

## A STUDY ON IMPACT OF COMPETENCY MAPPING IN TOYOTA, INDIA

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### **Abstract:-**

*Competency is set of skills, related to information and characteristics that permit a person to effectively play out an assignment or an action inside a particular capacity or employment. Competency Mapping is a procedure of recognizable proof of the capabilities required to perform effectively a given activity or job or a lot of errands at a given purpose of time. It comprises of breaking a given job or occupation into its constituent's assignment or exercises and recognizing the abilities (**Technical, Behavioral, applied information and Attitude and aptitudes and goes on**) expected to play out the equivalent effectively. The reason for the examination is to assess the competency of the representatives of the tire business. To accomplish this I have collected data from 100 employees of Toyota, Karnataka. Percentage method and chi- square test are the methods I have used here. Results are having significant impact on competency mapping.*

**Key words:-** Competency, Competency mapping

### **INTRODUCTION:-**

Any hidden qualities required for playing out a given role, task or action can be considered as Competency . Competency may take the accompanying forms:[**Knowledge, Attitude, Skill**]. Singular attributes including [**Motives, Values, Traits, Self Concept**]

### **Steps in competency mapping:-**

The steps in competency mapping with an end result of job evaluation includes the following:

Step1: Identify departments for competency profiling.

Step2: Identifying hierarchy within the organization and selection of levels.

Step3: Obtain the job descriptions

Step4: Preparation of semi-structured interview.

Step5: Recording of interview details.

Step6: Preparation of a list of Skill.

Step7: Indicate proficiency levels.

Step8: Validate identified competencies and proficiency levels with immediate superiors and other heads of the concerned department.

Step9: Preparation of competency.

Step10: Mapping of competencies.

### **Conventional JOB ANALYSIS V/S COMPETENCY APPROACH**

**Employment investigation prompts:** Long arrangements of errands and the aptitudes/information required to play out every one of those assignments, Information time from point specialists; work occupants, Effective performance.

**Competency model prompts:** A refined arrangement of fundamental individual attribute, Information from amazing performers notwithstanding subject matter, Outstanding execution approach grants heads and directors to make a qualification between an individual's capacity to do explicit undertakings at the base satisfactory level and the capacity to do explicit undertakings at the base worthy level and the capacity to do the entire occupation in an exceptional manner

### **Major CHARACTERISTICS**

1. **Knowledge:** Information an individual has specifically content territories.
2. **Skill:** The capacity to play out a specific physical or mental task.
3. **Motives:** The things an individual reliably considers or needs that cause action. Motives "drive, direct and select" conduct toward specific activities or objectives and The ability to play out a specific physical objectives for themselves and criticism to improve

### **OBJECTIVES OF THE STUDY:-**

1. To measure the employee work knowledge on Competency mapping.
2. To study the relationship between chosen factors that contribute in organizational development .
3. To evaluate how far competency mapping is successfully implemented.

### **NEED FOR THE STUDY:-**

Competency mapping is too much used in the business to practice meeting the essential variables and exercises. The significant reasons on account of which the mapping of the abilities is done are as per the following:

Empowering progressively open remarks — new experiences. Lucidity to the individuals with respect to the basic generally execution segments from side to side competency mapping, the individual is setting himself up for next arrangement of regular employments.

With the assistance of the competency map the man or lady can change the format of difficult work and fill inside the holes in their introduction. By beating the distinctions in the supported stage and along these lines the genuine status of by and large execution the individual can encounter the upward push inside the self-conviction and the inspiration stage.

Causes the character to work out the territories where the event is required and therefore drives the person to build up a reasonable and objective personal growth plan. It assumes a significant job in vocation making arrangements of the person inside the venture, to both the and in this manner the organization.

### **RESEARCH METHODOLOGY:-**

Elucidating reads has been utilized for the investigate, to the reality the objectives of the graphic research are to give a clarification for as it ought to be the attributes of explicit character situation or association and to instructional course the recurrence of commonness of such occasions.

### **SAMPLE SIZE**

A total of 100 examples have been chosen out of 500.

### **DATA COLLECTION METHOD**

the technique for know-how arrangement incorporates types for the glance at, similar to essential data and optional insights.

#### **A) PRIMARY DATA**

Essential record is that the records it really is accumulated for the main time with the guide of the specialist. the main information are amassed with explicit arrangement of goal to survey the current notoriety of any factor examined. Essential records is advantageous just specific period.

#### **B) SECONDARY DATA**

Secondary data are regularly inward or outside. The optional realities has been accumulated from diaries, reading material, magazines, web.

### **STATISTICAL TOOLS**

Appropriate statistical tools are used.

### **LIMITATIONS:-**

1. The look at is fully centered on most effective one enterprise

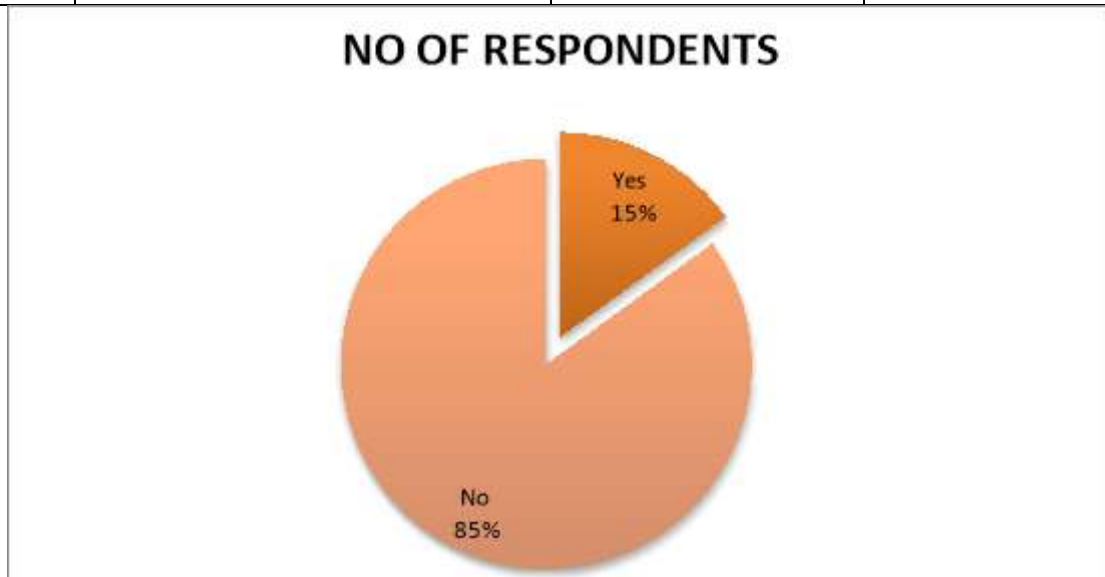
- 2. The time and value are constraints
- 3. Self- bias or statistics is insufficient

**DATA ANALYSIS:-**

**TABLE: 1**

**RECRUITMENT AND SELECTION PROCESSES CARRIED OUT CONSIDERING COMPETENCY OF THE INDIVIDUALS**

S.NO	ASSESSMENT	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Yes	15	15
2	No	85	85
	Total	100	100



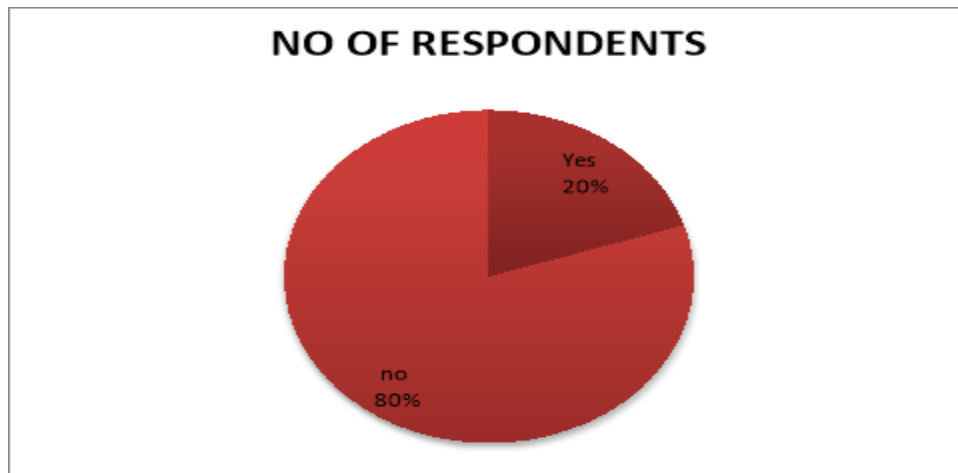
**INTERPRETATION:**

the above pie chart depicts that 15% of employees are agreed that recruitment and selection process carried out and considering competency of the individuals and 85% of employees are not agreed with above statement

**TABLE: 2**

**MISSED BUSINESS OPPORTUNITIES IN THE RECENT PAST**

S.NO	Missed business Opportunities	NO OF RESPONDENTS	NO OF RESPONDENTS %
1	Yes	20	20
2	No	80	80
	Total	100	100



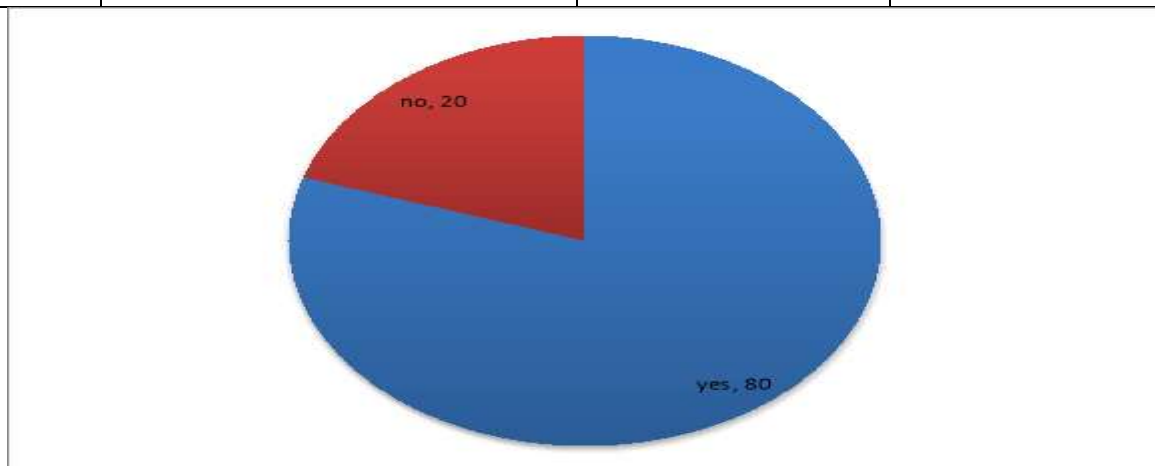
**INTERPRETATION:**

the above pie chart depicts that 80% of employees are agreed that due competency mapping they did not lost business opportunities and 20 % of the employees are not agreed with above statement.

**TABLE: 3**

**AWARENESS OF COMPETENCY MAPPING**

S.NO	AWARENESS	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Yes	80	80
2	No	20	20
	Total	100	100



**INTERPRETATION:**

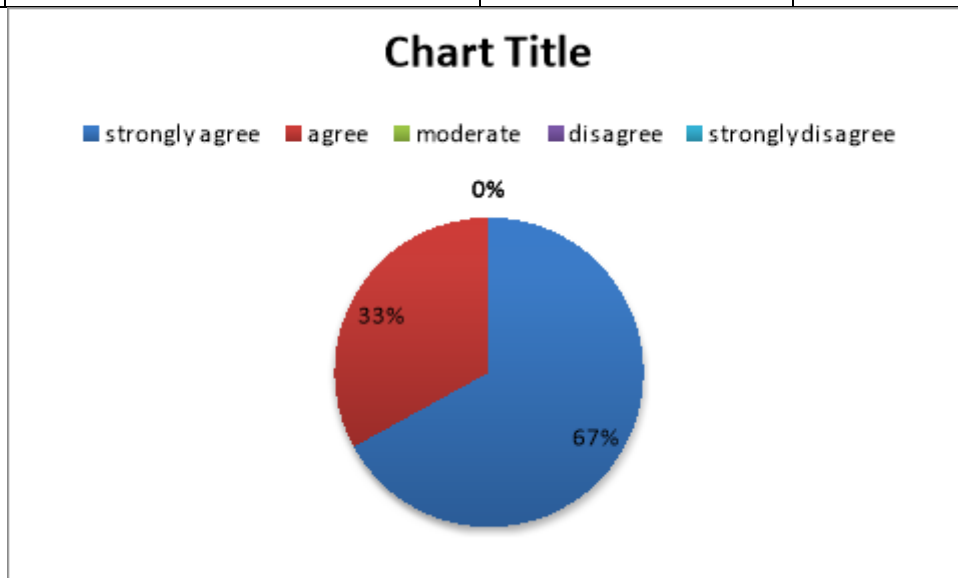
The above desk spells approximately the respondents having focus about the competency mapping, wherein 80% of the respondents are having consciousness about the competency mapping and the final 20% of the respondents don't have focus approximately the competency mapping. The recognition may be created through diverse applications which

can be conducted via the organization. Therefore the bulk of respondents are having awareness on competency mapping.

**TABLE-4**

**COMPETENCY MAPPING HELPFUL IN INDIVIDUAL CAREER DEVELOPMENT**

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



**INTERPRETATION:**

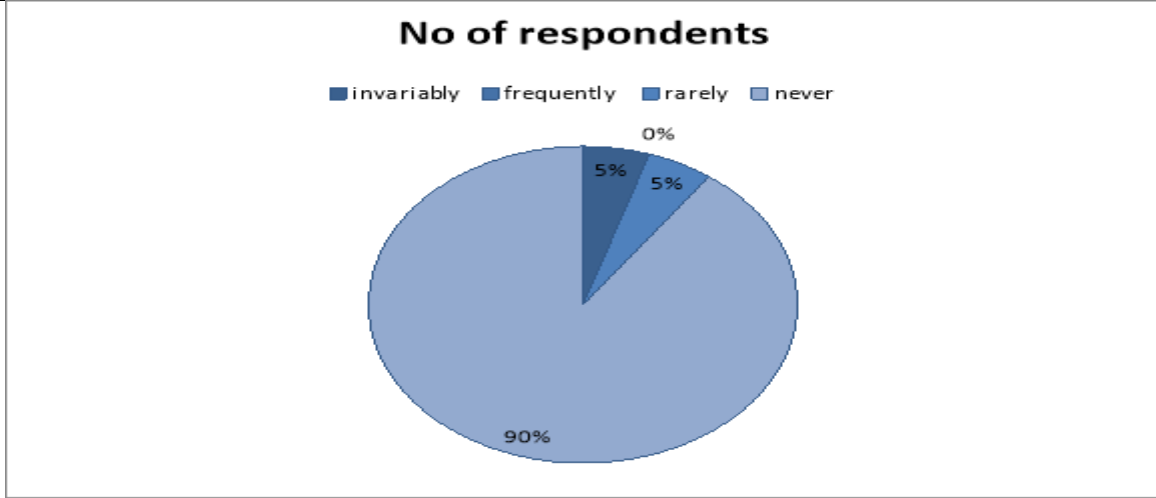
The above table explains about the career development through Competency Mapping where 67% accepting and 33% said no to career development through competency mapping.

**TABLE: 5**

**COMPETENCY MAPPING IN MANPOWER PLANNING**

S.NO	Manpower preparation	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Invariably	5	5
2	Frequently	0	0
3	Rarely	5	5

4	Never	90	90
	Total	100	100



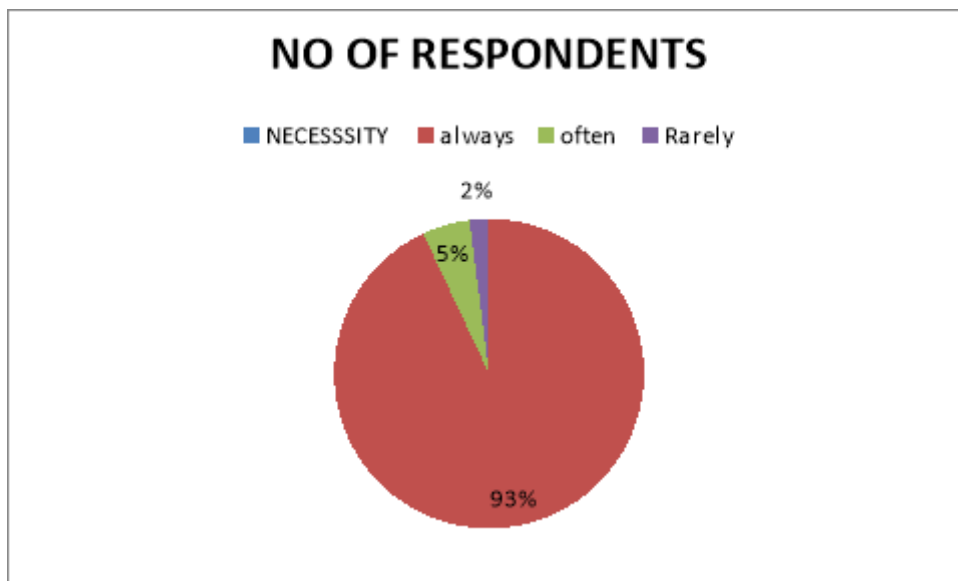
**INTERPRETATION:**

The above table explains approximately the manpower in competency mapping, wherein 90% of the employee shows that competency mapping can't assist in doing manpower planning, however 5% of the personnel supporting in the direction of the presence of competence mapping in manpower and last 5%

**TABLE: 6**

**PERFORMING COMPETENCY MAPPING REGULARLY IN COMPANY**

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



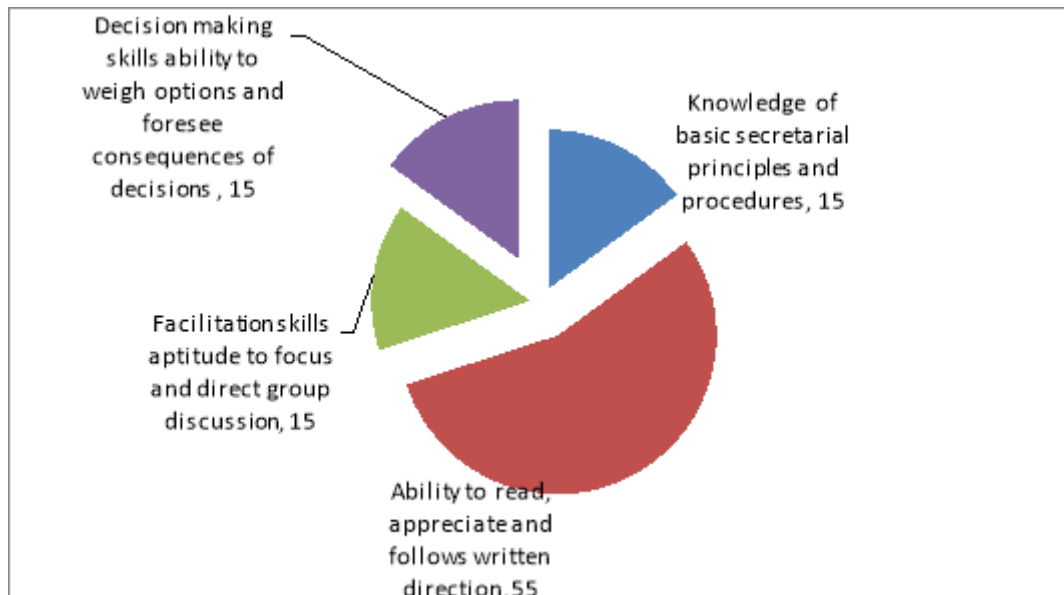
**INTERPRETATION:**

The above pie chart reveals that 93% that of employees claim that competency mapping executed regularly and 5% of employees claimed often and 2% mentioned that it is inevitable. **TABLE: 7**

**THE COMPETENCY THAT HELP THE MOST**

S.NO	capability	NO OF RESPONDENTS	NO OF RESPONDENTS (%)
1	Knowledge of basic secretarial principles and procedures	15	15
2	Ability to read, appreciate and follows written direction	55	55
3	Facilitation skills aptitude to focus and direct group discussion	15	15
4	Decision making skills ability to weigh options and foresee consequences of decisions	15	15
	Total	100	100





### **INTERPRETATION:**

the above pie chart depicts that 55 employees believed that Ability to read, appreciate and follows written direction helps the most, 15 employees believed in Knowledge of basic secretarial principles and procedures, 15 employees believed that Facilitation of aptitude skills to focus and direct group discussion, 15 employees believed that Decision making skills abled them to weigh options and foresee consequences of decisions.

### **FINDINGS**

- 1) Based on the information gathered it is Revealed that 80% of the employees are having awareness on competency mapping
- 2) The 67% of employees claimed that competency mapping helps in career development and career management.
- 3) The 90% of employees revealed that competency mapping do not help in manpower planning process.
- 4) Most of the time Toyota organization is executing competency mapping on regular basis.
- 5) Half of the employees in the organization believes that identifying their talents and skills makes them feel more productive day by day.
- 6) Its helps in employee retention and boosts career development

### **SUGGESTIONS**

- 1) The company need to Follow Job rotation, Enrichment and Enlargement.
- 2) Company should provide proper guidance in developing their career.
- 3) Each and every employee should get enough training so that they can contribute more efficiently and effectively to the organization.

**QUESTIONNAIRE**

Name :

Qualification :

Designation :

1. Are you aware of the term Competency?

a.  Yes

b.  No

2. Does competency mapping help you to do manpower planning?

a. Invariably

b. Frequently

c. Rarely

d. Never

3. Do you perform competency mapping regularly in your company?

a. Invariably

b. Frequently

c. Rarely

d. Never

4. Does Recruitment and Selection processes carried out considering competency of the individuals?

a. Yes

b. No

5. Does competency mapping helpful in individual's career development?

a. Strongly Agree

b. Agree

c. Moderate

d. Disagree

e. Strongly Disagree

6. What Competency helps you the most?

a.  Knowledge of basic accounting principles and procedures.

b.  Ability to read, understands, and follows written directions.

c.  Facilitation skills – ability to focus and direct group discussions.

d.  Decision-making skills – ability to weigh options and foresee consequences of decisions.

7. Have you faced any challenges in your job or role?

- a.  Strongly Agree
- b.  Agree
- c.  Moderate
- d.  Disagree
- e.  Strongly Disagree

8. Are you in a business where there is high competition for talented people in market place?

- a)  Yes
- b)  No

9. Has your organization experienced any setbacks in the recent past due to lack of competent people?

- a)  Yes
- b)  No

10. Has your organization missed any business opportunities in the recent past due to lack of competent people to handle any one or more functions or territories or lines of business etc?

- a)  Yes
- b)  No

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