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A STUDY ON THE COMPETENCY MAPPING OF EMPLOYEES AT HARSHA TOYOTA – HYDERABAD

D. Srujana, Dr. M. Rajesh

ABSTRACT

Competency mapping is a systematic process that involves identifying and defining the key competencies required for successful job performance within an organization. It aims to align individual skills, knowledge, and behaviors with organizational goals and job requirements. This abstract provides an overview of competency mapping, its key components, and its significance in talent management and organizational development. The abstract begins by defining competency mapping and highlighting its importance in today's dynamic and competitive business environment. It emphasizes how competency mapping enables organizations to identify the critical skills and capabilities needed to achieve strategic objectives and drive performance. An organization examines every job to ascertain the component parts and the work environment in which it is performed. These are interrelated, interactive, and interdependent. Job description comprises job orientation, whereas job specification is oriented towards the jobholder.

Keywords: Competency, organizational, orientation, interdependent.

INTRODUCTION:

Competency mapping is a way of assessing the strengths and weaknesses of a worker or organization. It is about identifying a person's job skills and strengths in areas like teamwork, leadership and decision making. Thus, it is about identifying a person's job skills and strengths in the areas like teamwork, leadership and decision-making. Many competency mapping models break down strengths in to two major areas- functional and behavioral.

Functional skills include practical knowledge that a person needs to perform a job. For e.g. functional requirements for a secretary might include familiarity with computer systems and office machinery as well as bookkeeping knowledge. These skills are generally easy to measure through skill tests and can define whether a worker is capable of carrying out his or her responsibilities.

1. **D. Srujana, II-MBA, Malla Reddy Engineering College (Autonomous), Department of MBA, Hyderabad, E-mail- srujanadongari18@gmail.com**

2. **Dr. M. Rajesh, Associate Professor of MBA, Malla Reddy Engineering College(Autonomous), Hyderabad, E-Mail - srirajesh@mrec.ac.in**

MEANING

The term 'competency mapping' has gained a wider circulation and importance among academicians and businesses in recent times. In a competitive business scenario, organizations have felt the utmost need for procuring and retaining competent employees and developing distinct competencies. Most of the jobs contain some critical elements or parts. To perform or fulfill these parts, it is important for the employees to have special competencies. It is also natural that some people perform a particular job more effectively than others. This difference exists because a particular individual may have certain competencies that other individuals might lack. This might help him/her to have an edge over the other in a particular job.

NEED OF THE STUDY:

1. To know about the effectiveness of the knowledge, skills, and abilities which have a direct impact on the success of the employees.

2. To know about the ambiguities in the job and work experience.

3. To know how competency mapping aligns behavior with organization strategy and values which adapt changes.

SCOPE OF THE STUDY:

To understand Competency mapping and its impact on productivity of the organization, the study of Competency mapping is necessary. A detailed study of Competency mapping has been made by studying various literatures on competency mapping and by referring various articles on the same. The effort is made to understand various measurements, importance and application precisely. The process of designing a Competency Model and its proper implementation in an Organization is also studied and understood with the help of articles and various literatures.

OBJECTIVES OF THE STUDY:

- To know about the concept of competency mapping

- To know the level of awareness towards competency mapping

- To know that competency mapping is a motivating factor or not?

- To study how employees get benefit out of this competency mapping.

REVIEW OF LITERATURE

1.**Sudagoni Tejashwini, Sundeep (2022)** in the paper titled "Competency mapping with reference to Harsha Toyota", explains the why competencies needed and how is measured competency of employees in the organization.

2. **Dr. V. K. Jain (2020)** in their published article **"Competency Mapping in Indian Industries"** was

undertaken to analyze employee competencies including Attributes, Skills and Knowledge parameters in detail and make a gap analysis in the actual and desired skills and assess the training needs of the employees.

3. **Mrs.B.R.Celia; Mr. M. Karthick (2021)** in the article, "Competency mapping of employees in the power sector in the article", The major idea is to find out the existing competency level of the employees, the competency assessment focuses on six behavioral segments namely, Knowledge, communication, development of people, team orientation, achievement orientation and client orientation, samples of 300 employees were selected from a population using stratified random sampling.

4. **Nagesh, P.Kulenur, Sridevi; Jagadeesh, Keerthana (2017)** in their published article, "Employee Competency Mapping", it aims at studying and analyzing the employee competencies of Training and Development Department of a typical manufacturing company in Mysuru, analyzing their expected skills and the actual skills, mapping them, identifying the competency gaps, analyzing the gaps to suggest necessary measures to reduce/bridge the competency gaps in employees.

5. **Awasthi Shraddha, Prof. Dr. Sharma (2018),** in the paper titled,

"Employee Development through Competency Mapping: A way ahead for Organizational Growth", there was a positive and significant relationship between employee development and organizational growth. There are certain factors which can support the organization to grow and develop.

RESEARCH METHODOLOGY

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

➢ Defining objectives

➢ Developing the information sources

➢ Collection of information

➢ Analysis of information

➢ Suggestion

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

Sampling Technique: Convenient Sampling Method
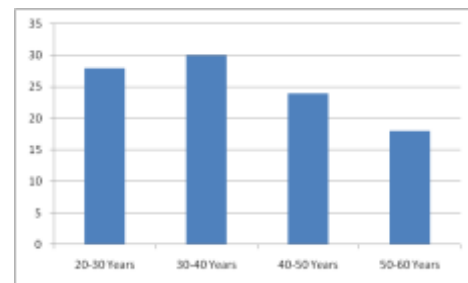
Sample Size: 100

LIMITATIONS 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.

➤ The data is applicable only to that particular company.
➤ The sample size is not proportionate to the universe.

DATA ANALYSIS AND INTERPRETATION
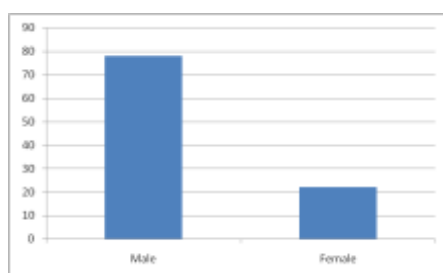
1. Gender of the respondents?

S.no	Options	No. of Respondents	Percentage
1	Male	78	78%
2	Female	22	22%
	Total	100	100

INTERPRETATION

From the above the table it is clearly inferred that's out of 100 respondents 78% of the employees is males and 22% of employee's females.

2. Age level of the respondents?

| S.no	Options	No. of Respondents	Percentage
1	20-30 Years	28	28%
2	30-40 Years	30	30%
3	40-50 Years	24	24%
4	50-60 Years	18	18%
	Total	100	100

INTERPRETATION

From the above statistical analysis it is being made clear that 30% of the respondents are in the age group of 30-40 years and 28% of the respondents are in the age group of 20-30 years and 24% of the respondents are in the age group of 40-50 years and 18% of the respondents are in the age group of 50-60 year.

S.no	Options	No. of Respondents	Percentage
1	Yes	80	80%
2	No	20	20%
	Total	100	100

**3. Respondents awareness about competency mapping?**
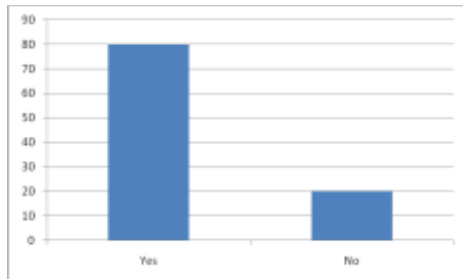
INTERPRETATION

From the above it is clearly represent that out of 100 respondents 80% of the employees are having the awareness about the competency mapping and only 20% of the employees are weak in awareness.

4. Marital status of the respondents in range

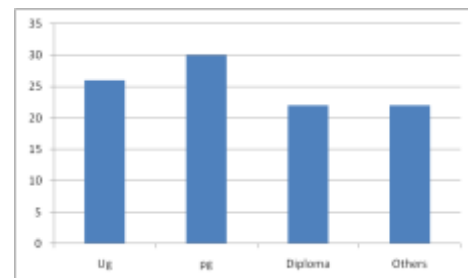| S.no	Options	No. of Respondents	Percentage
1	Married	82	82%
2	Single	18	18%
	Total	100	100
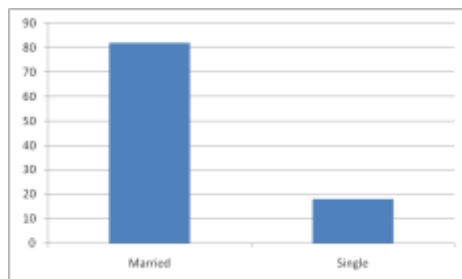
INTERPRETATION

From the above table it is clearly stated that out of 100 respondents in 82% of the respondents are married and 18% of the respondents are single.

5. What is the educational qualification of the respondents?

| S.no	Options	No. of Respondents	Percentage
1	UG	26	26%
2	PG	30	30%
3	Diploma	22	22%
4	Others	22	22%
	Total	100	100

INTERPRETATION

From the above table it is shows that 30% of the respondents are post graduates and 26% of the respondents are under graduation and 22% of the respondents are diploma and the excess 22% of the respondents are having other qualifications.

6. Analyzing the level of respondent's individual performance?

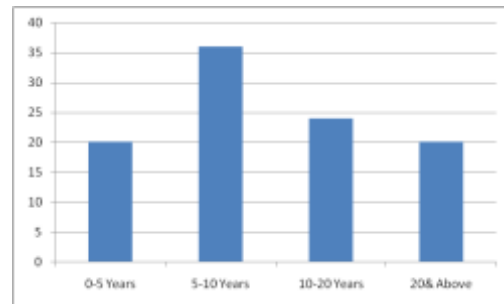| S.no	Options	No. of Respondents	Percentage
1	Yes	80	80%
2	No	20	20%
Total		100	100
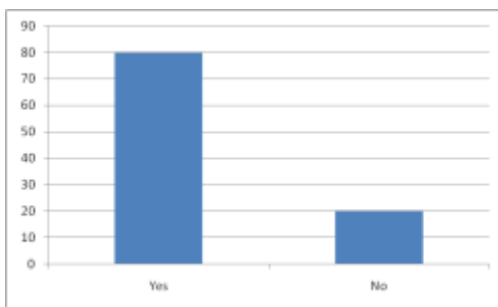
INTERPRETATION

From the above table it is clearly inferred that out of 100 respondent 80% of the respondents are clearly understand about their level of performance, and 20% of the respondents are having insufficiency knowledge about their performance.

7. What is the work experience of the respondents in revel?

S.no	Options	No. of Respondents	Percentage
1	0-5 Years	20	20%
2	5-10 Years	36	36%
3	10-20 Years	24	24%
4	20& Above	20	18%

| Total	100	100

INTERPRETATION

From the above table clearly inferred that the work experience of the respondents. Is

that 36% of the employees having 5-10 years of work experience, 24% of the employees having 10-20 years of work experience and 20% of the employees having 20 & above years of working experience and 0-5 years working respondents also having the 20% of experience.

8. Analyzing the respondent's performance in range?

| S.no	Options	No. of Respondents	Percentage
1	Highly Satisfied	36	36%
2	Satisfied	40	40%
3	Dissatisfied	24	24%
Total		100	100
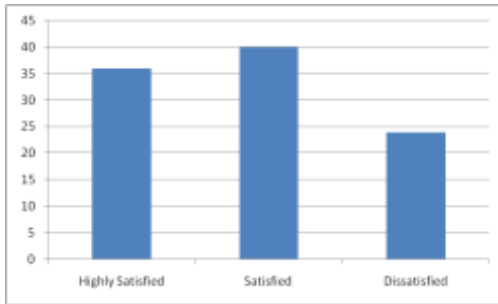
INTERPRETATION

From the above table shows the satisfaction level of respondents. Nearly 40% of the respondents are satisfied with their performance, 36% of the respondents are highly satisfied with their performance only 24% of the employees are satisfied with their performance.

9. Analysis of respondents who acquired any skills, knowledge and abilities through the end program?

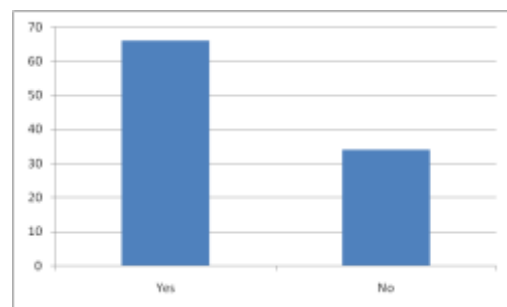| S.no	Options	No. of Respondents	Percentage
1	Strongly agree	34	34%
2	Agree	46	46%
3	Disagree	4	4%
4	Strongly Disagree	16	16%
	Total	100	100
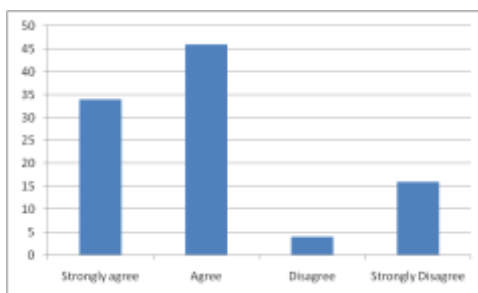
INTERPRETATION

This table shows that 46% of the respondents are agree that they are acquiring knowledge with ED programs 34% of the respondents are acquiring knowledge with ED programs. 16% of the employees are strongly disagreeing that they are not acquiring knowledge with ED programs. 4% of the employees are disagreeing that they are not acquiring any new skills and knowledge through the ED programs

10. The respondents think about the competency mapping it's a de-motivating factor or not?

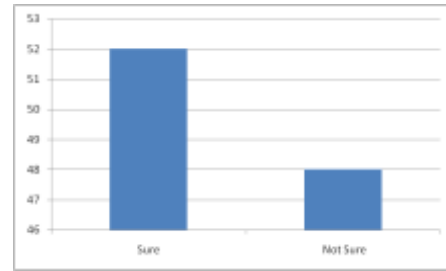| S.no	Options	No. of Respondents	Percentage
1	Yes	66	66%
2	No	34	34%
	Total	100	100

INTERPRETATION

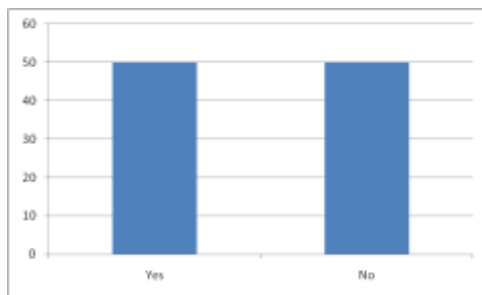From the above table it is clearly represent that 66% of the respondents are said yes, and 34% of the respondents no.

11. Is the Performance appraisal is better for employee?

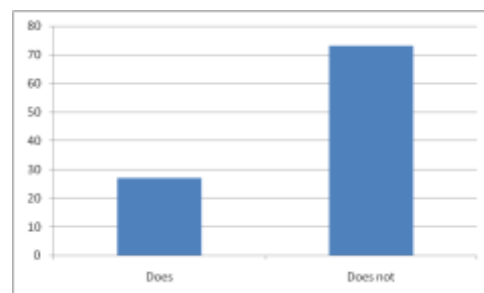| S.no	Options	No. of Respondents	Percentage
1	Yes	50	50%
2	No	50	50%
Total		100	100

INTERPRETATION:

From the survey, it is found that 50% of the respondents Yes and 50% of the respondents No.

12. Recognition of competency mapping?

S.no	Options	No. of Respondents	Percentage
1	Sure	52	52%
2	Not Sure	48	48%
Total		100	100

INTERPRETATION

From the survey, it is found that 52% of the respondents Sure and 48% of the respondents not sure.

13. Is Career development is done in the organisation?

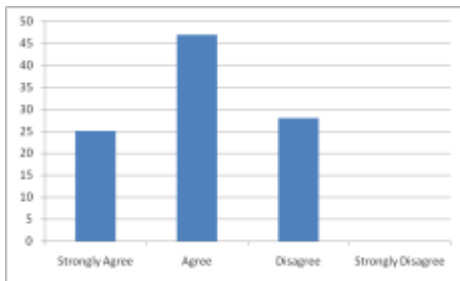| S.no	Options	No. of Respondents	Percentage
1	Does	27	27%
2	Does not	73	73%
Total		100	100

INTERPRETATION:

From the survey, it is found that 27% of the respondents do, and 73% does not.

14. Do you agree with Competency gap?

7

| S.no	Options	No. of Respondents	Percentage
1	Strongly Agree	25	25%
2	Agree	47	47%
3	Disagree	28	28%
4	Strongly Disagree	0	0%
	Total	100	100

INTERPRETATION

From the survey, it is found that 25% of the respondents strongly agree that they have knowledge on the competency Gap while 47% of them agree and 28% of the respondents disagree and 0% of the respondent strongly disagree that they don't have knowledge on the competency gap.

15. Is that Rewards, feedback and recognition done in the company

S.no	Options	No. of Respondents	Percentage
1	May be	51	51%
2	May not be	49	49%
	Total	100	100
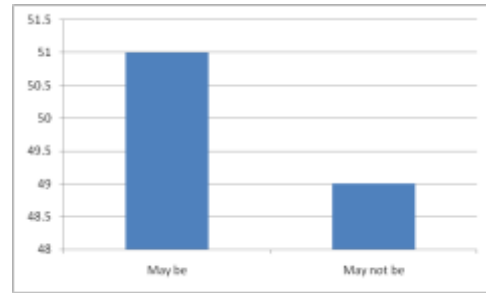
INTERPRETATION

From the survey, it is found that 51% of the respondents may be and 49% may not be.

FINDINGS

- ➢ It is clearly inferred that's out of 100 respondents 78% of the employees is males and 22% of employee's females.

- ➢ It is being made clear that 30% of the respondents are in the age group of 30-40 years and 28% of the respondents are in the age group of 20-30 years and 24% of the respondents are in the age group of 40-50 years and 18% of the respondents are in the age group of 50-60 years.

- ➢ It is clearly represent that out of 100 respondents 80% of the employees are having the awareness about the competency mapping and only 20% of the employees are weak in awareness.

- ➢ It is proved that out of 100 respondents in 82% of the respondents are married and 18% of the respondents are single.

- ➢ It shows that 30% of the respondents are post graduates and 26% of the respondents are under graduation and 22% of the respondents are diploma and the excess 22% of the respondents are having other qualifications.

- ➢ It is proved that out of 100 respondent 80% of the respondents are clearly understand about their level of performance, and 20% of the respondents are having insufficiency knowledge about their performance.

- ➢ It clearly inferred that the work experience of the respondents. Is that 36% of the employees having 5-10 years of work experience, 24% of the employees having 10-20 years of work experience and 20% of the employees having 20 & above years of working experience and 0-5 years working respondents also having the 20% of experience.

- ➢ It shows the satisfaction level of respondents. Nearly 40% of the respondents are satisfied with their performance, 36% of the respondents are highly satisfied with their performance only 24% of the employees are satisfied with their performance.

- ➢ It says that 46% of the respondents are agree that they are acquiring knowledge with ED programs 34% of the respondents are acquiring knowledge with ED programs. 16% of the employees are strongly disagreeing that they are not acquiring knowledge with ED programs. 4% of the employees are disagreeing that they are not acquiring any new skills and knowledge through the ED programs

- ➢ It is represent that 66% of the respondents are said yes, and 34% of the respondents No.

- ➢ It is found that 52% of the respondents Sure and 48% of the respondents not sure.

- ➢ It is proved that 27% of the respondents do, and 73% does not.

- ➢ It is clearly found that 25% of the respondents strongly agree that they have knowledge on the competency Gap while 47% of them agree and 28% of the respondents disagree and 0% of the respondent strongly disagree that they don't have knowledge on the competency gap is defined that 50% of the respondents Yes and 50% of the respondents No.

- ➢ It is proved that 51% of the respondents may be and 49% may not be.

SUGGESTIONS

TOYOTA MOTORS should conduct more and more Competency Mapping programs related to the functional competencies of employees.

- ➢ **TOYOTA MOTORS**should ensure that whenever they take feedback from employees their suggestions are taken into consideration and implemented as soon as possible this will make employees to give honest and appreciate feedback.

- ➢ **TOYOTA MOTORS Ltd** in this regard should conduct a forum for feedback so that real time information is available with respect to training needs of the employees.

➢ Aim of any company is to be ensure that all employees apply techniques learnt in training program on the job hence at each level skill base training should be given.

➢ The need is for the management to bring the most efficient trainers to the training programs. Trainers can be selected on basic of their rating in the corporate world.

➢ Here the management has to improve the quality of Training programmers in **TOYOTA MOTORS Ltd** a quality based approaches can be used.

➢ While evaluating the Training programmers the feedback will be collected each and every day in Training period. And also the feedback form can be distributed to the employees every day in the lunch break.

CONCLUSION

➢ For new joiners in organization training method are conducted like coaching and besides orientation programs.

➢ Training will be very useful to employees in their present job.

➢ Training program helps employees to take new challenges in their present job.

➢ Most of the employees are using new skills in their present job.

➢ According to the training program employees to take new roles in the organization.

➢ With the help of training program employees will increase their productivity.

➢ After this Training program they are doing their job more confidently.

➢ Training program brought positive impact on employee behavior.

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