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A STUDY ON COMPETENCY MAPPING

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ABSTRACT

Accurately identifying, assessing, and aligning the knowledge, skills, talents, and behavioural qualities needed for employees to successfully carry out their responsibilities is the goal of Competency Mapping. Analysing the gap between employees' current abilities and the competencies required by the firm is the main emphasis of the present study, which also examines their competency levels. The purpose of this research is to learn how competence mapping helps with things like staff growth, performance evaluation, talent acquisition, and overall company efficiency. Key competencies necessary for diverse work responsibilities are identified by data collected through surveys, interviews, and performance assessments. The results aid businesses in creating more efficient succession plans, recruiting top talent, and training and development programs. By making sure the correct individuals have the right skills for the right roles, competence mapping greatly improves organisational competitiveness, employee satisfaction, and productivity, according to the study. It is a strategic tool for HRM that helps people advance in their careers while also boosting businesses.

INTRODUCTION

It is essential for managers to enhance the efficacy and efficiency of their company operations in today's competitive environment. Since various elements influence the efficacy and efficiency of operations, it is necessary to implement improvements in all of them. Their job is to make sure that everything is in harmony with everything else. Initiatives like TQM, TPM, BPR, and others like them point the way towards better company operations.

As a general rule, good managers know what skills their subordinates need to succeed in their roles, and they use this knowledge to their advantage when hiring and training new employees. Competency mapping is a useful tool for creating a transparent and measurable system for performance evaluations, training, promotions, and recruitment.

Human resources experts are charged with several responsibilities, including personnel selection, development and training, administration, deployment support, performance evaluation, and diagnostics. The crux of these duties is figuring out whether people are up to the challenge of performing various functional duties and helping them reach their full potential so that they can succeed at what they're given.

Human resources departments, who are responsible for hiring the most qualified candidates and helping current employees grow into their roles, have discovered that competency mapping and evaluation are powerful tools in their toolbox. Nowadays, competency is the buzzword in every company. People used to talk about how their companies' skill sets would provide them an advantage, but that's all changed now. The organisations' priorities have changed. They have shifted their focus from competing to excelling. Instead, they should focus on developing a strength that will carry them through difficult times. Human resources are an organization's most precious asset, so investing in their development is the only way to go.

REVIEW OF LITERATURE

1. Badie, F. (2025) – Competency Mapping as a Knowledge Driver in Modern Organizations

The purpose of this research was to analyse competency mapping in contemporary businesses and its strategic function. The study's author stressed the importance of competence mapping in bringing workers' skills in line with company values and objectives. The results showed that competency-based frameworks boost organisational efficacy, talent management, and workforce planning. Competency mapping, according to the research, is the cornerstone of long-term competitive advantage and staff development.

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2. Sharma, R. & Associates (2025) – A Systematic Literature Review Approach to Study Competency Mapping

Competency mapping was defined as a systematic procedure that includes job analysis, competency identification, and assessment, according to the study's review of recent developments in the field. Assessment centers, 360-degree feedback, and behavioural event interviews were among the competency mapping strategies that emerged from the research. According to the results, competence mapping boosts organisational effectiveness, employee retention, and job satisfaction.

3. Karthik & Priya (2025) – A Study on Competency Mapping and Its Impact on Recruitment Efficiency

The purpose of this study was to examine how competency mapping affects the efficiency of consulting businesses' recruitment processes. Reducing hiring mistakes and increasing staff retention are three major benefits of competency-based recruitment, according to the report. Organisations that use competence mapping see improvements in worker quality and shorter recruitment cycles, according to the authors.

4. HR.com Research Team (2025) – How Competency Mapping Improves Workforce Development

Competency mapping's role in workforce development and efficient leadership was investigated in the study. Organisations may create more effective training programs and leadership development initiatives after they have identified competency gaps, according to the results. Employee engagement and succession planning are both bolstered by competency mapping, according to the research.

5. Panopto Research (2025) – Mastering the Competency Mapping Process

Competency mapping and its impact on business outcomes were the primary research foci of this study. Competency mapping is a useful tool for organisations to determine what employees need to know and do to do their jobs well, according to the results. Competency frameworks, according to the study's authors, help with better recruiting, training, performance management, and advancement opportunities.

6. Ahmed & Khan (2024) – Effectiveness of Competency Mapping in Software Companies

For software companies, the research suggested a competency mapping approach powered by AI. The researchers discovered that organisations can effectively react to technology developments when they continuously assess personnel capabilities, training needs, and performance indicators. Research shows that AI-powered competency mapping boosts business agility and competitiveness.

7. Dinesh (2024) – Competency Mapping with Reference to Hyundai WIA

The purpose of this study was to investigate competency mapping and its impact on productivity in the workplace. Competency mapping helps to identify development requirements and matches employee abilities with organisational objectives, according to the study. Implementing competence mapping principles led to increased productivity, better skill development, and better overall organisational performance.

8. Employee Competency Mapping Study (2024) – Using ASTD Workplace Learning and Performance Model

Employees in the ITES industry were the focus of this study's competency mapping analysis. Employee engagement, competency mapping, and performance were found to be strongly positively related. Organisational strategy role alignment and individual effectiveness are both boosted by competency frameworks, according to the study's authors.

9. Adhikesavan & Associates (2024) – Competency Mapping with Reference to Yravam Products

Competency mapping was investigated as a potential strategic HR tool for achieving organisational goals through skill alignment. The results showed that competency mapping is useful for recognising areas where people are lacking in skills, making better hiring decisions, and developing a stronger workforce. Research shows that defined competency frameworks help businesses run more smoothly and give workers more room to advance in their careers.

10. Gupta & Singh (2023) – Competency Mapping for Recruitment: A Framework for the IT Industry

The IT industry's competency mapping procedures were the subject of this research. In order to determine which behavioural and technical skills are necessary for different occupations, the researchers created a framework. The results demonstrated that competency mapping boosts efficiency in hiring, morale in the workplace, and output from businesses. Findings from the study highlight the importance of competency-based HR methods for talent management in dynamic businesses.

Research Gap

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Although competency mapping has become an important human resource management practice for recruitment, training, performance appraisal, succession planning, and career development, several research gaps remain. Most existing studies have focused on identifying technical and behavioral competencies and their impact on employee performance, while limited attention has been given to the integration of competency mapping with emerging technologies such as artificial intelligence (AI), big data analytics, and digital HR platforms. Current research also emphasizes large organizations, with comparatively fewer studies examining competency mapping practices in small and medium-sized enterprises (SMEs), startups, and public sector organizations, particularly in developing countries.
Furthermore, there is a lack of longitudinal research investigating how competency mapping influences long-term employee outcomes such as career progression, organizational commitment, employee retention, and leadership development. Existing studies predominantly adopt cross-sectional designs and rarely assess the continuous evolution of competencies in response to rapidly changing business environments. There is also insufficient research on competency mapping for remote and hybrid workforces, future-ready skills, digital competencies, green competencies, and cross-cultural workforce management. Additionally, limited evidence exists regarding the effectiveness of competency mapping in improving organizational agility, innovation, and sustainable competitive advantage. Future research should therefore focus on technology-enabled competency mapping systems, industry-specific competency frameworks, continuous competency assessment, and the relationship between competency mapping and organizational performance in the modern digital workplace.

THEORITICAL FRAMEWORKS

If possible Competency mapping integrates feedback and goal setting, enabling management to clearly define staff responsibilities.
Competency mapping is not without its flaws; it relies on human judgement and data processing, neither of which can ever be completely impartial or foolproof.
System goals should include being user-friendly, clear, simple to explain, easy to manage, and administrate. It should also be relevant to the work, sensitive to users' needs, dependable, acceptable, practical, transparent, equitable, and beneficial. Legal considerations must also be taken into consideration. A person is competent in their work if they possess the personal qualities that allow them to not only meet but also beyond the expectations of their internal and external stakeholders and clients. Competency mapping is a useful tool for creating a transparent and measurable system for performance evaluations, training, promotions, and recruitment. Human resources experts are charged with several responsibilities, including personnel selection, development and training, administration, deployment support, performance evaluation, and diagnostics. Among these duties, evaluating people's abilities to perform various functional activities and helping them reach their full potential in these areas is of the utmost importance. Competency mapping and assessment has shown to be a valuable tool for human resources units that are responsible for both hiring the best candidates and helping current employees improve their performance on the job.

OBJECTIVES OF THE STUDY

- Find out how well-informed the staff are on competency mapping.
- Assessing the advantages gained by Hetero Drugs Ltd from utilising competency mapping.
- To investigate the various ways competency mapping can be used for strategic HR purposes at Hetero Drugs Ltd.
- In order to assure a thorough comprehension and evaluation of competency mapping as it pertains to Hetero Drugs Ltd.
- In accordance with Hetero Drugs Ltd.'s competency mapping methodology, administer a survey to staff members in order to learn about and assess their skills and knowledge..

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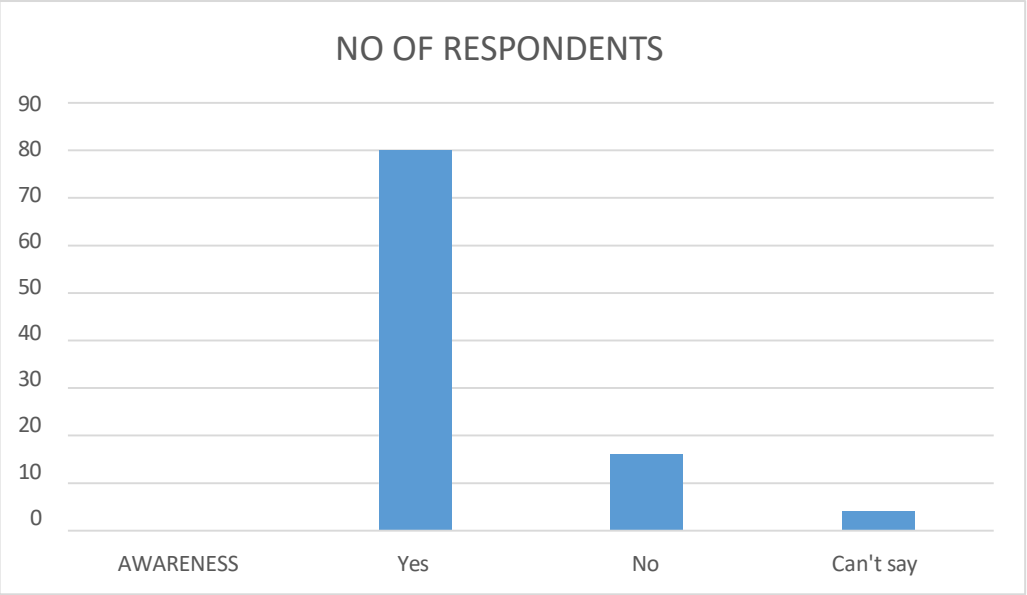
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DATA ANALYSIS AND INTERPRETATION

TABLE: 1

Being Familiar with Competency Mapping

S.NO	AWARENESS	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Yes	80	80
2	No	16	16
3	Can't say	4	4
	Total	100	100



INTERPRETATION: Eighty percent of respondents are aware of competency mapping, according to the data in the table above. Sixteen percent are unaware of competency mapping, and four percent are unable to answer any questions regarding the topic. Various programs might be implemented by the organisation to raise awareness.

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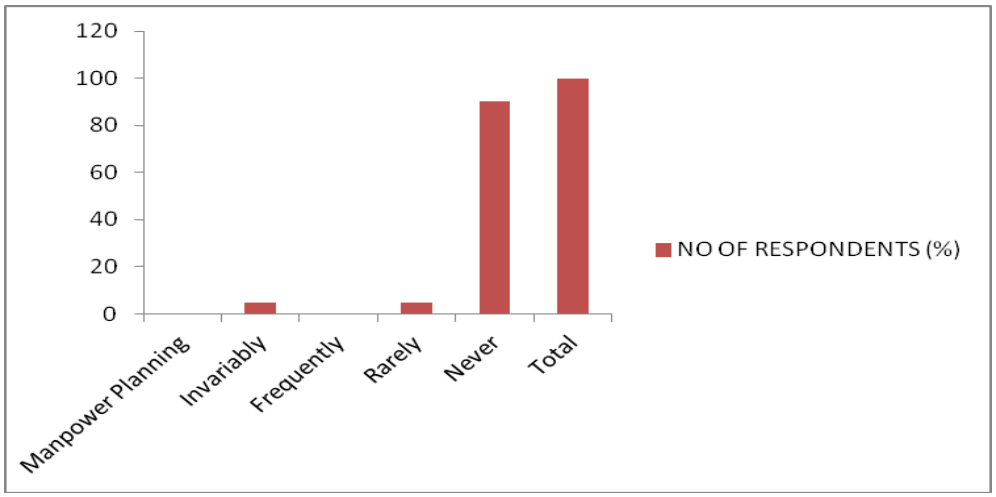
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TABLE: 2

Efficiently Mapping Competencies for Labour Planning

S.NO	Manpower Planning	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Invariably	5	5
2	Frequently	0	0
3	Rarely	5	5
4	Never	90	90
	Total	100	100



INTERPRETATION:

As you can see from the data in the table above, when it comes to competency mapping and manpower, 90% of employees think it won't help with manpower planning, 5% are in favour of its inclusion, and the other 5% are unsure..

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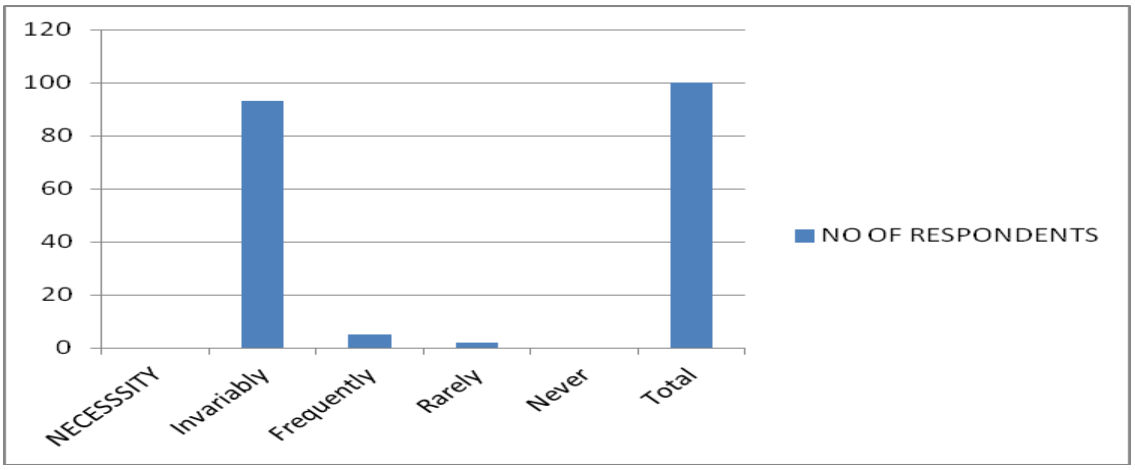
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TABLE: 3

COMPETENCY MAPPING ON A CONTINUAL BASIS IN THE COMPANY

S.NO	NECESSSITY	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Invariably	93	93
2	Frequently	5	5
3	Rarely	2	2
4	Never	0	0
	Total	100	100



INTERPRETATION:

Respondents' views on the current situation's need for competency mapping are detailed in the table above. The data in the table show that 93% of workers believe competency mapping is important for the company's development, with 5% saying they do it often and 2 saying it never..

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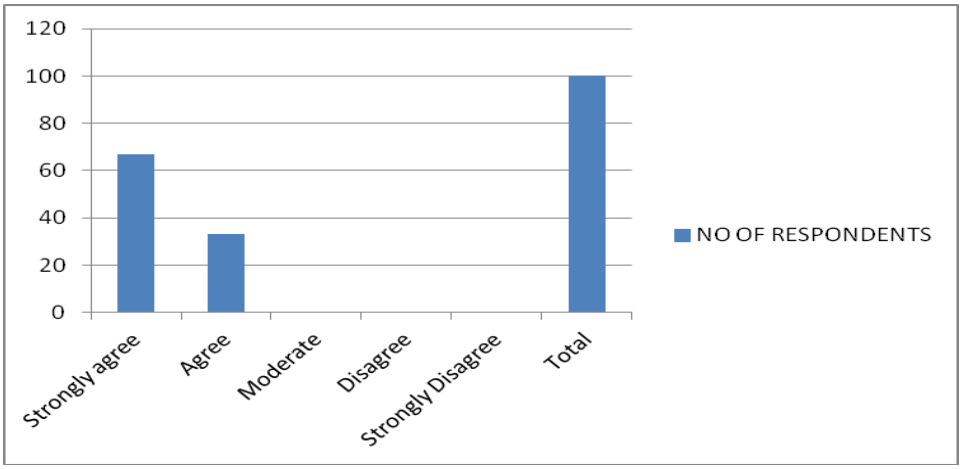
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TABLE: 4

HOW COMPETENCY MAPPING CAN BENEFIT YOUR PROFESSIONAL ADVANCEMENT

S.NO	Career Development	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Strongly agree	67	67
2	Agree	33	33
3	Moderate	0	0
4	Disagree	0	0
5	Strongly Disagree	0	0
	Total	100	100



INTERPRETATION:

According to the data in the table above, 67% of respondents were in favour of competency mapping for career growth, while 33% were against it.

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TABLE: 5
THE MOST HELPFUL COMPETENCY

S.NO	Competency	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Familiarity with standard accounting practices	15	15
2	Capacity to read, comprehend, and adhere to written instructions	55	55
3	Capacity to moderate and guide group conversation	15	15
4	The capacity to make decisions, take	15	15
	into account relevant factors, and plan ahead		
	Total	100	100

INTERPRETATION:
The data in the table above show how the respondents made use of different helpful competences. In the

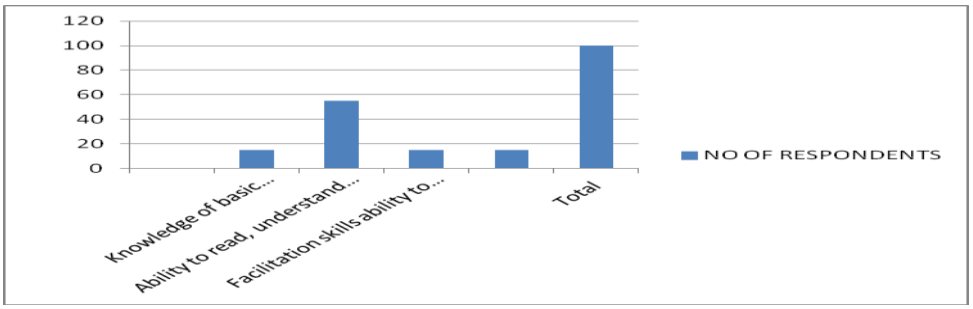


table above, we can see that 15% of the employees have evaluated their competency in the following areas: (1) knowledge of basic accounting principles and procedures; (2) ability to read, understand, and follow written directions; (3) facilitation skills, specifically the ability to focus and direct group discussions; and (4) decision making skills, specifically the ability to weigh options and foresee consequences of decisions.

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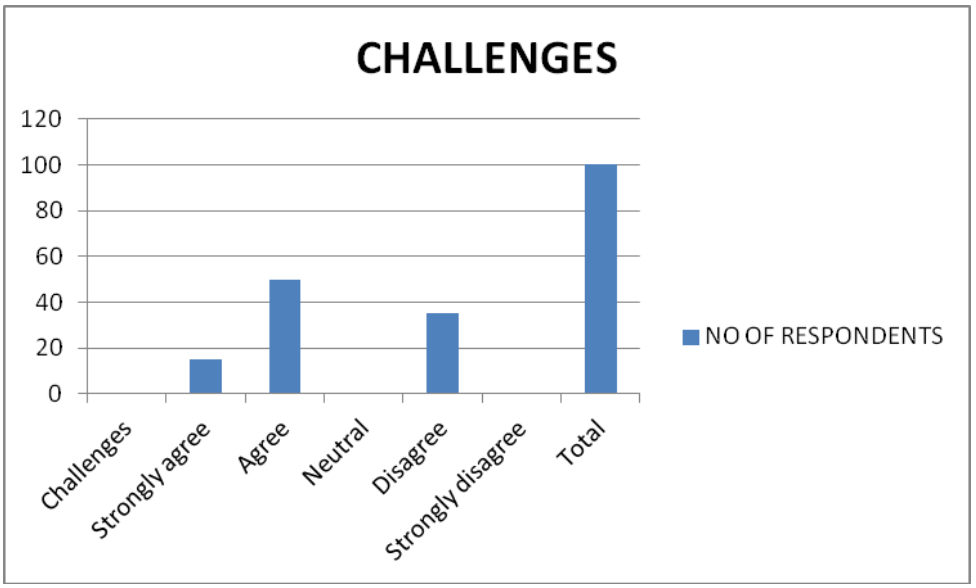
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TABLE: 6

CHALLENGES IN JOB OR ROLE

S.NO	Challenges	NO OF RESPONDENTS	NO OF RESPONDENTS %
1	Strongly agree	15	15
2	Agree	50	50
3	Neutral	0	0
4	Disagree	35	35
5	Strongly disagree	0	0
	Total	100	100



INTERPRETATION:

You can see which respondents are having trouble with Job in the table above. The majority of respondents acknowledged difficulties in their work setting, according to the statistics..

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FINDINGS

- Eighty percent of HETERO DRUGS's staff is familiar with competency mapping. Reason being, this idea is part of their company culture.
- Competency mapping is essential for the success of the organisation, according to 93% of employees, yet 90% of employees believe it doesn't assist with manpower planning.
- The competency of individuals was not taken into account in the recruitment and selection processes, according to 85% of the respondents.
- Competency mapping significantly aided 67% of respondents in advancing their careers.
- The ability to read, comprehend, and adhere to written instructions is the most helpful competency.
- It was agreed upon by the majority of respondents that they are encountering difficulties in their work setting.
- The workers are thus confronted with significant difficulties in the marketplace.
- In recent times, the employees have never let a lack of competent personnel to manage a function, territory, or line of business prevent them from taking advantage of any economic prospects.

SUGGESTIONS

- To find out where employees are lacking in knowledge and ability and how their skills relate to the company's objectives, competency mapping is a great tool to use.
- Make decisions about hiring, training, performance reviews, and advancement based on competency mapping data.
- Help workers enhance the skills necessary for their present and future positions by providing them with tailored training programs.
- For a fair and accurate competency evaluation, it's important to get managers and workers involved. Succession planning and competency mapping work hand in hand to provide a solid pool of candidates for critical roles.
- Improve the efficacy and data-drivenness of competency evaluation by making use of digital HR technologies and analytics.
- Regularly assess and revise competency frameworks to reflect evolving company needs and market trends.
- Promote ongoing skill growth and learning based on the results of competence mapping.

CONCLUSION

The assessment and mapping of competencies provide a clear picture of where employees need to improve. The assessments reveal areas where the candidate can improve in relation to the necessary competencies.

Competency mapping was also useful for HETERO DRUGS. To that end, the HR manager has implemented a plethora of programs that benefit the company and its workers.
Competency mapping has served multiple functions for this organisation, including recruitment, performance reviews, promotion and succession planning, and more. If the company has implemented competency mapping, they will undoubtedly achieve success.

Competency mapping is crucial for all organisations in the current landscape. The one certainty is that the company will reap the rewards if they put it to good use. Involving all
employees in decision-making, providing them with opportunities to learn and grow, and running training and development programs are all great ways to boost workers' competence.

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