

# A Study On Competency Mapping Of The Employees With Reference To Wonjin Autoparts India Pvt Ltd

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**Abstract-** This study has been enriched in WONJIN AUTOPARTS INDIA PVT LTD to ensure effective competency mapping of the employees.

**Keywords-** Competency Mapping, Emotional Intelligence, Structure, Leadership and decision making.

## I. INTRODUCTION

Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making.

The study provides an insight about how an competency mapping is done to the employees and the individual and the organization goals are achieved effectively and the organization sustainment to the future trends.

The objective of the study includes, a study on competency mapping of the employees in WONJIN AUTOPARTS INDIA PVT LTD and to correlate employee competencies with organizational Performance, exploring relationship between competencies and career progression and opportunities within the organization and identifying the potential areas for Improvement in the competency mapping process.

The research design used for the study was descriptive research design. The descriptive research means the research which is done to know the current situation of the study. The data has been collected using questionnaire. The sample taken for this study was 260 out of population 500 at WONJIN AUTOPARTS INDIA PVT LTD. The type of sampling technique used for the study was stratified sampling.

The sample technique used were Descriptive research method and various Statistical Tools like ANOVA, Correlation, Regression, Chi-Square were used to test the competency mapping in the organization. And from the study it is highlighted that many respondents were not aware of competency mapping in their organization and it must be mentored so that individual and organizational goals can be achieved effectively.

competency mapping is a strategic Human Resource frame work model for monitoring the performances of both employees and employers as well as whole organization. Employee hard skill initiative, knowledge and abilities are not enough sufficient to achieve the desired results of performance. What is additionally needed is employee's soft skills like attitude, mind-set values, belief and commitment. Thus, competency is the summation of knowledge, skills, attitude and personality of an individual person as required performing current and future organizational roles and responsibilities. Competency indicates motives, self-concept, traits and desired behaviour. Competency mapping identifies strengths and weaknesses of an individual. The goal is to enable the individual person to better understand him or herself and to point out where practices and efforts of career development need to be directed. Competency Mapping is the active process to prefer the required and most valuable competencies for an development of the organization and the job role and incorporating those competencies into action throughout the various processes.

## II. INDUSTRY PROFILE

The Indian automobile industry has historically been a good indicator of how well the economy is doing, as the automobile sector plays a key role in both macroeconomic expansion and technological advancement. The two-wheelers segment dominates the market in terms of volume, owing to a growing middle class and a huge percentage of India's population being young. Moreover, the growing interest of companies in exploring the rural markets further aided the growth of the sector. The rising logistics and passenger transportation industries are driving up demand for commercial vehicles. Future market growth is anticipated to be fuelled by new trends including the electrification of vehicles, particularly three-wheelers and small passenger automobiles.

India enjoys a strong position in the global heavy vehicles market as it is the largest tractor producer, second-largest bus manufacturer, and third-largest heavy truck manufacturer in the world. India's annual production of automobiles in FY22 was 22.93 million vehicles. India has a strong market in terms of domestic demand and exports. In November 2023, total passenger vehicle sales reached 3,34,130\*. Sales of Passenger Vehicles in November 2023 have been the highest, with a marginal growth of 3.7%, compared to November 2022. In FY23, total automobile exports from India stood at 47,61,487. This sector's share of the national GDP increased from 2.77% in 1992-1993 to around 7.1% presently. It employs about 19 million people directly and indirectly.

India is also a prominent auto exporter and has strong export growth expectations for the near future. In addition, several initiatives by the Government of India such as the Automotive Mission Plan 2026, scrappage policy, and production-linked incentive scheme in the Indian market are expected to make India one of the global leaders in the two-wheeler and four-wheeler market by 2024.

### III. NEED FOR THE STUDY

To Examine the competency mapping of the employees and the approaches followed by the organization towards upgrading the skills and development programs for selecting the right employees in the organization and for mapping the individual goals and organizational goals for enhanced performance with driving continuous improvement within the organizational premises. This study has been conducted to know about the awareness of competency mapping of the employees in the organization and how far they are aware of their individual and organizational goals.

### IV. OBJECTIVES OF THE STUDY

#### PRIMARY OBJECTIVES

- To Study on Competency mapping of the employees with reference to WONJIN AUTOPARTS INDIA PVT LTD

#### SECONDARY OBJECTIVES

- To Analyse the Relationship Between Organization provides training and skill matrix for better competence for future development and competency mapping acts as an Effective tool for selecting the right candidates to the organization

- To Explore the Relationship Between Employee Competencies and Career Progression Opportunities within the Organization
- To Identify Potential areas for Improvement on Employees towards Competency mapping

### V. SCOPE OF THE STUDY

For competency mapping, it is essential to know the fields and the type of competencies required in each field. Yes, its scope ranges right from selection & recruitment to performance management & training need assessment. This is the most important aspect of Human Resource Development. This study confines that in future aspects there will be more opportunities for employees towards competency mapping for mapping their individual goals with the organizational goals.

### VI. LITERATURE REVIEW

**S. A., & Saleem, I. (2024):** The paper aims to demonstrate a synoptic view of the historical evolution of competence, significant growth and changes in conversation. The second objective is to investigate the meaning and definitional usage of competence and competency. The third objective is to present a synoptic view of different dimensions of competence.

**Mukhopadhyay, K., Banerjea, N. R., & Sil, J. (2023):** Research suggested that, Competency-based performance management system (CBPMS) has become the key tool for every firm to be in a strategically sustained advantageous position. The objective is to identify relevant and important competencies for successful accomplishment of desired tasks.

**Madhavi, T., & Mehrotra, R. (2023):**

The successful running of an establishment is only dependent on trust and competence infused in its employees. In this context, competence management has a key function to take part in with the business front of any establishment. For the viability of any organization, the latter as the ultimate responsibility to pour in enough confidence and competence among these employees going on various sections of the institutions might finally contribute to success of the organization in the business field.

**Dalvi (2021):** Competency mapping is a process which is used to identify knowledge, skills and ability needed to perform a task and useful in changing the attitude of employees towards work and organization (Dalvi, 2021). This typically involves an exploration of an individual's abilities in areas such as team management, teamwork and decision-making.

**Nagesh, & Jagadeesh (2020):** Competency mapping also sets out performance requirements to increase precision and facility in the recruiting and selection process. It offers a consistent framework for dialog on performance, growth and career issues between the manager and the employee. Competency mapping defines the success criteria (i.e. performance excellence behavioural standards) that must be effective in their purpose.

## VII. RESEARCH METHODOLOGY

Research Methodology refers to a systematic and organized process of Investigating, studying and analysing a specific issue or problem to generate new Knowledge or understanding. Research typically involves the collection and analysis of data, the formulation of hypothesis of research questions, and the drawing of conclusions based on evidence.

### Sampling Design:

A sample design is a finite plan for obtaining a sample from a given population.

### POPULATION:

The Employees of “WONJIN AUTOPARTS INDIA PVT LTD” is the place of the study. The Employees of the company are 500, and it forms the work place for the current study.

### SAMPLE SIZE:

Number of the sampling units selected from the population is called the sample size. Sample of 260 respondents were obtained from the population.

### Data collection:

#### Primary Data:

**Primary data collection** is the process of gathering data through [surveys](#), interviews, or experiments. A typical example of primary data is **household surveys**. In this form of data collection, researchers can personally ensure that primary data meets the standards of [quality](#), availability, [statistical power](#) and [sampling](#) required for a particular research question. With globally increasing access to specialized [survey tools](#), [survey firms](#), and [field manuals](#), primary data has become the dominant source for empirical inquiry in development economics.

#### Secondary Data:

Secondary data is data collected by someone other than the actual user. It means that the information is already available, and someone analyses it. The secondary data includes magazines, newspapers, books, journals, etc. It may be either published data or unpublished data.

### STATISTICAL TOOLS:

#### SPSS (STATISTICAL PACKAGE FOR SOCIAL SCIENCE):

SPSS (Statistical Package for the Social Sciences), also known as IBM SPSS Statistics, is a [software package](#) used for the [analysis](#) of statistical data.

Although the name of SPSS reflects its original use in the field of social sciences, its use has since expanded into other data markets. SPSS is commonly used in healthcare, marketing and education research.

- PERCENTAGE ANALYSIS
- REGRESSION
- CORRELATION
- CHI-SQUARE
- ANOVA

#### PERCENTAGE ANALYSIS:

Percentage analysis refers to the method of calculating the percentage for all the research related activities and which are used to compare all the ratios, trends and all other requirements in the analysis.

Percentage= (No of respondents/Total number of respondents) \*260.

#### CORRELATION:

Correlation analysis in research is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. Simply put - correlation analysis calculates the level of change in one variable due to the change in the other.

When  $r=-1$ , It means there is a negative correlation between the variables.

When  $r=0$ , It means there is a positive correlation between the two variables. In this relationship between organization provides training and skill matrix and competency mapping acts as an effective tool for selecting the right candidates to the organization.

**CHI-SQUARE:**

The chi – square test is also known as non-parametric test or distribution free test is used when it is impossible to make any assumptions about population or when the researcher is unable to estimate the population’s parameters. In this age and competency mapping plays an major role in the organization and how far the role has been effective is measured.

**ANOVA:**

Analysis of variance (ANOVA) is an analysis tool used in statistics that splits an observed aggregate variability found inside a data set into two parts: systematic factors and random factors. The systematic factors have a statistical influence on the given data set, while the random factors do not.

In this qualification and awareness of competency mapping by the employees in the organization and how far they are aware about the competency mapping in the organization.

**REGRESSION:**

Regression is a statistical method used in finance, investing, and other disciplines that attempts to determine the strength and character of the relationship between one dependent variable (usually denoted by Y) and a series of other variables (known as independent variables). In this relationship between employee competencies and career progression and organization identifies potential areas for improvement on employees towards competency mapping.

**DATA ANALYSIS AND INTERPRETATION**

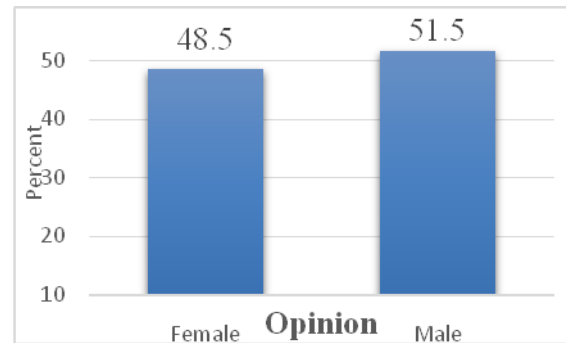
**(a) Table showing Gender of the respondents:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	134	51.5	51.5	51.5
	Female	126	48.5	48.5	100.0
	Total	260	100.0	100.0	

**Interpretation:**

From the above table inferred that 51.5% of the respondents are Male and 48.5% of the respondents are Female.

**Chart showing gender of the respondent:**



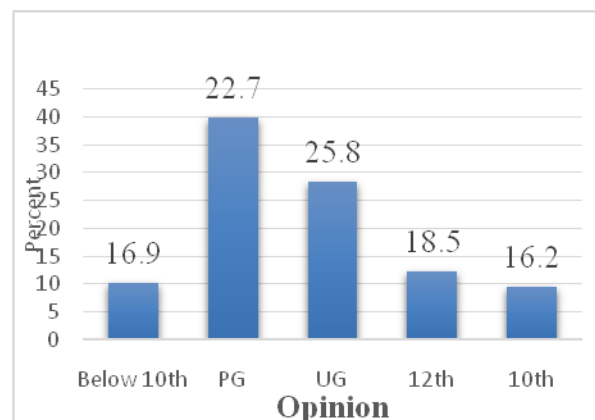
**(b) Table showing Qualification of the respondents:**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10th	42	16.2	16.2	16.2
	12th	48	18.5	18.5	34.6
	UG	67	25.8	25.8	60.4
	PG	59	22.7	22.7	83.1
	Below 10th	44	16.9	16.9	100.0
	Total	260	100.0	100.0	

**Interpretation:**

From the above table inferred that 25.8% of the respondents are UG qualified, 22.7% of them are PG, 18.5% of them are 12th, 16.9% of them are Below 10th and 16.2% of the respondents are 10th qualified.

**Chart showing Qualification of the respondent**



(c) Table showing Income level of the respondents:( In Rs)

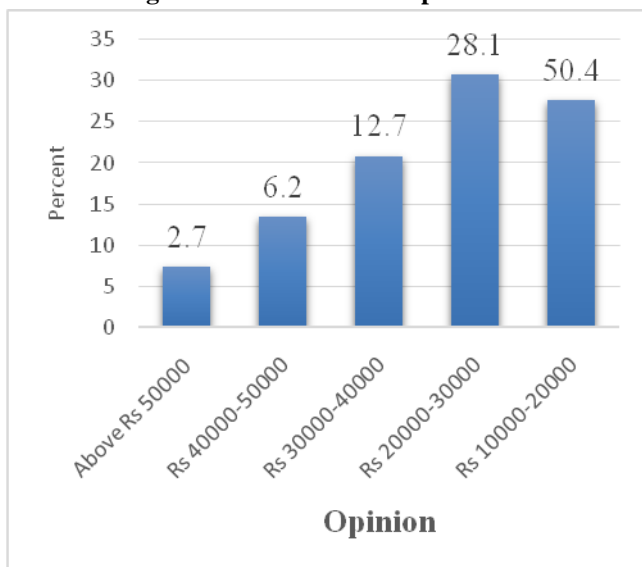
Interpretation:

Income level of the respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Rs 10000-20000	131	50.4	50.4	50.4
Rs 20000-30000	73	28.1	28.1	78.5
Rs 30000-40000	33	12.7	12.7	91.2
Rs 40000-50000	16	6.2	6.2	97.3
Above Rs 50000	7	2.7	2.7	100.0
Total	260	100.0	100.0	

From the above table inferred that 50.4% of the respondents earn income Rs 10000-20000,28.1% of them earn Rs 20000-30000,12.7% of them earn Rs 30000-40000,6.2% of them earn Rs 40000-50000 and 2.7% of them earn Above Rs 50000.

Chart showing Income level of the respondent



(d) Table showing Age of the respondent:( In Years)

Age of the respondent

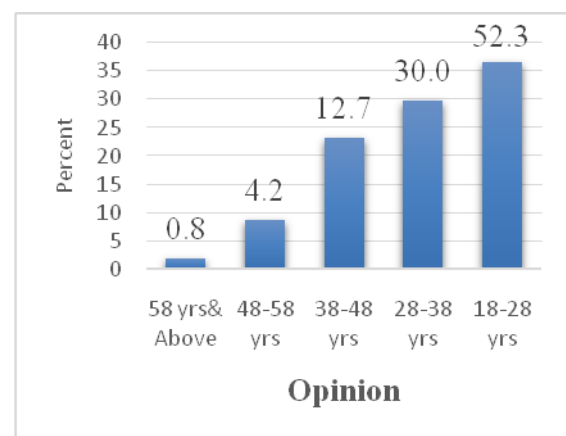
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-28 yrs	136	52.3	52.3	52.3

28-38 yrs	78	30.0	30.0	82.3
38-48 yrs	33	12.7	12.7	95.0
48-58 yrs	11	4.2	4.2	99.2
58 yrs & Above	2	.8	0.8	100.0
Total	260	100.0	100.0	

Interpretation:

From the above table infers that 52.3% of the respondent are under 18-28 yrs,30.0% of the are under 28-38 yrs,12.7% of them are under 38-48 yrs,4.2% of them are under 48-58 yrs and 0.8% of them are 58yrs & Above.

Chart showing Age of the respondent



(e)Table showing organization recruits candidates based on their skills and experience:

Organization recruits candidates based on their skills and experience

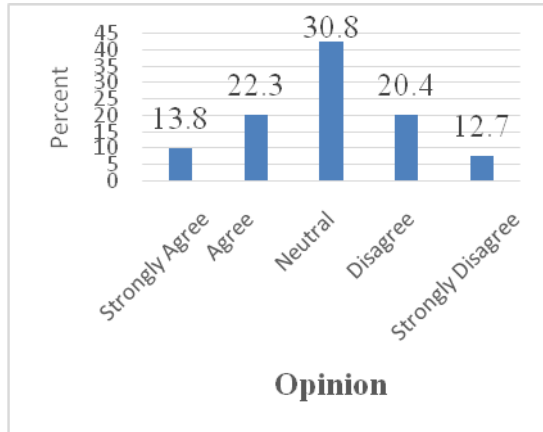
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	33	12.7	12.7	12.7
Disagree	53	20.4	20.4	33.1
Neutral	80	30.8	30.8	63.8
Agree	58	22.3	22.3	86.2
Strongly Agree	36	13.8	13.8	100.0
Total	260	100.0	100.0	

Interpretation:

From the above table inferred that 30.8% of them are Neutral with organization recruits candidates based on their skills and experience,22.3% of them Agree,20.4% of them

Disagree,13.8%of them Strongly Disagree and 13.8% of them Strongly Agree with organization recruits candidates based on their skills and experience.

**Chart showing organization recruits candidates based on their skills and experience**



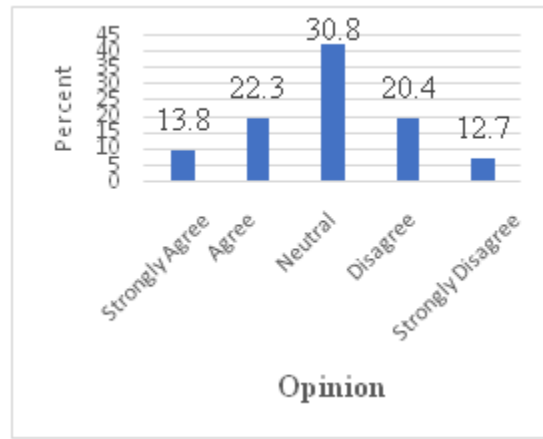
**ANOVA:**

**Table No 2.19(s) Showing Qualification of the respondent**

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	106.84	4	26.71	26.5	.000
Within Groups	472.64	470	1.006		
Total		260		100.0	

**Interpretation:**

From the above table inferred that 30.8% of them are Neutral with organization recruits candidates based on their skills and experience,22.3% of them Agree,20.4% of them Disagree,13.8%of them Strongly Disagree and 13.8% of them Strongly Agree with organization recruits candidates based on their skills and experience.



**Chart showing organization recruits candidates based on their skills and experience**

**ANOVA:**

**NULL HYPOTHESIS(H0):**

There is no significant difference between Qualification and Awareness of competency mapping in the organization.

**ALTERNATIVE HYPOTHESIS(H1):**

There is a significant difference between Qualification and Awareness of competency mapping in the organization.

**STATISTICAL TEST:**

Test Statistics

Age of the respondent Competency mapping plays an major role in the organization

	Age of the respondent	Competency mapping plays an major role in the organization
Chi-Square	198.884*	32.021*
df	4	4
Asymp. Sig.	.000	.000

**INTERPRETATION:**

Here the significance was occurs and has a value 0.000 is less than 0.05. Hence H<sub>0</sub> is rejected.

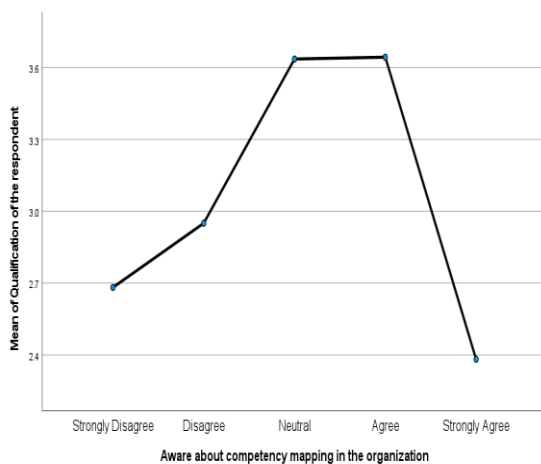
**RESULT:**

There is no significant difference between Age of the respondent and Competency mapping plays an major role in the organization.

**VIII. FINDINGS**

- The study found that respondents are separated into four designations to collect response to collect for competency mapping in the organization.
- According to the study conveys that 27.7% of the respondents Agree on organization identifies areas on improving employees towards competency mapping.
- From the study conducted reveals that 26.5% of the respondents Agree on competency mapping acts as an effective tool for selecting the right candidates for the organization.
- Above study reveals that Both technical and non-technical has different kinds of skill matrix and identifying the individual skills becomes drawback and organizational goals are not achieved more effectively.

**Means Plots**



**Interpretation:**

Here the significance was occurs and has a value 0.000 is less than 0.05. Hence H<sub>0</sub> is rejected.

**Result:**

There is no significant difference between Qualification and Awareness about competency mapping in the organization.

**CHI-SQUARE:**

**NULL HYPOTHESIS(H<sub>0</sub>):**

There is no significant difference between age of the respondent and competency mapping plays an major role in the organization.

**ALTERNATIVE HYPOTHESIS(H<sub>1</sub>):**

There is a significant difference between age of the respondent and competency mapping plays an major role in the organization.

**Test Statistics:**

- Many of the employees conveyed that not all the employees are recruited through proper procedures and some are recruited through experience and by recommendations.
- From the above study found that 13.8% of the respondents Strongly Agree on organization Identifies potential areas for improvement on employees towards competency mapping.
- Above study reveals that Both technical and non-technical has different kinds of skill matrix and identifying the individual skills becomes drawback and organizational goals are not achieved more effectively.
- According to the study conducted that 27.3% of the respondents are satisfied with the perceptions and values gained through competency mapping and remaining are not satisfied and they need effective training programs by the organization.
- Most of the respondents have felt that there are less awareness of competency mapping in the organization for the employees and mapping the individual and organizational goals becomes difficult.
- From the above study found that 15.4% of the respondents Strongly Agree on competency mapping improves our skills effectively in the organization.
- From the above study 25.4% of the respondents Agree on organization provides training and skill matrix for better competence for future development.

- The above study finds that 11.2% of the respondents feel Adverse on perception and values gained through competency mapping.
- From the study found that 20.8% of the respondents feel Questionnaire Method Approach followed by the organization towards competency mapping.
- From the above study found that 24.6% of the respondents Agree on respondents Aware about organizational goals.
- From the SPSS tool ANOVA it is concluded that there is no significant difference between Qualification and Awareness about competency mapping in the organization.
- From the SPSS tool Chi-Square it is concluded that there is no significant difference between Age of the respondent and competency mapping plays a major role in the organization.
- From the SPSS tool Correlation it is concluded that there is no significant difference between organization provides training and skill matrix and competency mapping acts as an effective tool for selecting right candidates to the organization.
- From the SPSS tool Regression it is concluded that there is a significant difference between employee competencies and organization identifies potential areas for improvement on employees towards competency mapping.

### IX. SUGGESTIONS

From the above study conducted on competency mapping provides different kinds of views and perspectives and each of the respondents showcases different viewpoints. Such as one of the Suggestion is that there are four levels of trainings are provided for technical level candidates and two levels of training are provided for the technical level candidates.

- When one level has been passed in technical training it gets an end in the last level but there are only two levels of trainings are accomplished by the non-technical candidates.
- Mainly most of the respondents need awareness on competency mapping through theoretical and practical approaches to be provided by the organization.
- Identifying the individual skills is an difficult task due to difference in equipping the concept by the individuals in the organization.

- From the above study I suggest that there must be more awareness should be created on competency mapping for the employees in the organization and the individual talents and skills identification is difficult due to their understandings and coordination, so organization should comply the individual goals with the organizational goals.

### X. CONCLUSION

Competency mapping of employees serves as a critical tool for aligning the skills, abilities, and knowledge of the workforce with the strategic goals of an organization.

Through a systematic approach to defining job requirements and assessing individual competencies, organizations can facilitate better hiring practices, targeted development programs, and improved employee performance. The impact of successful competency mapping is multifold, enhancing job satisfaction, promoting workforce agility, and reinforcing a culture of continuous learning and development. Moreover, by providing a clear framework for career progression, competency mapping can significantly contribute to employee engagement and retention. In facilitating a better understanding of the competencies required for specific roles, organizations position themselves to not only improve individual and organizational effectiveness but also remain competitive in a dynamic business environment.

Companies need competency mapping for several foundational reasons, reflecting the need to navigate the complexities of human capital management effectively. First and foremost, it provides a strategic link between the company's goals and its human resource capabilities, ensuring that employees possess the required competencies to achieve those goals.

Competency mapping aids in identifying and cataloging the essential skills, behaviors, and attributes that are necessary for success in various roles within the organization. The clarity assists in targeted recruitment, helping to match candidates with the requisite competencies for job roles, thereby reducing the likelihood of mis-hires and improving the overall quality of the hiring process.

Additionally, by understanding the current competencies within the organization, companies can pinpoint gaps in skill sets and thus tailor training and development programs accordingly. This contributes to effective personal development plans and strengthens succession planning effort,



ensuring that key positions can be filled with well- prepared internal candidates.

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