

# THE ROLE OF COMPETENCY MAPPING IN TALENT ACQUISITION AND DEVELOPMENT: A FRAMEWORK FOR ORGANIZATIONAL SUCCESS-HARSHA TOYOTA

<sup>1</sup> Dr. R. Hareesh, <sup>2</sup> Saniya Banu

<sup>1</sup> Professor, <sup>2</sup> MBA Student

Department of MBA

Sree Chaitanya College of Engineering, Karimnagar

## 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 o information
- Analysis of information
- Suggestion

The methodology followed for collection, analysis under interpretation of data in 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 in 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 prove 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 from 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. REVIEW OF LITERATURE

Competency Mapping has emerged as a strategic human resource tool that identifies the knowledge, skills, abilities, and behaviors required for effective job performance. It aligns individual capabilities with organizational goals and plays a vital role in recruitment, training, performance appraisal, and career development.

#### Determination of Competency Mapping

Determining the skills and knowledge gaps of employees is a necessary part of your human resource plan. In order to identify the Competency Mapping of any employee, it is necessary to determine the following:

- the types of competencies required to perform the job well,
- the required competencies level required of the employee
- industry competency standard for each of the position in the organization

The majority of competencies relate to functional and behavioral competencies of employees and vary from the top level to the lowest. Core competencies are common competencies for every position in the organization.

The required competency level is the standard of performance for each duty based on industry standard. The "industry" refers to the type of industry in which your organization is carrying out its activities.

The standard can range from 3 as being satisfactory to 4 as having performed beyond the expectation of the organization or 5 as having performed to industry standard. An employee who has attained a rating of "5" is considered as an expert in his or her field.

You need to carefully examine anything lower than this.

The employee's competency is assessed at the end of a certain period of time, usually one year and no shorter than nine months.

#### Concept of Competency Mapping

The concept of competency was popularized by **David McClelland** (1973), who argued that traditional intelligence tests were poor predictors of job performance. He emphasized identifying competencies that differentiate superior performers from average performers. Later, **Richard Boyatzis** (1982) defined competencies as underlying characteristics of individuals that lead to effective or superior performance. According to **Lyle Spencer** and **Signe Spencer** (1993), competencies include motives, traits, self-concept, knowledge, and skills that

predict job performance. Their competency iceberg model highlights visible competencies (skills and knowledge) and hidden competencies (attitudes, values, and traits).

### **Use of Technology in Determining Employee Competency**

HRD software is usually employed to manage employee competencies due to its complexity. The determination of Competency Mapping is a part of this. The HRD system is also used to:

1. To find the best "fit" between the employee's competencies to the requirements of his or her current position and whether with the current competencies, the employee can perform other types of job and to what degree
2. To manage employees' application for training based on the needs of their current jobs
3. To keep and maintain records of expenses on training / courses attended by each employee
4. To determine whether a new employee is ready for confirmation in service, and
5. To help executives in performing training needs analysis while in the process of preparing training and development programs

### **Design learning process**

Design of the learning process can be divided into two steps:

- 1) The choosing or creating of a suitable learning process template. This is the task of the Didactical Learning Modeller.
- 2) The assignment of learning resources to the templates, which is done in the Learning Process Configurator.

### **Execute learning process**

Execution of the learning process mainly consists in a learner running through the process. Competency improvement of the learner is assessed during and at the end of the learning process.

### **Monitor learning performance**

Performance monitoring contains an evaluation of the learning process based on soft criteria and of the business process based on performance indicators. The team has now assessed the gaps between the competencies needed to accomplish the organization's mission/vision, and the competencies available in the current workforce. It is time to develop strategies to address these gaps.

### **A Gap-Closing Strategy Session**

*Most important to developing gap-closing strategies is the collaborative process.* This is not a time for the team to operate in isolation. In fact, by this time, it is likely that the team is overly-familiar with the information. **Invite stakeholders into the process at this point!**

The document, "Workforce Planning - Completing Steps IV-VI" to the right provides the steps and desired outcomes for the gap-closing strategy session.

### **Competency Mapping and Organizational Performance**

Studies indicate a strong relationship between competency frameworks and organizational productivity. Competency mapping helps organizations:

- Identify skill gaps
- Develop targeted training programs
- Improve employee engagement
- Enhance leadership effectiveness

Organizations that implement structured competency frameworks often experience better performance outcomes and competitive advantage.

### **Recent Trends in Competency Mapping**

Modern literature emphasizes:

- Digital competency frameworks
- Leadership and emotional intelligence competencies

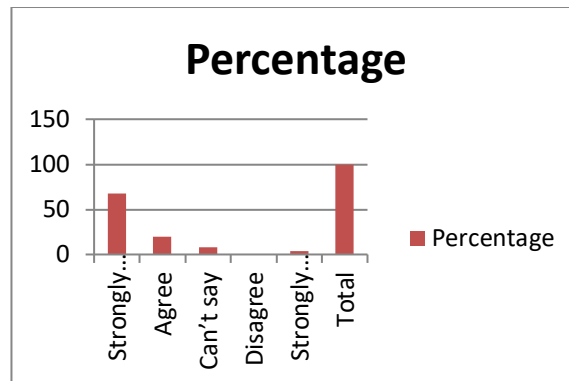
- Competency-based performance management
- Integration with HR analytics
- Use of AI in competency assessment

Global organizations are increasingly adopting competency-based talent management systems to ensure workforce readiness in dynamic business environments.

**DATA ANALYSIS & INTERPRETATIO**

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

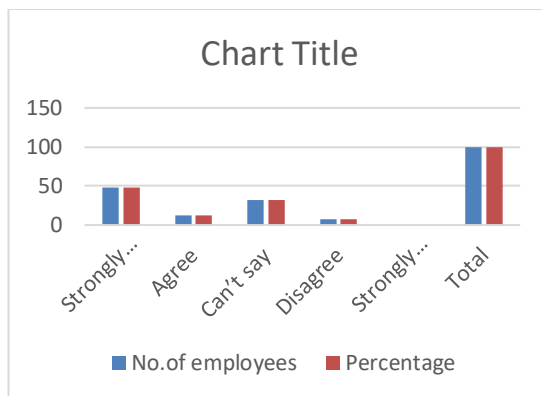


**INTERPRETATION:**

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

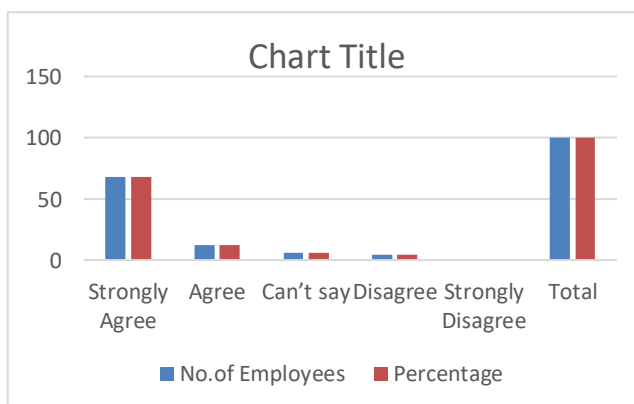


**INTERPRETATION:**

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?

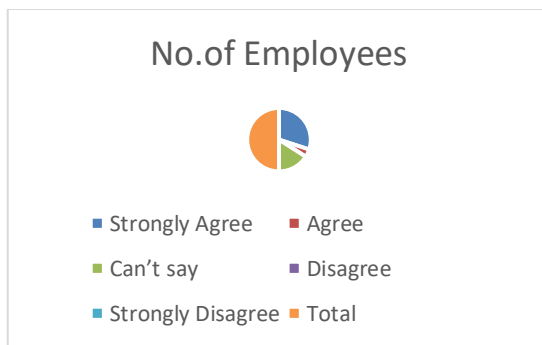
Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	68	12	6	4	0	100
Percentage	68	12	6	4	0	100



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

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

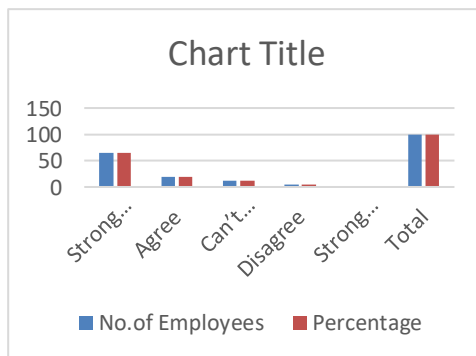
Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	60	8	32	0	0	100
Percentage	60	8	32	0	0	100



**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.

5. Do you often apply this knowledge in your work place while performing the jobs?

Particulars	Strongly Agree	Agree	Can't say	Disagree	Strongly Disagree	Total
No. of Employees	68	20	12	0	0	100
Percentage	68	20	12	0	0	100



**INTERPRETATION:** From the above information most of the employees agree that they often apply that knowledge in their work place while performing the jobs.

#### IV. 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.

#### V. 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.

#### VI. 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.

**BIBLIOGRAPHY:**

<b>Author's Name</b>	<b>Title of Book</b>
C.B. MAMORIA	PERSONNEL MANAGEMENT
SUBBA RAO	INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT
VP MICHIEAL	HRM & HR
STEPHEN P. ROBBINS	ORGANIZATIONAL BEHAVIOR

**WEBSITES:**

<http://www.google.com>

<http://www.citehr.com>