

"An Empirical Research On Competency Mapping With Particular Regard To Assa Abloy."

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Abstract:

Globalisation, fast technical advancements, and today's competitive sales climate have all contributed to the growing concern for excellent performance. The need of having competent staff for survival and long-term sustainability is becoming more and more apparent to businesses. Competencies are discussed by all types of organisations, regardless of their size, structure, or history. One of the important sectors and one of the main drivers of India's economic expansion is the building materials business. It required the identification of critical competencies for HR specialists and sales personnel in order to increase organisational effectiveness.

The goal of the study was to gauge the degree of expertise in the building material industry. Where as the survey help to offer proof of the connection between organisation and competencies, the current level of competencies among new recruiters, and problems faced during Mapping Competencies.

The goal of this research is to look into formalising the mapping of competencies in Indian organisations. Competency mapping has several advantages, but it has only recently begun to be implemented in Indian enterprises. It has been found out that the best time for assessment of competency is succession planning, promotion and during recruitment, its also seen that employees make further, independent efforts to raise their level of expertise and understanding. Almost all the respondents conform and adjust to changing circumstances and work environments.

Managers should receive training that aligns with the necessary competencies. The training to hone the abilities required for the role should be carried out by the various levels of management. After six months, the competency mapping need to be completed. The staff should be encouraged to learn from a variety of sources. Employees should be provided some incentive to get interested in knowledge management and enhancement. variety of sources. Employees should be provided some incentive to get interested in knowledge management and enhancement.

Key Words: Competency Mapping, Training and Development, knowledge management & enhancement, work environments, knowledge acquisition Building material industry.

Objectives:

1. To comprehend the Building Material Industry's competency mapping methodology, with particular reference to Assa Abloy.
2. To gauge the present state of competencies among new recruiters.
3. To identify problems faced during competency mapping.
4. To recommend measures to the problems.

Scope of the Study:

1. The study evaluates each employee's ability level inside the company.
2. The investigation may also shed light on the multiskill level of the personnel.
3. Different divisions and units can both imitate the model.

Introduction:

Mapping competencies is the process of figuring out the aptitudes, know-how, abilities, and behaviours required for a certain job title. Organisations usually begin this process by determining their goals and evaluating the abilities of their present workforce. They then determine if employees have the abilities needed to succeed in their positions and make explicit what is expected of each. An IT specialist's competency map, for instance, would emphasise the importance of communication, problem-solving skills, and operating system knowledge.

Mapping Competencies reveals an person's strengths and limitations. The goal is to assist the person in developing a better grasp of who they are and to pinpoint areas that require attention in terms of career growth. Within the company, competences are cultivated from particular job families and are frequently categorised according to traits like risk-taking, creativity, strategy, relationships, judgement, emotional intelligence, etc.

When it comes to competency mapping, the organisation must first establish the essential competencies required for the job in question during the job analysis phase. Building a competency framework for the position using the previously identified.

The actual mapping of employees might be carried out by the employee themselves or by others, such as bosses. The 360-degree technique, which includes ratings from colleagues, direct reports, and clients, can also be used.



Organisations require talented individuals to advance long-term goals, cultivate a positive culture, and enhance daily operations. Given the challenge of putting a number on "talent," many organisations use competence mapping to identify the essential skills required for specific job categories. Using this application, employers may find competent applicants and make sure staff members are aware of their responsibilities.

Competency mapping is the process of identifying the precise aptitudes, know-how, competencies, and behaviours required to succeed in a given trade, career, or job position. Competency plans are also known as competency outlines.

Competency mapping identifies an individual's job skills and competencies in areas such as leadership, coordination, and policymaking. The abilities and proficiencies of an individual in the workplace with respect to collaboration, leadership, and judgement are so identified.

Competency mapping is an important and vital procedure. Every well-managed organisation ought to have a list of the skills needed to apply for each position and clearly defined roles. This list should be used for hiring, performance management, placement, and promotion purposes in addition to identifying training needs.

Types of competency mapping:

Core, cross-functional, and functional competencies are the three fundamental categories. Even

though each person is important, there is a pyramid. Principal Proficiencies At the head of the hierarchy and regarded as necessary are coreabilities. These are the functional areas that, in the company's view, when effectively executed, generate competitive advantage and are in line with and crucial to an organization's capacity to achieve its strategic objective. Personal integrity, exceptional written and verbal communication abilities, decision-making abilities, team efficacy, dependability, drive and dedication to work, flexibility and adaptation, display of the abilities needed to tackle challenging issues, initiative (sometimes referred to as a tendency for action), and grit—the perseverance needed to reach a goal—are all important qualities.

What makes a business or a person stand out from the competition are their core competencies. A successful business knows what it can do better than its rivals and why. Its main abilities are in the "why." Other terms for core competencies are distinguishing competencies and core capabilities. Core competencies are the aptitudes, know-how, assets, and proficiencies that constitute an organization's "defining strength." A firm's fundamental capability is distinct, making it interesting for other businesses— whether they are more recent arrivals into the market or long-standing rivals—to replicate it.

Cross-functional: Competencies that span organisational silos and a wide range of organisations are beneficial. They help the company lessen or do away with siloed thinking and silo management techniques. Instead, they encourage beneficial characteristics like knowledge-sharing between organisational units. Financial savvy, observable computer application abilities, market knowledge, and improved research skills are just a few examples of cross-functional talents.

Functional Competencies: Technically speaking, functional competencies are the particular skills that professionals in a particular field or role regularly need. They are quite easy to characterise in terms of the prerequisites for success because they are task-specific. Effective coding in a certain programming language, the ability to conduct and analyse data analytics, financial analysis, tax code knowledge, engineering abilities, language competence, and so on are a few examples. Additional abilities include the ability to sell, negotiate, assess risks, use a platform, and so on for trainers and instructors.

Companies that establish clear objectives and gauge how well their staff members achieve or surpass those objectives can observe the results for themselves. Companies must accomplish strategic growth, maintain and increase their market share, attract, manage, and develop personnel, and provide high-quality performance to all stakeholders in order to compete successfully in today's market. Innovation is the secret to achievement. There is no way to keep things as they are, whether it's your company's financial performance, the standard of your services, or how your staff carry out their jobs.

Literature Review:

Yuvaraj (2011) claims that competency mapping helps people better understand themselves by outlining what needs to be done and highlighting their strengths and weaknesses. One of the finest methods is competency mapping to ascertain an individual's job and behavioural skills inside an enterprise. In their 2012 article, Dr. Nagaraju and Sathya Narayana Gowda came to the conclusion that competency is a critical employee conduct in the sample organisations that permits the organisations' excellent output as a whole. The ability to innovate, adopt new technology, and comprehend client needs are enhanced by competency mapping. In his article from 2013, Dr. V. K. Jain came to the conclusion that the word "competencies" included specific qualities, abilities, and knowledge requirements. He also conducted a gap evaluation between the employees' current skill levels and their desired skill levels. Balaji and Vimala (2012) shown in their research that there were larger competency gaps than average in employees' job-related skills, meta-qualities, and performance. These could be produced by training staff members. Competency mapping, affording to Dr. P. Suguna and Tamilselvi (2013), can be done with reference to contract employees, job seekers, and confirmed employees of a company. It should not be seen as a

form of pay.

Research Methodology:

In order to make the study practical, the 55 employees of AA are taken into account as the population. The competency mapping and organisational effectiveness that would be determined via the research done may be applicable to industries of India and other industries.

A clearly defined questionnaire was created and given to each of the 55 employees in the company, from whom data for the study was gathered using the random sample approach. Secondary data was gathered from a variety of books and publications, and primary data was gathered via a questionnaire.

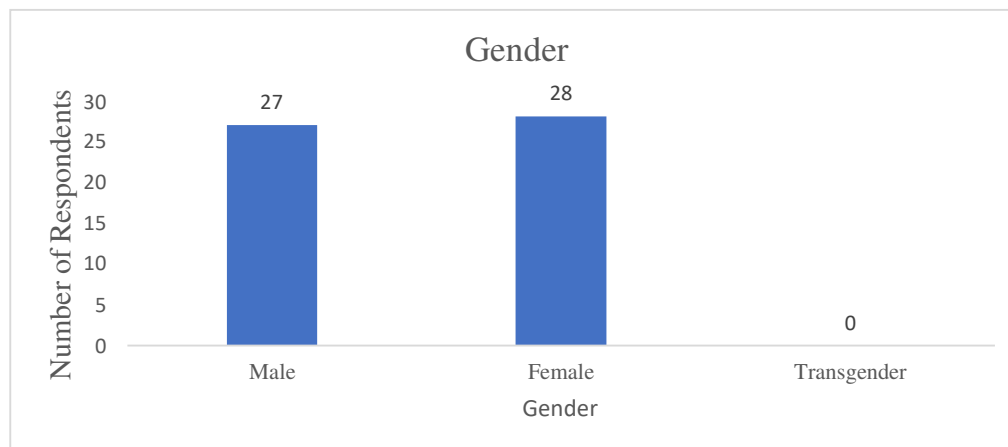
Data Collection Methods:

The most important aspect of a research project is creating a research instrument or tool for data collection, as findings and conclusions depend on the type of information obtained and the questions posed to respondents determine the data that is obtained.

Table 1

What is your gender?

S.N	Gender	Number of Respondents
1	Male	27
2	Female	28
3	Transgender	0
Total		55



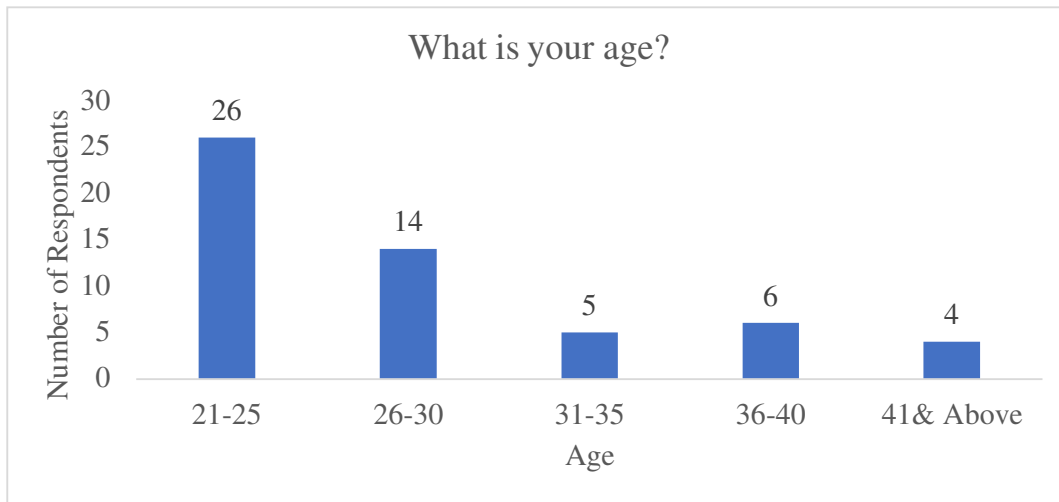
Interpretation: - 49% of respondents were Male and 50% were female.

Table 2

What is your age?

S.N	Age	Number of Respondents
1	21-25	26
2	26-30	14
3	31-35	5
4	36-40	6

5	41& Above	4
Total		55

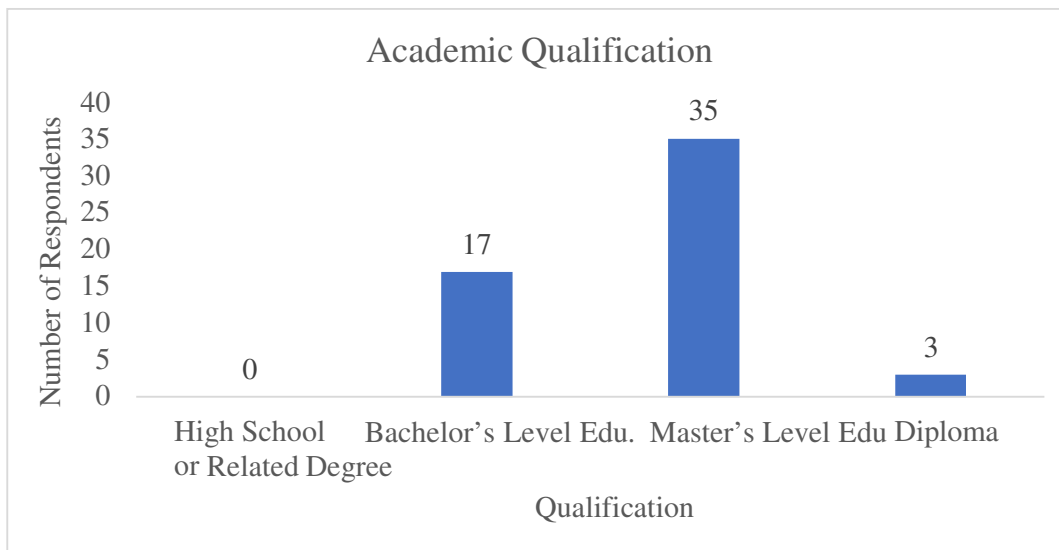


Interpretation: - Out of the total respondents 47% were from 21-25 years, 25% were from 26-30 years, 9% were from 31to35 years ,10% from 36-40 years & 7.2% from 41&above years.

Table 3

What is your highest qualification?

S.N	Academic Qualification	Number of Respondents
1	High School	0
2	Bachelor’s Level Education	17
3	Master's Level Education	35
4	Diploma or a Related Degree	3
Total		55

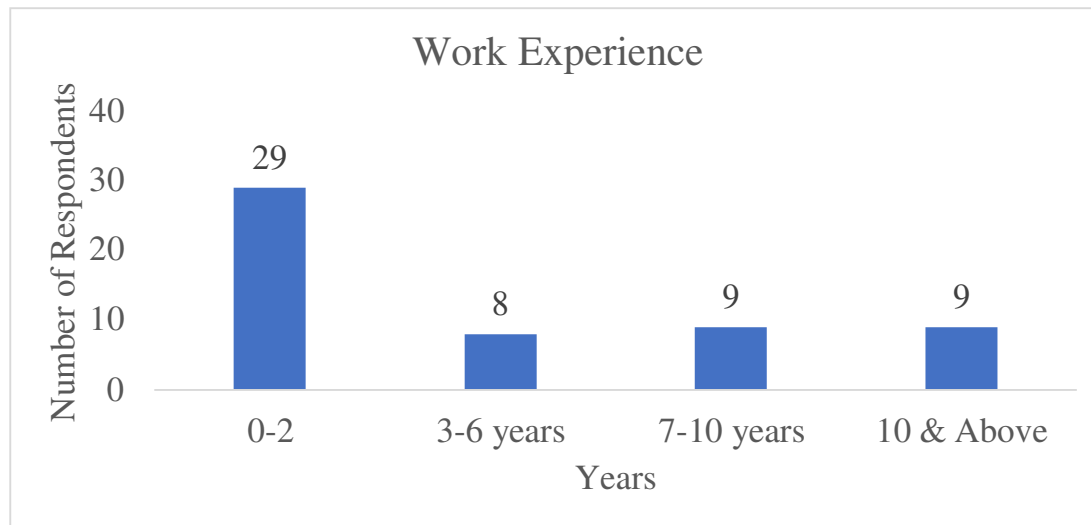


Interpretation: - 64% respondents having master degree; 31% have bachelor's degree;6% have diploma or an equivalent degree.

Table 4

What is your total work experience?

S.N	Years	Number of Respondents
1	0-2	29
2	3-6	8
3	7-10	9
4	10 & Above	9
Total		55

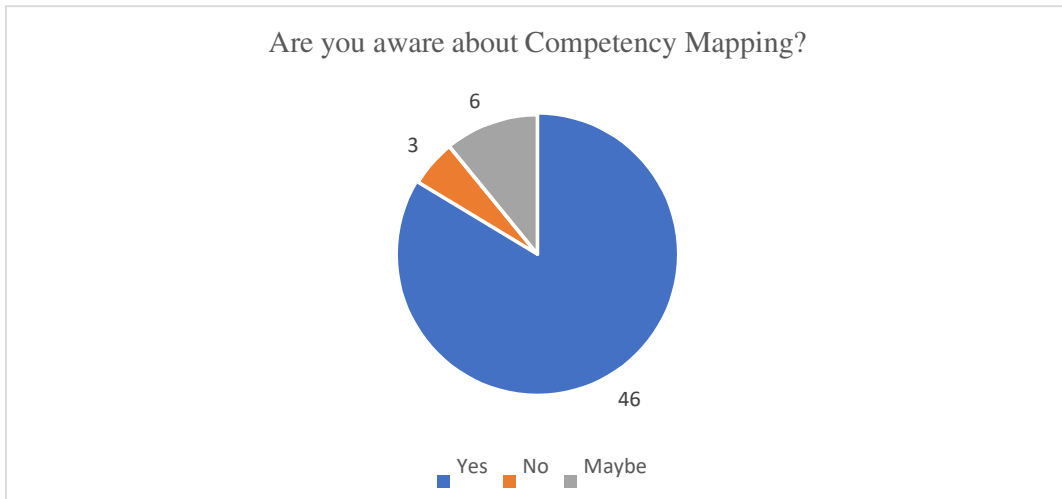


Interpretation: 53% of the Less than two years of experience are among the responders, 15% possess a three to five year background, 17% seven to ten years experience, and the remaining 17% have ten or more years' experience.

Table 5

Are you aware about Competency Mapping?

S.N	Responses	Number of Respondents
1	Yes	46
2	No	3
3	Maybe	6
Total		55

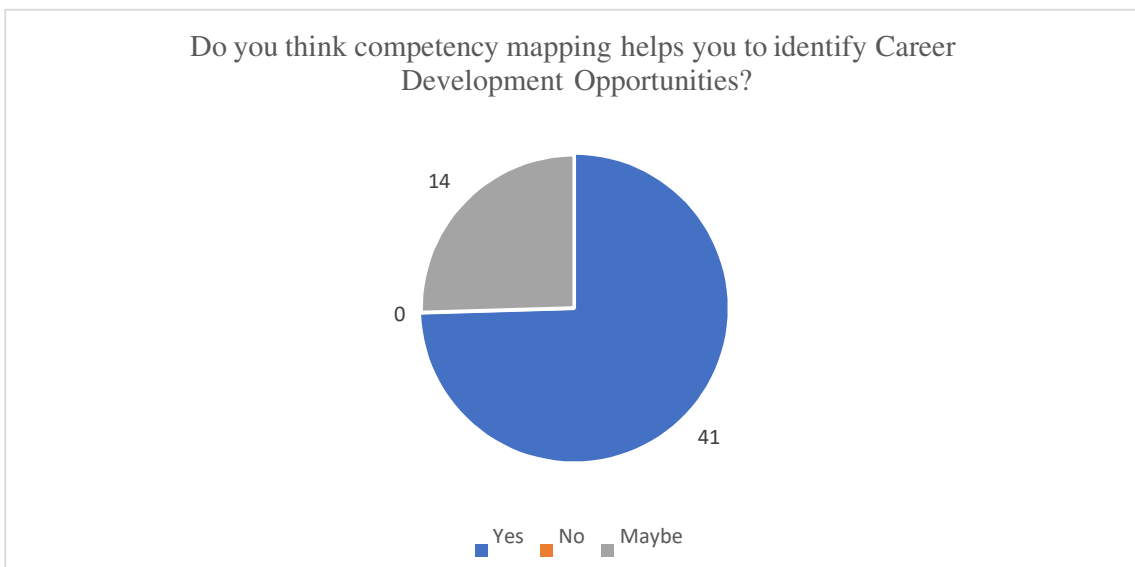


Interpretation: - The question has assisted to understand awareness about competency mapping. Nearly 83% respondents are aware about competency mapping, 5% aren't aware and 10% were not sure about their response.

Table 6

Do you think competency mapping helps you to identify Career Development Opportunities?

S.N	Responses	Number of Respondents
1	Yes	41
2	No	0
3	Maybe	14
Total		55

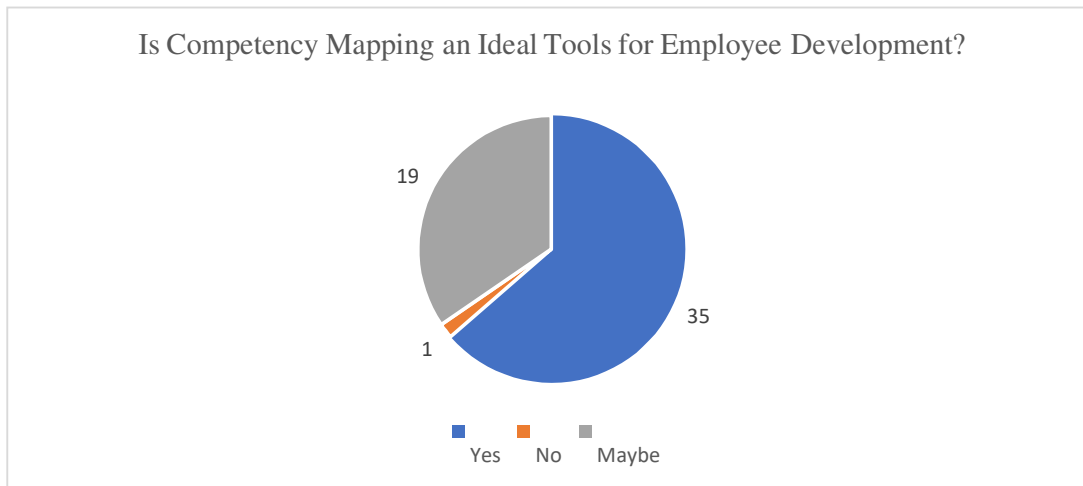


Interpretation: - 74.55% of respondents agreed that Competency mapping helps to identify career development opportunities, where as 25.45% were not so sure.

Table 7

Is Competency Mapping an Ideal Tools for Employee Development?

S.N	Responses	Number of Respondents
1	Yes	35
2	No	1
3	Maybe	19
Total		55

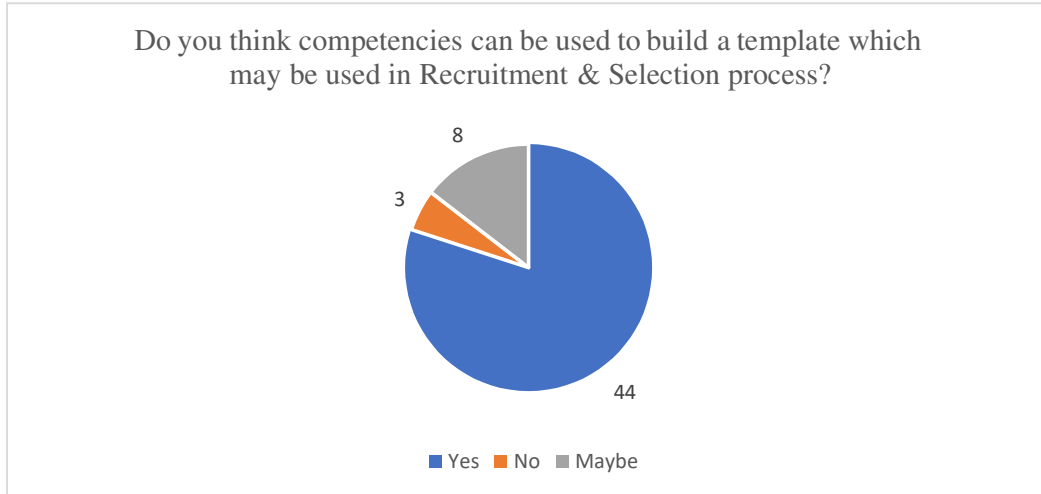


Interpretation: - 64% of the total participants agree that competency mapping is an ideal tool for employee development, 0.1% disagree, 35% had a neutral reply.

Table 8

Do you think competencies can be used to build a template which may be used in Recruitment & Selection process?

S.N	Responses	Number of Respondents
1	Yes	44
2	No	3
3	Maybe	8
Total		55

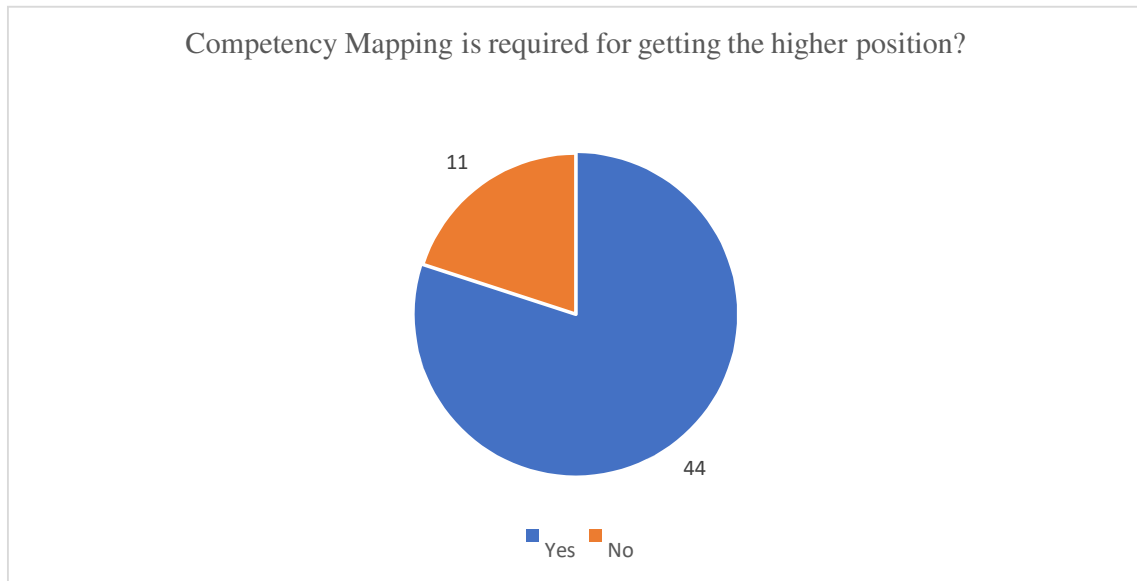


Interpretation: - Nearly 80% of the respondents agree that competencies can be used to build a template which may be used in Recruitment & Selection process, 5% disagree & 14% gave neutral answer.

Table 9

Is a competency map necessary to advance in your career?

S.N	Options	Number of Respondents
1	Yes	44
2	No	11
Total		55

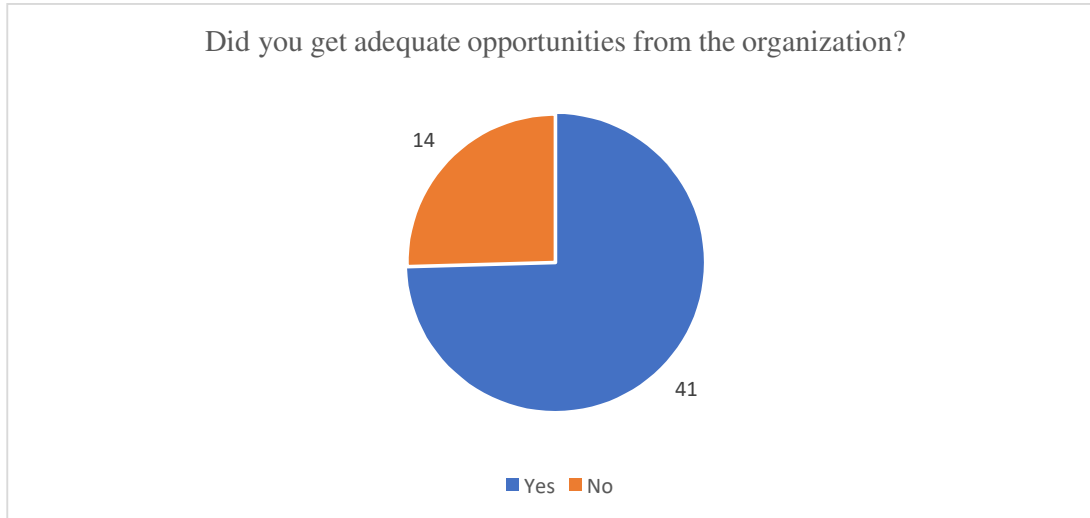


Interpretation: - Out of all the respondents 80% agree that competency mapping is required for getting a higher position & 20% disagree.

Table 10

Did you get adequate opportunities from the organization?

S.N	Options	Number of Respondents
1	Yes	41
2	No	14
Total		55

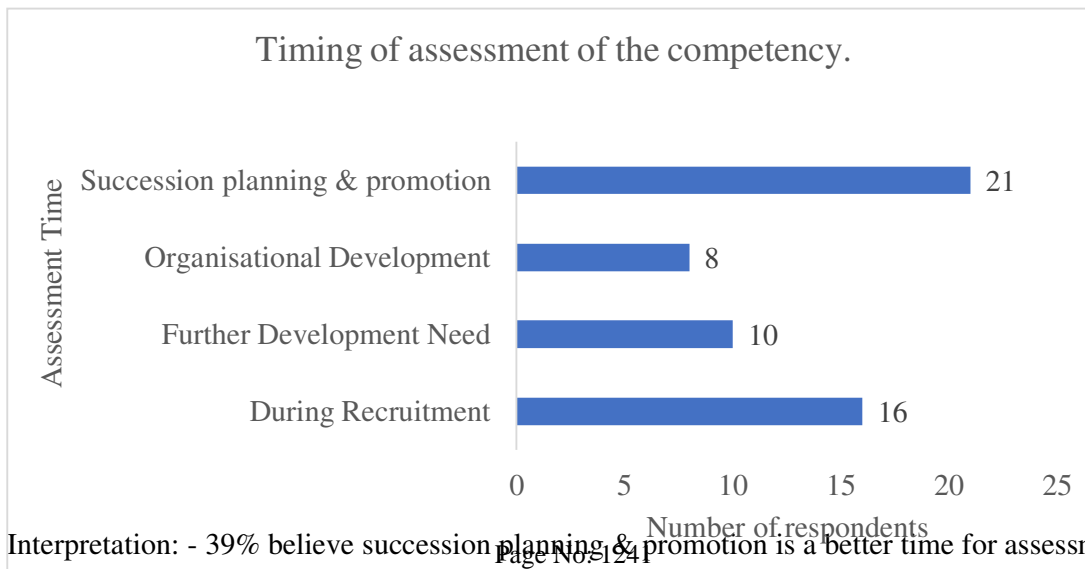


Interpretation: - 75% say that they got adequate opportunities from their organization & 25% disagree for the same.

Table 11

Timing of assessment of the competency.

S.N	Options	Number of Respondents
1	During Recruitment	16
2	Further Development Need	10
3	Organisational Development	8
4	Succession planning & promotion	21
Total		55



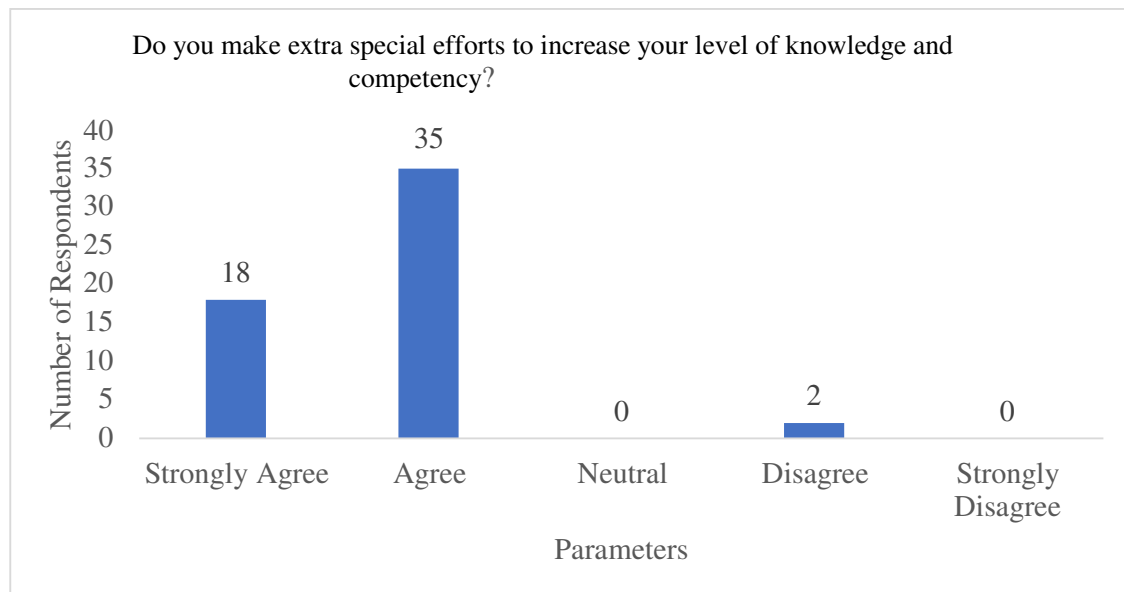
Interpretation: - 39% believe succession planning & promotion is a better time for assessment

of competency; 14% believe organizational development is; 18% believe further development is; 29% believe during recruitment.

Table 12

Do you make extra special efforts to increase your level of knowledge and competency?

Sr.N	Options	Number of Respondents
1	Strongly Agree	18
2	Agree	35
3	Neutral	0
4	Disagree	2
5	Strongly Disagree	0
Total		55

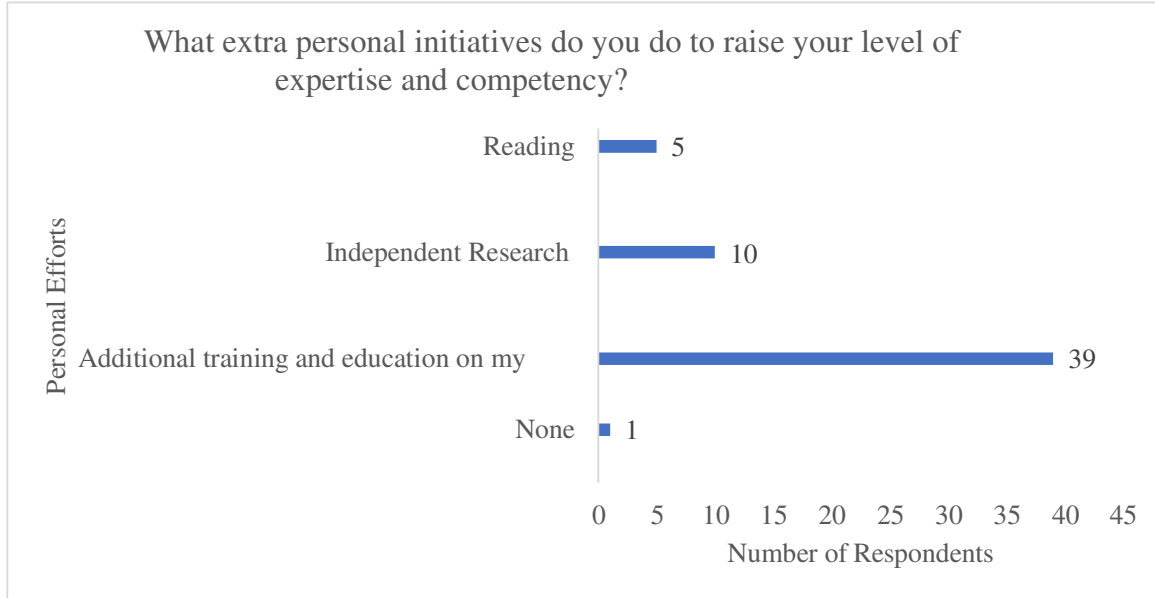


Interpretation: - 96% concur that they make extra personal efforts to improve their skills and expertise.

Table 13

What extra personal initiatives do you do to raise your level of expertise and competency?

S.N	Options	Number of Respondents
1	None	1
2	Additional training and education on my own	39
3	Independent Research Projects	10
4	Reading	5
Total		55

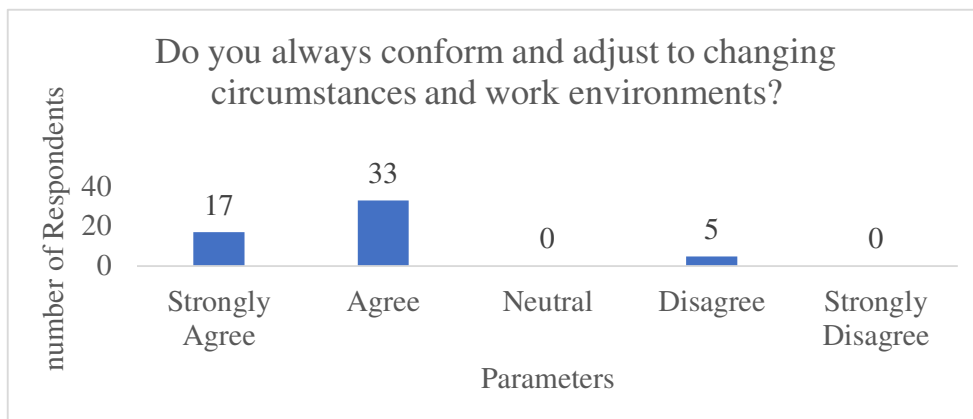


Interpretation: - 71% candidates undertake further education and training; 19% do private research work; 9% read; 1% do none of the above.

Table 14

Do you always conform and adjust to changing circumstances and work environments?

S.N	Options	Number of Respondents
1	Strongly Agree	17
2	Agree	33
3	Neutral	0
4	Disagree	5
5	Strongly Disagree	0
Total		55

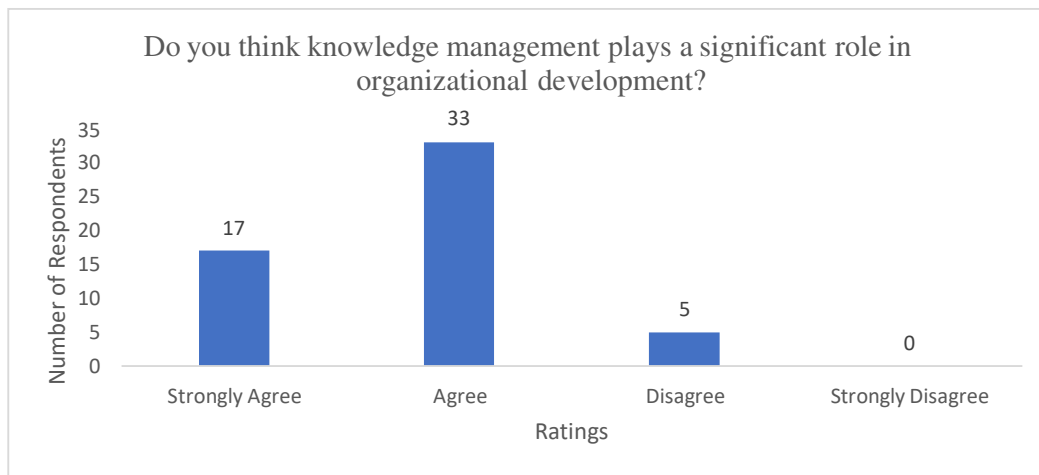


Interpretation: - 91% agree that they confirm to changing circumstances.

Table 15

Do you think knowledge management plays a significant role in organizational development?

S.N	Options	Number of Respondents
1	Strongly Agree	17
2	Agree	33
3	Neutral	0
4	Disagree	5
54	Strongly Disagree	0
Total		55



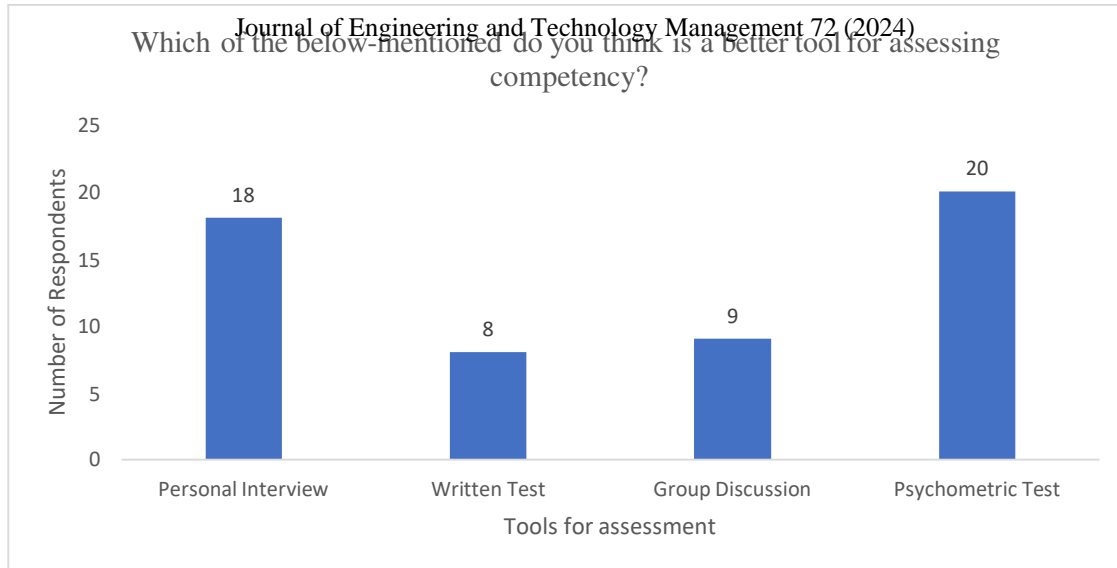
Interpretation: - 90% agree that management plays a significant role in organisational development.

Table 16

Which of the below-mentioned do you think is a better tool for assessing competency?

S.N	Options	Number of Respondents
1	Personal Interview	18
2	Written Test	8
3	Group Discussion	9
4	Psychometric Test	20
Total		55

Journal of Engineering and Technology Management 72 (2024)
Which of the below-mentioned do you think is a better tool for assessing competency?

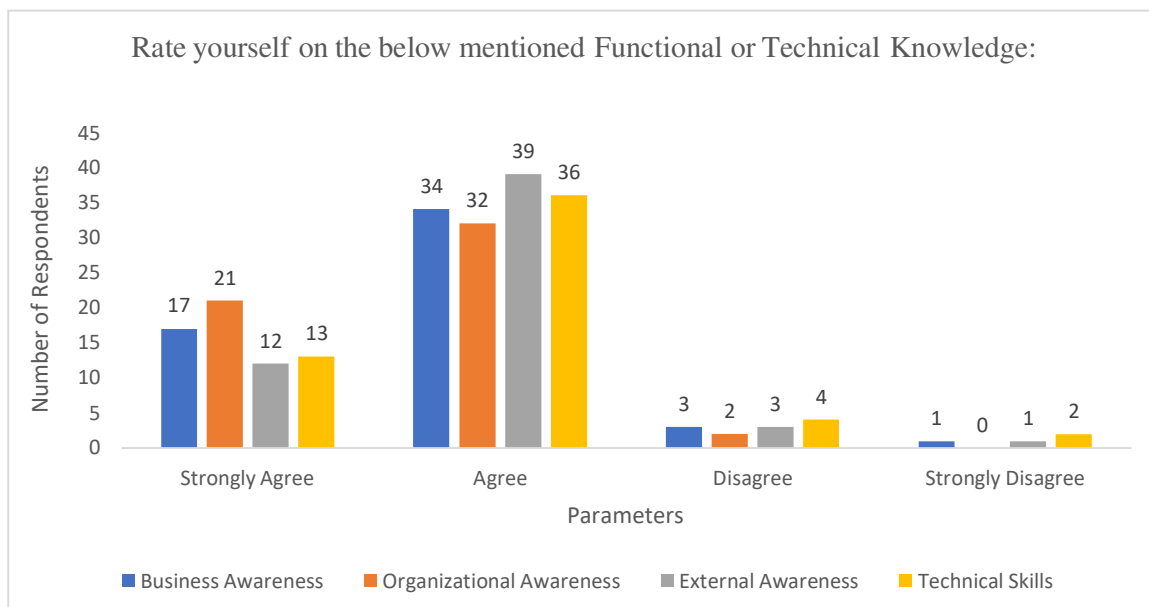


Interpretation: - 32% think that a personal interview is a better tool for assessing competency; 14% think written test; 16% think Group discussion & 36% think Psychometric test is a better tool for assessing competency.

Table 17

Rate yourself on the below-mentioned Functional or Technical Knowledge:

S.N	Functional/Technical Knowledge	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Business Awareness	17	34	3	1
2	Organizational Awareness	21	32	2	0
3	External Awareness	12	39	3	1
4	Technical Skills	13	36	4	2
Total		55			



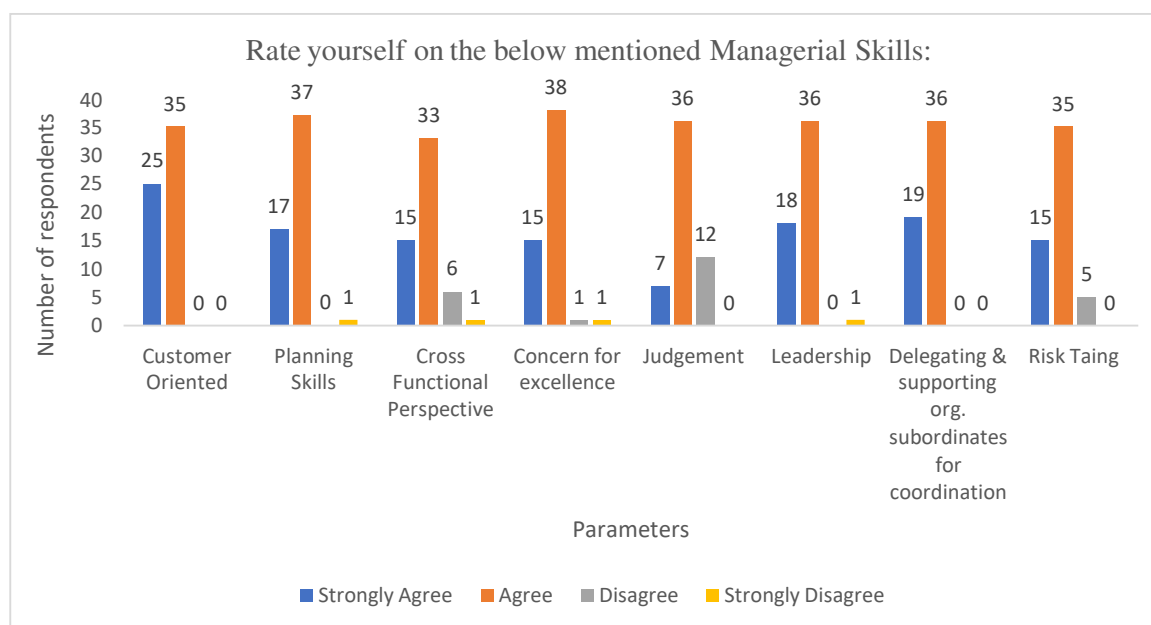
Interpretation: - 93% have business awareness; 96% have organizational awareness; 93% t
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have external awareness; 89% have required technical skills.

Table 18

Rate yourself on the below mentioned Managerial Skills:

S.N	Functional/Technical Knowledge	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Customer Oriented	25	30	0	0
2	Planning Skills	17	37	0	1
3	Cross Functional Perspective	15	33	6	1
4	Concern for excellence	15	38	1	1
5	Judgement	7	36	12	0
6	Leadership	18	36	0	1
7	Delegating & supporting subordinates coordination org. for	19	36	0	0
8	Risk Taking	15	35	5	0
Total		55			

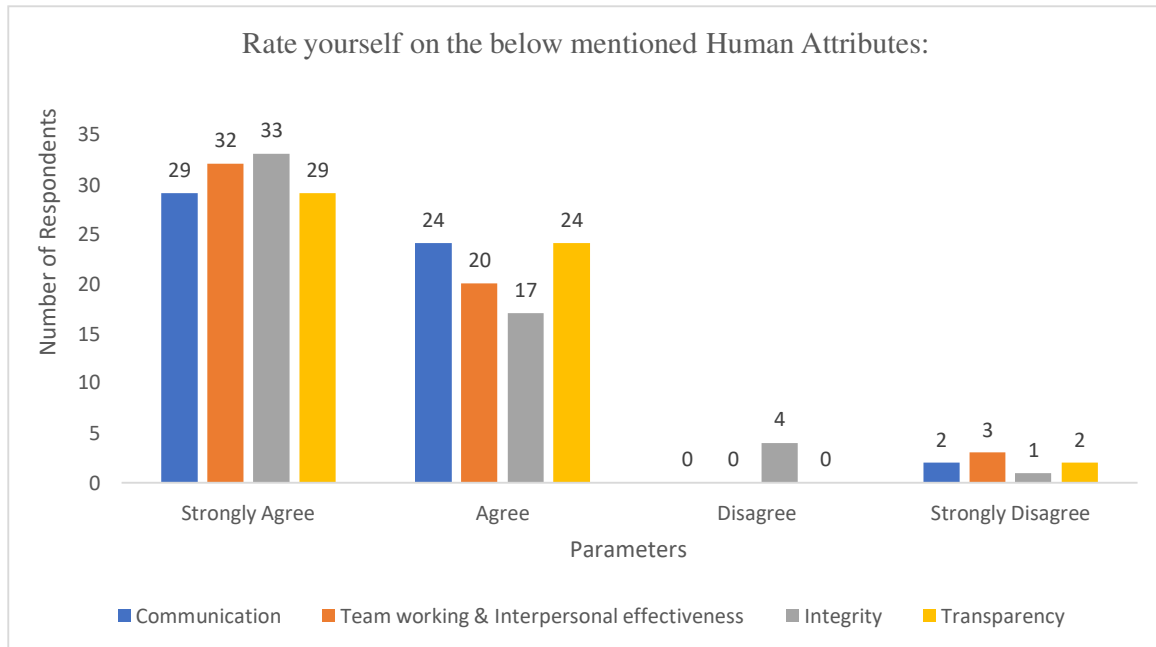


Interpretation: - 100% are customer oriented; 99% have planning skills, 96% have cross functional perspective, 96% have concern for excellence, 78% have judgement, 98% have leadership, 100% delegate and support organization subordinates for coordination, 90% have risk taking.

Table 19

Rate yourself on the below mentioned Human Attributes:

S.N	Functional/Technical Knowledge	Strongly Agree	Agree	Disagree	Strongly Disagree
1	Communication	29	24	0	2
2	Team working & Interpersonal effectiveness	32	20	0	3
3	Integrity	33	17	4	1
4	Transparency	29	24	0	2
Total		55			

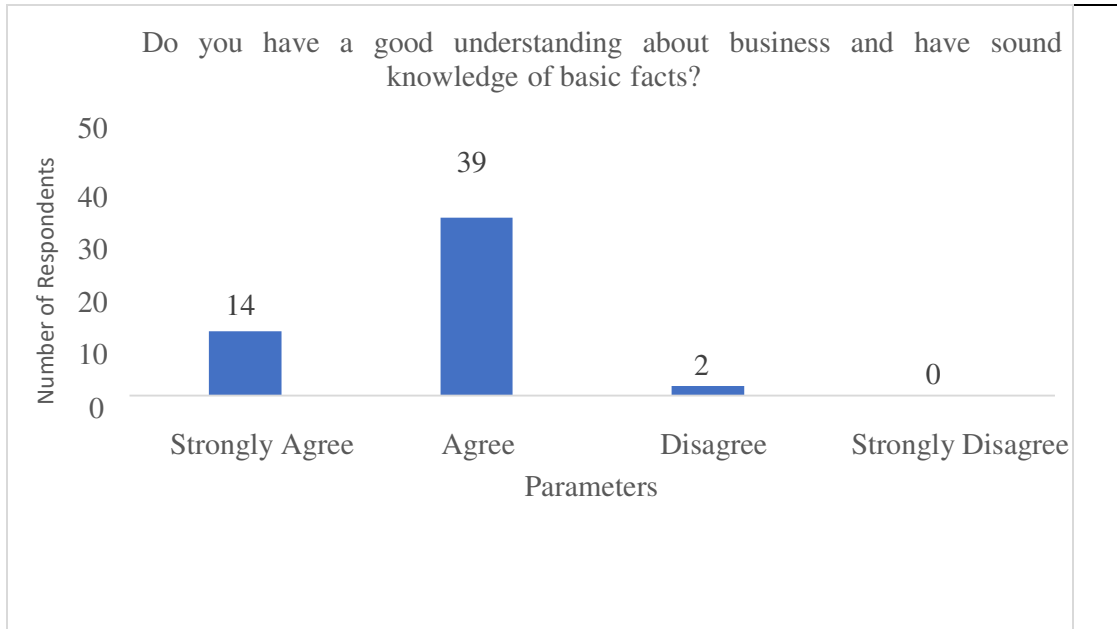


Interpretation: - 96% have communication skills; 94% have team working & interpersonal effectiveness; 90% have integrity; 96% have transparency.

Table 20

Do you have a good understanding about business and have sound knowledge of basic facts?

S.N	Options	Number of Respondents
1	Strongly Agree	14
2	Agree	39
3	Disagree	2
4	Strongly Disagree	0
Total		55

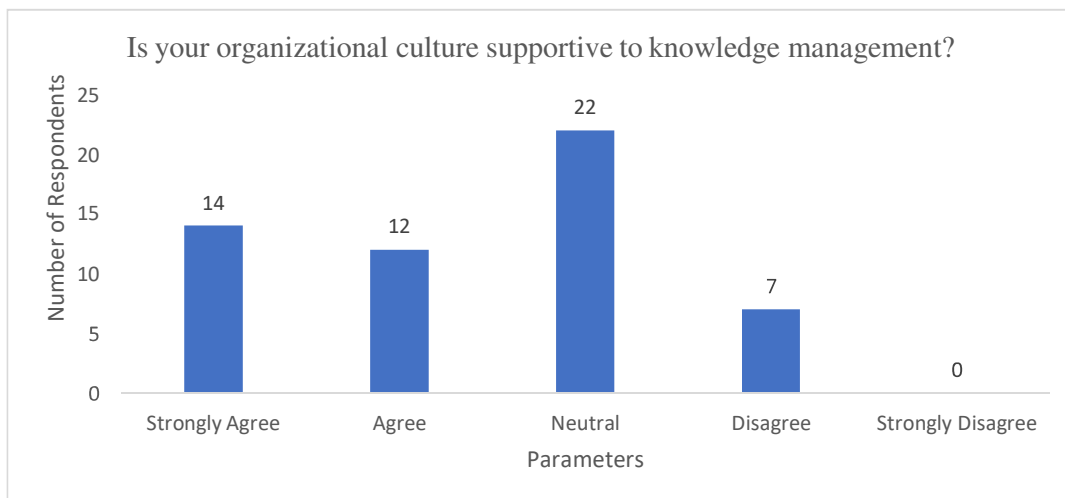


Interpretation: - 26% of the respondents strongly agree; 71% agree & 3% disagree that they have good understanding about business and have sound knowledge of basic facts.

Table 21

Is your organizational culture supportive to knowledge management?

S.N	Options	Number of Respondents
1	Strongly Agree	14
2	Agree	12
3	Neutral	22
4	Disagree	7
5	Strongly Disagree	0
Total		55



Interpretation: - 26% strongly agree; 22% agree; 13% disagree & 40% had neutral response for whether their organizational culture supports knowledge management.

Table 22

Do you believe your work aligns with your job profile?

S.N	Options	Number of Respondents
1	Strongly Agree	18
2	Agree	23
3	Neutral	10
4	Disagree	2
5	Strongly Disagree	2
Total		55

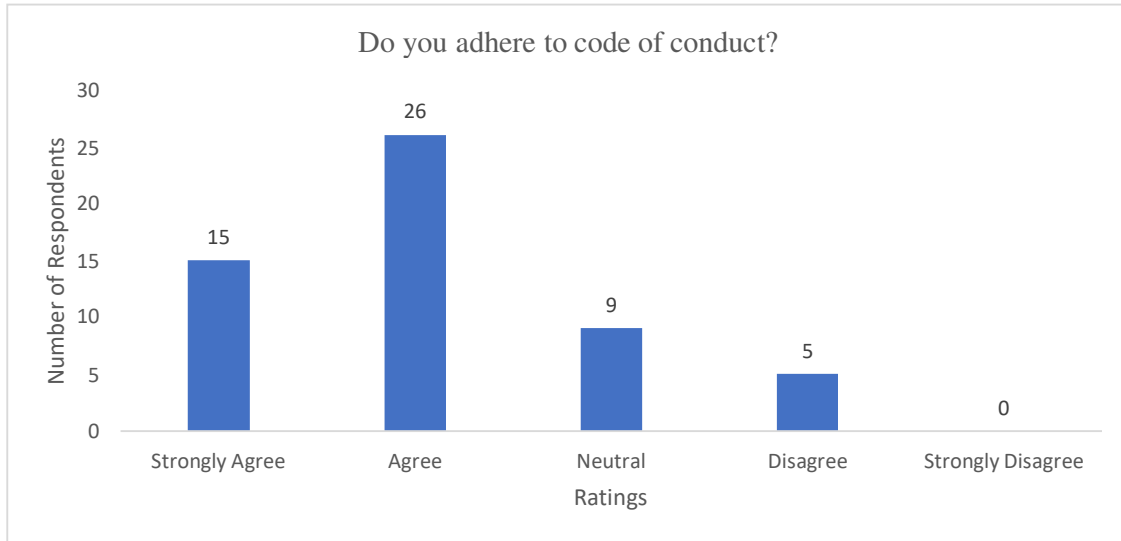


Interpretation:-Of all respondents, 42% agree and 33% strongly agree that they are performing their jobs in accordance with their job profiles;19% of respondents gave a neutral answer;For the same, 3% disagree and 3% strongly disagree.

Table 23

Do you adhere to code of conduct?

S.N	Options	Number of Respondents
1	Strongly Agree	15
2	Agree	26
3	Neutral	9
4	Disagree	5
5	Strongly Disagree	0
Total		55

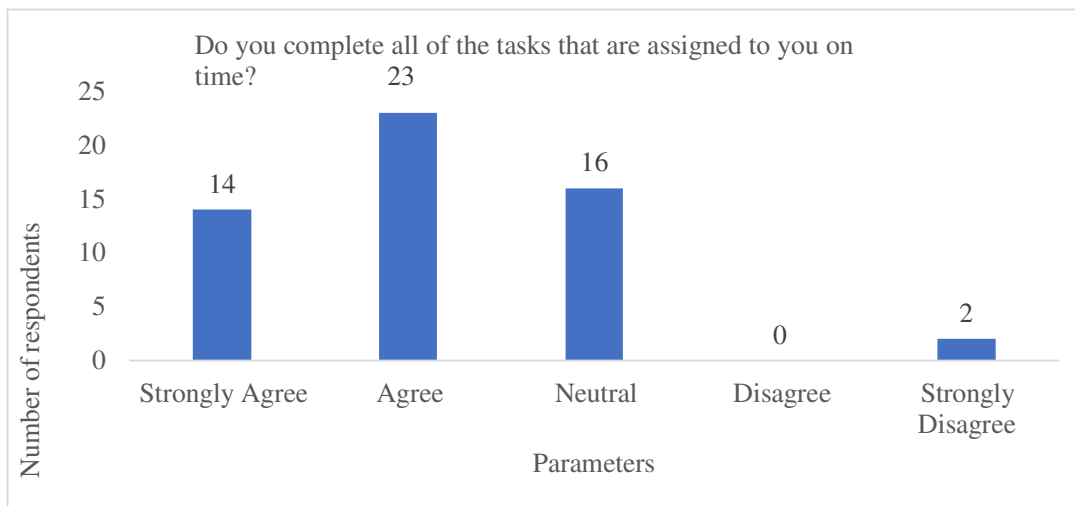


Interpretation: - Out of all the respondents 28% strongly agree that they adhere to code of conduct, 47% agree;16% had neutral response;9% disagree for the same.

Table 24

Do you complete all of the tasks that are assigned to you on time?

S.N	Options	Number of Respondents
1	Strongly Agree	14
2	Agree	23
3	Neutral	16
4	Disagree	0
5	Strongly Disagree	2
Total		55



Interpretation: - Of all responders, 26% strongly agree and 42% agree that they do all tasks within the allotted time; 29% of respondents had a neutral answer; For the same, 3% strongly disagree.

Findings:

- 1) Most of the respondents were of equal gender.
- 2) The majority of those surveyed were between the ages of 21 and 25.
- 3) The majority of those surveyed hold master's degrees.
- 4) Most of the respondents have experience in the range of 0-2 years.
- 5) Most of the respondents are aware about competency mapping.'
- 6) Most of the respondents agree that competency mapping helps to identify career development opportunities.
- 7) The majority of respondents believe that competency mapping is the best instrument for staff training.
- 8) Almost respondents agree that competencies can be used to build a template which may be used in Recruitment & Selection process.
- 9) It's also found that competency mapping is required for getting the higher position.
- 10) Almost respondents have got adequate opportunities from their organisation.
- 11) Respondents think that best time for assessment of competency is succession planning, promotion and during recruitment
- 12) Respondents make extra special efforts to raise their proficiency and level of knowledge.
- 13) To enhance their knowledge and competency level respondents undertake further education or training in their own time.
- 14) Almost all the respondents conform and adjust to changing circumstances and work environments.
- 15) All respondents concur that an important part of organisational development is knowledge management.
- 16) Personal Interview and Psychometric testing are better tools for assessing competency.
- 17) Business Awareness & External Awareness are most found in the respondents.
- 18) Almost all that managerial skills mentioned in the questionnaire are found in the respondents.
- 19) Team Working & Interpersonal Effectiveness & Integrity are most likely to be found in the respondents.
- 20) Most of the respondents have a good understanding about business and have sound knowledge of basic facts.
- 21) Respondents are performing in accordance with their job descriptions.
- 22) Most of the respondents adhere to code of conduct.
- 23) The majority of respondents complete all tasks within the allotted time.

Recommendations:

1. Managers should receive training in accordance with the necessary competencies.
2. Training should be conducted by various management levels to refine the competencies needed for the position.
3. After six months, the competency mapping needs to be completed.

4. Employees should be encouraged to acquire knowledge from a variety of sources.
5. Employees should receive some encouragement to develop their interest in knowledge management and enhancement.

Conclusion:

Competency refers to the knowledge, abilities, and attitudes necessary to carry out a task with effectiveness and efficiency. Previously cited study, Mapping Competencies aids in locating chances for professional growth. It is the perfect tool for training employees and for creating a template that can be applied to the recruitment and selection process. It ensures that the human capital, the most valuable resource is used efficiently by making certain that every person accepts the best job and the greatest position available. The best times to measure competency are during recruitment, promotion, and succession planning. Respondents adapt to shifting conditions and work environments by conforming to them. Additionally, it guarantees the development of both organisations and individuals. The best instruments for determining proficiency are interviews and psychometric testing. By mapping their competencies, a person can determine which career best suits them. Put otherwise, it guarantees not just that the most qualified applicant gets hired and assigned to the ideal position for them, but also, through training and evaluation, increases the proficiency of the less competent candidate.

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