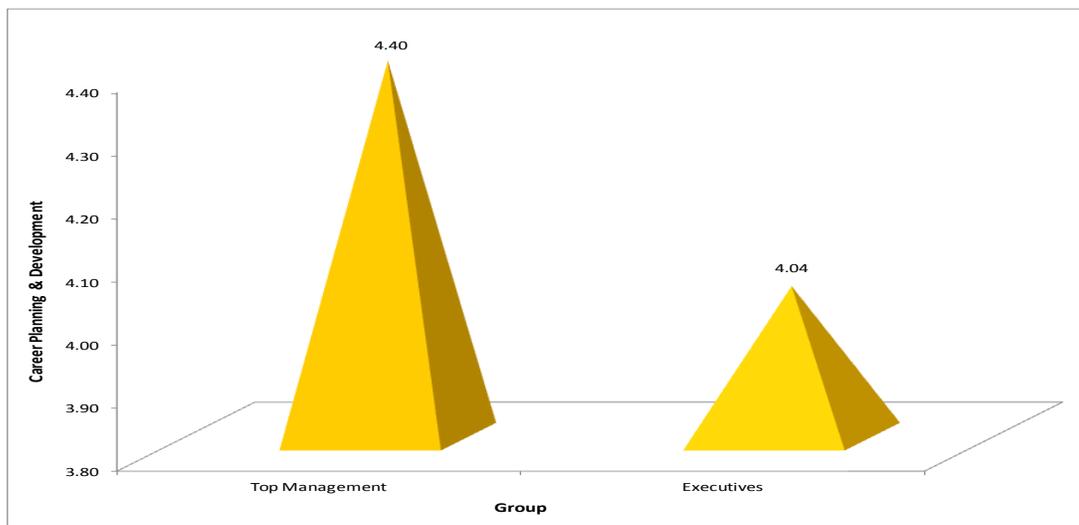
**Competency Mapping between Top Management and Executive**

**H<sub>04</sub>: The ratings of Top Management & Executives regarding Performance and Career Growth & Development do not differ significantly.**

**Z Test Difference of Mean of Career Growth & Development between Top Management and Executive**

Group	N	Mean	SD	Z	Result
Top Management	50	4.40	0.78	2.98	**
Executives	150	4.04	0.57		

Comparing the ratings of top management and executives regarding performance and career growth & development were tested through Z test. The result indicated that there is highly significant difference exists in ratings of top management & executives (Z=2.98, p<0.01) regarding performance and career growth & development. The ratings given by top management for this factor is significantly high than that of executives.



**Career growth & Development between Top Management and Executive**

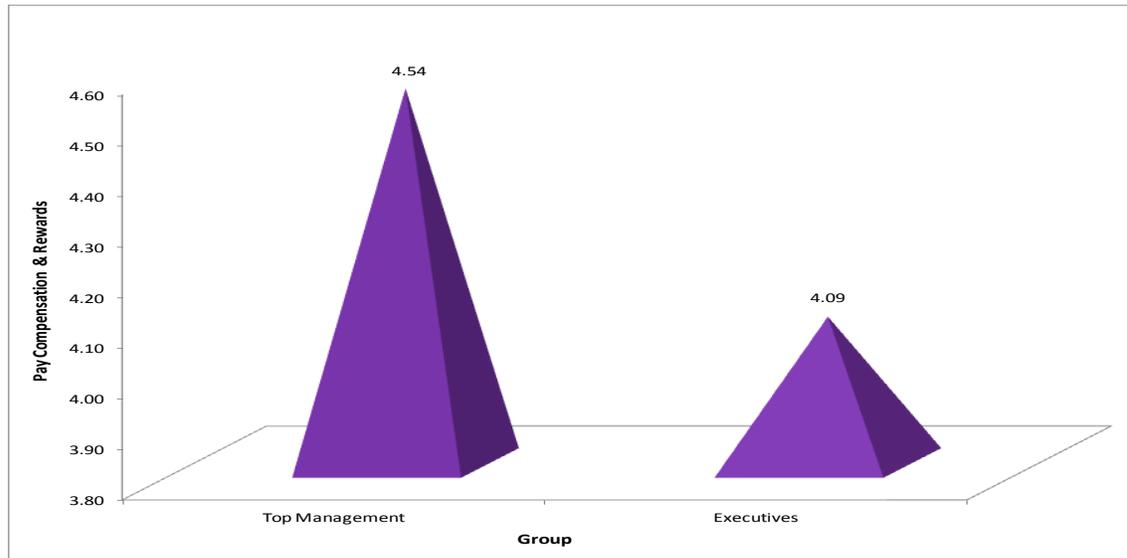
**H<sub>05</sub>: The ratings of Top Management & Executives regarding Performance and compensation & fringe benefits do not differ significantly.**

**Z Test Difference of Mean of compensation & fringe benefits between Top Management and Executive**

Group	N	Mean	SD	Z	Result
Top Management	50	4.54	0.80	3.71	***
Executives	150	4.09	0.54		

Comparing the ratings of top management and executives regarding performance and compensation & fringe benefits were tested through Z test. The result indicated that there is highly significant difference exists in ratings of top management & executives (Z=3.71, p<0.001) regarding performance and

compensation & fringe benefits. The ratings given by top management for this factor is significantly high than that of executives.



### Z Test Difference of Mean of compensation & fringe benefits between Top Management and Executive

#### 10. FINDINGS

There is significant Co-relation between performance management system and competency mapping in the studied industries. Correlation result indicated that competency mapping and performance management system goes hand in hand with each other. Good competency mapping practice leads to good performance of the employees in the organization. There is a highly significant difference with regards competency mapping exists among studied industries. The result indicated that satisfaction regarding competency mapping is highest in cement industry.

By comparing the ratings of top management and executives regarding performance and competency mapping, Performance and Career Growth & Development and Performance and compensation & fringe benefits were studied in the selected industries. The result indicated that there is no significant difference exists in ratings of top management & executives regarding performance and competency mapping. But in case of performance and career growth & development and performance and compensation & fringe benefits and rewards, there is significant difference exist in the rating of the top management. It is natural that top management will rate everything high as compared to ratings of the executives because top management is the ultimate boss/leaders of the organization.

It is indicated from the studied that competency mapping are co-related with the performance of the employees. It is understood that Competency mapping of the employees increases the performance of employees which resulted in to higher performance of the organization. Employee's performance was also linked with Career Growth & Development and compensation & fringe benefits. It is imperative that competency mapping play very crucial role in the achievement of the organization success in competitive environment.

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