

A Study on Competency Mapping of Employees in Hero Best Motors With Special Reference to Malappuram District

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ABSTRACT

The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also competency mapping is a strategic HR frame work for monitoring the performance.

The aim of this study is to find out the competency mapping of the organization and level of competencies of employees in this organization. For the data collection, study used the questionnaire and survey. In this study sample size was 30 employees in the organization. For the analysis of data used percentage analysis, bar diagrams ,pie diagrams in this study. This study found out that majority of the employees have competency skills.

Key words: Competency, Competency mapping, Competency profiling ,competency map

Introduction

In the modern complex world, which is characterized by scarcity of resources, it has become first and foremost object of every businessperson to use the available resources efficiently and in best way. The different resources include Manpower, Material Machinery and Money to maximize returns and minimize wastage all these resources must be properly synchronized. Man power, both technical and managerial, is the most important resource of organization. No other factor can be utilized efficiently without manpower. Thus, its mismatch with any of the factor will give rise to wastage of time, money and efforts, leading to loss of efficiency. Thus, it's very necessary to use this resource effectively. However, the most important resource is also the most difficult to manage. The reason for this difficulty is that no two persons are similar. Each person is been endowed with different qualities, skills, attitudes, motives, knowledge etc... Moreover, these factors have an imperative impact on their performance. Thus, concisely one can conclude and come to a point that select on and recruitment of employees forms one of the crucial functions of an Organization.

Human Resource Management performs the function of Recruitment, select on, training, development and remuneration. In addition, among these recruitment and select on functions seems to be the most difficult one as they deal with selection and appointment of employees. It's the efficiency of HRM in performing these two functions, which leads to overall efficiency in an organization. Thus, it is necessary to recruit the individual who is required by the organization. In other words, the individual who is best suited to do the job

must be selected. It will be wastage of resources if a person who does not suit the job and cannot do the job efficiently is been selected.

Some scholars see "competence" as a combination of practical and theoretical knowledge, cognitive skills, behaviour and values used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role. For instance, life, management competency might include systems thinking and emotional intelligence, and skills in influence and negotiation. Competency is also used as a more general description of the requirements of human beings in organizations and communities.

Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act. In emergencies, competent people may react to a situation following behaviors they have previously found to succeed. To be competent a person would need to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire, if this is relevant. Regardless of training, competency would grow through experience and the extent of an individual to learn and adapt.

Competency mapping a process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge and attitude and skills, etc..) needed to perform the same successfully.

Competency mapping analyzes individual's "SWOT"(Strengths, Weaknesses, and Opportunities &Threats) for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Companies are vastly shifting their approach of having multi-skilled employees with knowledge of only one skill. The Competency models thus not only help the organizations in providing a —Blue print for the entire gamut of behaviour that produce excellent performance but can also provide an important and useful tool to guide individual development.

A competency mapping model is an organizing framework that lists the competencies required for effective performance in a specific job, job family (Eg. group of related jobs), organization, function, or process. Individual competencies are organized into competency models to enable people in an organization or profession to understand, discuss, and apply the competencies to workforce performance.

Competency Mapping is a process of identifies key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It has been a general observation that hard work, sincerity, knowledge, intelligence alone does not make a person a star performer in his/her profession. There are other factors that help an individual excel in his job. Good managers are generally aware about different qualities a person must possess to do a job effectively, and they make use of their knowledge to select and train their subordinates. Organizational psychologists have refined this understanding and converted it into a structural and formal process called Competency Mapping. It has emerged as one of the most powerful tools aiding the improvement for the HR professionals in finding the right employee for a job and development of the employed person in doing the assigned job effectively.

Objectives of the Study

- To analyze the competency mapping of the organization
- To identify competencies of employees in the organization
- To ascertain level of deficiency in competencies
- To suggest various measures to overcome deficiencies in competencies



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.

Research Methodology

Research methodology is a way to systematically solve the research problem. It deals with the objective of research study in the method of defining the research problem, the type of data collected, method used for data collection and analyzing the data etc. The methodology includes collection of primary data.

Sources of Data

The study is conducted on the basis of primary data collected from Hero Best Motors Malappuram. Secondary data is also a part of study. The primary data were collected from employees of Best Motors Malappuram. Direct personal questionnaire method and interview was adopted to collect information from the employees.

Two sources of data's are mainly used for the study. They are

- ❖ Primary data
- ❖ Secondary data

- Primary data: This data is gathered from firsthand information sources and it includes data's from employees, clerks etc. by administering the questionnaire having face to face interaction with employees we also collect primary data by interviewing managers.
- Secondary data : This data are those data which have already been collected, tabulated and presenting in some forms by someone else for some other purpose .In this study internet, journals, magazines, etc. were used for collecting data.

Sampling Method

The sampling method used is convenient sampling.

Sample Size

The sample size is 30, which include only the employees in the organization.

Tools for Data Collection

- ❖ Questionnaire
- ❖ Interview

Tools for Data Analysis

- Tables
- Bar diagram
- Pie diagram

LIMITATIONS

- 1) Employees are busy in their work and so they are not sincerely co-operate for data collection.
- 2) The survey is limited only in Malappuram area.
- 3) Data provided by the respondent need not always true as their perception can change based on new experience some people also will not say what they really want.

INDUSTRY PROFILE AND COMPANY PROFILE

INDUSTRY PROFILE

Hero Motocorp Ltd formerly hero Honda is an Indian motorcycle and scooter manufacturer in New Delhi, India.the company is the largest two wheeler manufacturer in the world. In India, it has a market share of

about 46% share in two-wheeler category. The 2006 Forbes 200 most respected companies list has Hero Honda motors ranked at #108. On March 2013, the market capitalization of the company was INR 308 billion (USD 5.66 billion)

Hero Honda started in 1984 as a joint venture between Hero Cycles of India and Honda of Japan. In 2010, when Honda decided to move out of the joint venture, Hero Group bought the shares held by Honda. Subsequently, in August 2011 the company was renamed Hero MotoCorp with a new corporate identity. In June 2012, Hero Motocorp approved a proposal to merge the investment arm of its parent Hero Investment Pvt. Ltd. into the automaker. The decision comes after 18 months of its split from Honda Motors.

HISTORY

"Hero" is the brand name used by the Munjal brothers for their flagship company, Hero Cycles Ltd. A joint venture between the Hero Group and Honda Motor Company was established in 1984 as the Hero Honda Motors Limited at Dharuhera, India. Munjal family and Honda group both owned 26% stake in the Company.

During the 1980s, the company introduced motorcycles that were popular in India for their fuel economy and low cost. A popular advertising campaign based on the slogan 'Fill it – Shut it – Forget it' that emphasized the motorcycle's fuel efficiency helped the company grow at a double-digit pace since inception. In 2001, the company became the largest two-wheeler manufacturing company in India and globally. It maintains global industry leadership till date. The technology in the bikes of Hero Motocorp (earlier Hero Honda) for almost 26 years (1984–2010) has come from the Japanese counterpart Honda.

- 1956—Formation of Hero Cycles in Ludhiana (majestic auto limited)
- 1975—Hero Cycles becomes largest bicycle manufacturer in India.
- 1983—Joint Collaboration Agreement with Honda Motor Co. Ltd. Japan signed Shareholders Agreement signed
- 1984—Hero Honda Motors Ltd. incorporated
- 1985—Hero Honda motorcycle CD 100 launched.
- 1989—Hero Honda motorcycle Sleek launched.
- 1991—Hero Honda motorcycle CD 100 SS launched.
- 1994 – Hero Honda motorcycle Splendor launched.
- 1997—Hero Honda motorcycle Street launched.
- 1999 – Hero Honda motorcycle CBZ launched.
- 2001 – Hero Honda motorcycle Passion and Hero Honda Joy launched.
- 2002—Hero Honda motorcycle Dawn and Hero Honda motorcycle Ambition launched.
- 2003—Hero Honda motorcycle CD Dawn, Hero Honda motorcycle Splendor plus, Hero Honda motorcycle Passion Plus and Hero Honda motorcycle Karizma launched.
- 2004—Hero Honda motorcycle Ambition 135 and Hero Honda motorcycle CBZ Star launched.
- 2005—Hero Motocorp Super Splendor, Hero Honda motorcycle CD Deluxe, Hero Honda motorcycle Glamour, Hero Honda motorcycle Achiever and Hero Honda Scooter Pleasure.
- 2007—New Models of Hero Honda motorcycle Splendor NXG, New Models of Hero Honda motorcycle CD Deluxe, New Models of Hero Honda motorcycle Passion Plus and Hero Honda motorcycle Hunk launched.

- 2008—New Models of Hero Honda motorcycles Pleasure, CBZ Xtreme, Glamour, Glamour Fi and Hero Honda motorcycle Passion Pro launched.
- 2009—New Models of Hero Honda motorcycle Karizma: Karizma – ZMR and limited edition of Hero Honda motorcycle Hunk launched
- 2010— new Models of Hero Honda motorcycle Splendor Pro and *New* Hero Honda motorcycle Hunk and *New* Hero Honda Motorcycle Super Splendor launched.
- 2011—New Models of Hero Honda motorcycles Glamour, Glamour FI, CBZ Xtreme, Karizma launched. New licensing arrangement signed between Hero and Honda. In August Hero and Honda parted company, thus forming Hero MotoCorp and Honda moving out of the Hero Honda joint venture. In November, Hero launched its first ever Off Road Bike Named Hero "Impulse".
- 2012-New Models of Hero Motocorp Maestro the Musculine scooter and Ignitor the young generation bike are launched.
- 2013-Hero MotoCorp unveiled line-up of 15 updated products including Karizma R, ZMR, Xtreme, Pleasure, Splendor Pro, Splendor iSmart, HF Deluxe ECO, Hero Motocorp Super Splendor, Passion Pro and Xpro, Glamour and Glamour FI etc. It also introduced three new technologies- Engine Immobilizer in new Xtreme, Integrated Braking System (IBS) in new Pleasure and i3S (Idle Stop and Start System) in new Splendor iSmart
- 2014-Hero MotoCorp Launched Splendor Pro Classic, Xtreme Sports and new models of Karizma ZMR, Karizma R, Maestro and Pleasure.
- 2014 -In the month of October 2014 Hero updated its 100cc engine range. This was used now with passion pro, splendor pro classic. Soon it will be updated in its other 100cc variants also.

FORMATION OF HERO MOTOCORP

The name of the company was changed from Hero Honda Motors Limited to Hero MotoCorp Limited on 29 July 2011. The new brand identity and logo of Hero MotoCorp were developed by the British firm Wolff Olins. The logo was revealed on 9 August 2011 in London, to coincide with the third test match between England and India. Hero MotoCorp can now export to Latin America, Africa and West Asia. Hero is free to use any vendor for its components instead of just Honda-approved vendors.

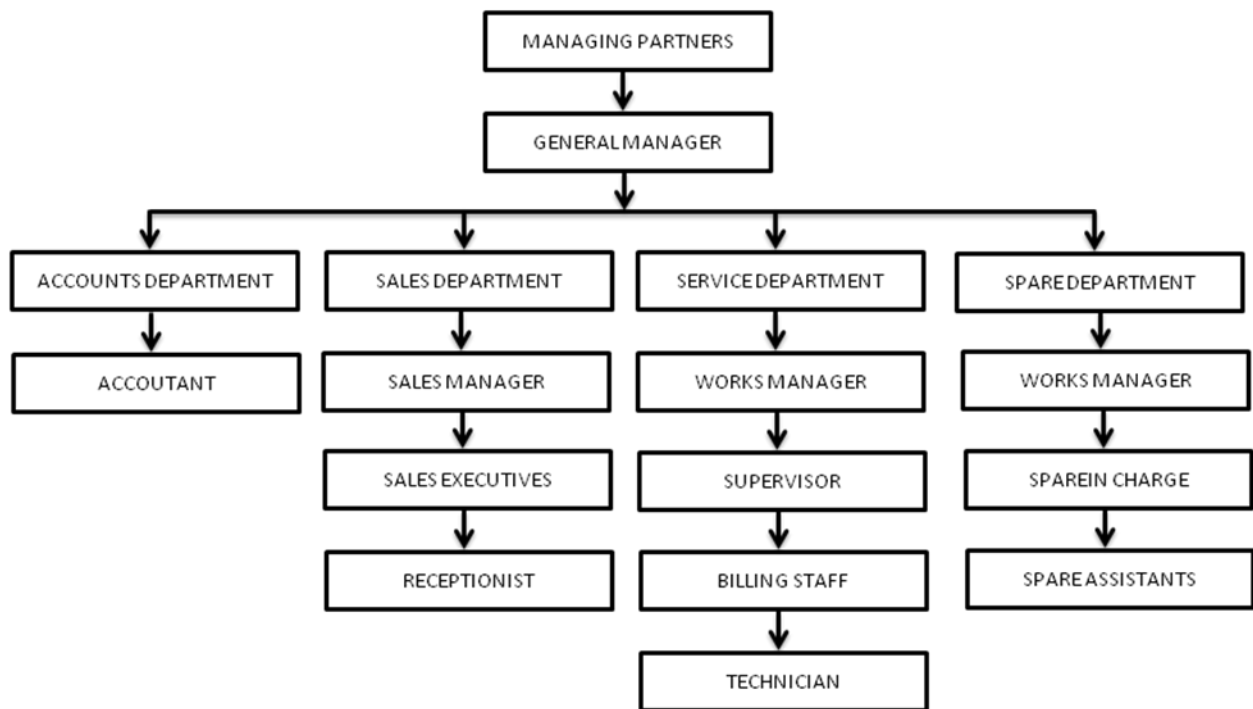
On 21 April 2014, Hero MotoCorp announced their plan on a \$40 Mn joint venture with Bangladesh's Notion Niloy Group in the next five years. Also, Hero updated its 100cc engine range in 2014 for 100cc bikes except Hero Dawn.

COMPANY PROFILE

The BEST motors was established 5th February 2005, the company situated in Kajhatower, machingal bypass road, near Munduparamba, in Malappuram district. The company inaugurated by Mr. PK Kunjalikutty MLA the first sale by Mr. Ravindran Puthalath (joint RTO Malappuram)

The company will assist the customers from the firms of choosing vehicle model, color finding the best finance option that suits them. They will constantly keep the customer update about their vehicle status until the delivery of vehicle is done. In case of serving of vehicle the company is at their service, with option of collecting vehicle from the doorstep and once the works over deliver it back to the customer.

THE ORGANISATIONAL STRUCTURE OF BEST MOTORS



THEORITICAL FRAME WORK

COMPETENCY MAPPING

It is a process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioral, conceptual knowledge and attitude and skills, etc.) needed to perform the same successfully.

- **Competency Map.** A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.
- **Competency Mapping.** Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role
- **Competency profiling.** It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company specific.

Steps in Competency Mapping

The following steps may be followed in competency Mapping:

- 1) Decide the roles for which the competencies need to be mapped.
- 2) Identify the location of the roles in the organizational structure. This needs the clarity of organizational structure, defining the role relationships (reporting authority, subordinates, peers etc.).
- 3) Identify the objectives of the function or the department or the unit or section where the role is located.

- 4) Identify the objectives of the role. Why does the role exist? What are the main purposes of the role?
- 5) Collect the Key Performance Areas (or KRAs, Tasks, etc.) of the role holder for the last two to three years from the performance appraisal records. Alternately, collect the job descriptions of any of the role to make a list of all tasks and activities to be performed by than role holder
- 6) Interview the role holder to list the Tasks and activities expected to be performed by the Individual. Group them into a set of tasks. The tasks list may be as many as 15 to 20 for some roles and as Competency mapping few as five to six for other roles. There is no rigid rule about the number of tasks. It depends on how complex the role is. It is useful to start with as many tasks as possible.
- 7) Interview the role holder to list the actual knowledge, attitude, skills, and other competencies required for performing the task effectively. The role holder should be asked questions like: "If you are to recruit someone to perform this task what qualities or competencies would you look for in him/her? What competencies do you think are required to perform this well?"
- 8) Repeat the process with the entire role set members.
- 9) consolidate the list of competencies from all the role holders' by each task.
- 10) Edit and finalize. Present it to the supervisors of the role holder and the role holder for approval and finalization.

Competency Mapping - Evolution

In the beginning of the 20th century, work brought complex skills to the job. Typical Business process required specific competencies for the task at hand. These competencies could be acquired only through years of on-the-job learning and practice.

Then came the era of scientific management where Frederic Taylor's and Henry Ford's use of assembly line shifted competencies from workers to time and motion study. Complexity was minimized and efficiency was maximized. Process expertise left little scope for training.

World War II (mid-century) enforced management centric views where officers gave orders to subordinates who obeyed without questions. Thus people in command were assumed to have information, perspective and ability to make decisions. After the war they still lived under a command and control hierarchy.

In the post war decade the demand was unparalleled and competition was little. The turnaround came when in the early 1960's when McClelland wrote a landmark article in the American Psychologist asserting that IQ and personality tests that were then in common use were predictors of competency. He felt that companies should hire people based upon competencies rather test scores.

In the year 1973 McClelland developed new methods to predict human performance for US Information Agency. Objective was to eliminate the potential biases of traditional intelligence and aptitude testing. This was the beginning of the field of competence measurement. McClelland began by asking the USIA's personnel director and some top managers for the name of their most outstanding employees. He also asked for the names of people whose jobs were secure but who were in no way outstanding.

McClelland and his associates asked the 2 groups to describe 3 incidents where they felt that they have performed outstandingly and where they have messed up.

Many skills that the panel of experts had identified as crucial to job performance turned out to be irrelevant to the everyday duties of the people interviewed by McClelland.

The turning point for competency movement – Article published in American Psychologist in 1973 by McClelland. Article presented data supporting that traditional achievement and intelligence score may not be able to predict job success. Need of the hour was to profile the exact competencies required to perform the given job effectively. Equally noteworthy is the pioneering work by Douglas Brey and his associates at AT&T which gave evidence that the competencies can be assessed through assessment centers and on the job success can be predicted to certain extent.

Behaviour Event Interviewing (BEI) was developed by McBer to map the competencies. Increased recognition of the limitations of performance appraisal in predicting future performance shifted focus to potential appraisal and assessment centers in seventies. Assessment centers were an integral part of the HRD plan given to L&T in 1975.

DEFINITION

United Nations Industrial Development Organization (2002)

“A competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job.”

Competency Mapping can be defined as a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. The individual's level of competency in each skill is measured against a performance standard established by the organization. Competency Mapping can be defined as a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization.

ANALYSIS AND INTERPRETATION

TABLE 1 ALTERATION OF BEHAVIOR TO COPE UP THE SITUATION

Criteria	No. of employees	Percentage
Yes	30	100
No	0	0
Total	30	100

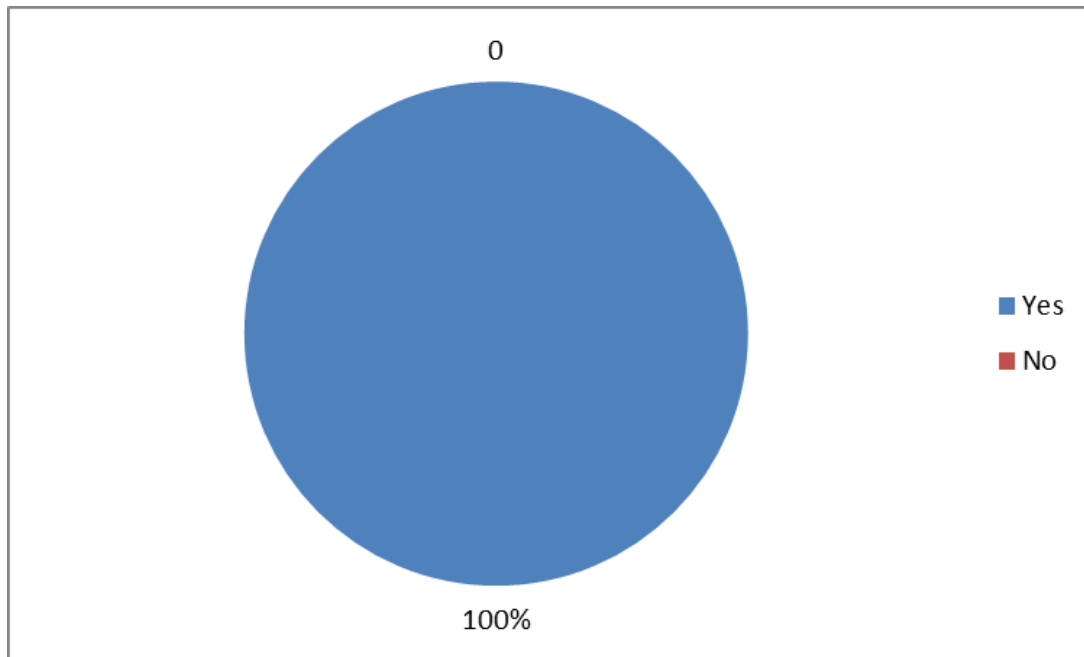


Fig.1. Alteration of behavior to cope up the situation

INTERPRETATION

Out of 30 employees, 100% of employees are ready to alter their behaviour and view point to the situation.

TABLE 2 SERVICES TO CLIENT

Criteria	No. of employees	Percentage
Strongly Agree	8	27
Agree	21	70
Disagree	1	3
Strongly Disagree	0	0
Total	30	100

Source: Primary data

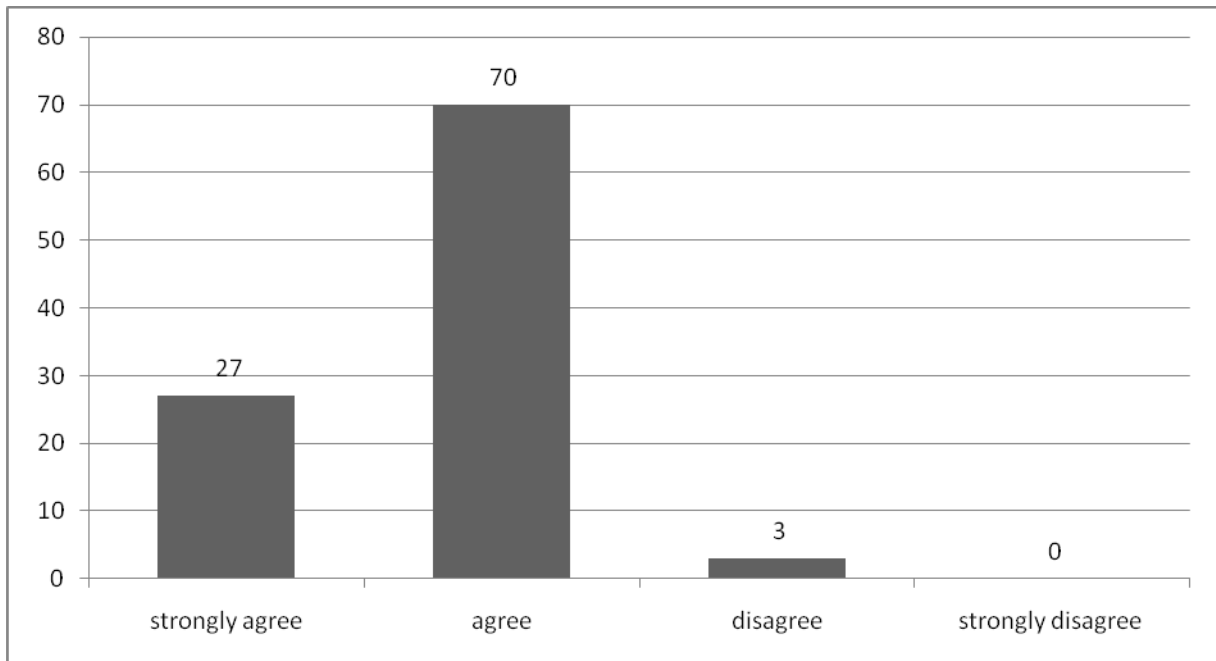


Fig. 2. Services to client

INTERPRETATION

The above graph shows that out of 30 employees 27% are strongly agreed, 70% are agreed, 3% are disagreed with the provided service to a client or stake holder beyond their expectations.

TABLE 3: REACTIONS OF EMPLOYEES TOWARDS CLIENT NEED

Criteria	No. of employees	Percentage
Favorable	29	97
Unfavorable	1	3
Total	30	100

Source: Primary data

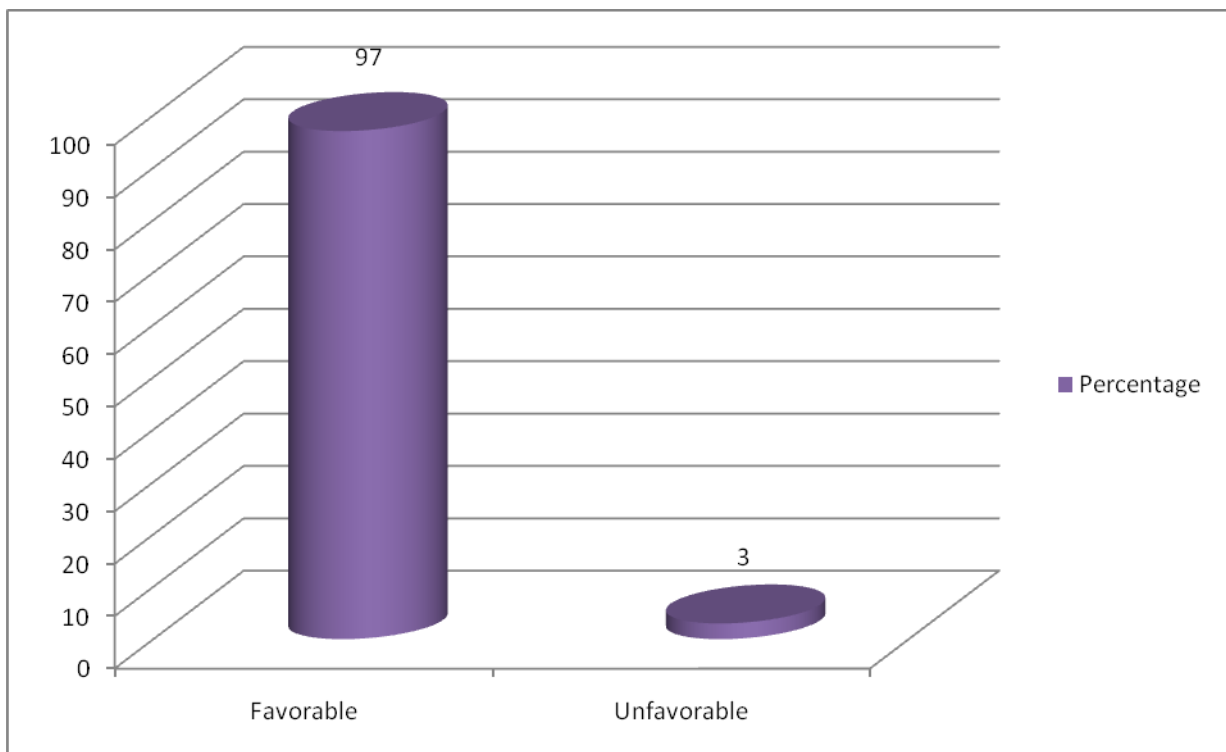


Fig 3. Reactions of employees towards client

INTERPRETATION

Out of 30 employees, 97% employees favorably react towards client needs and 3% of employees are unfavourablyreact towards client needs.

TABLE 4 :PROBLEM SOLVING MENTALITIES OF EMPLOYEES

Criteria	No. of employees	Percentage
Yes	20	67
No	10	33
Total	30	100

Source: Primary data

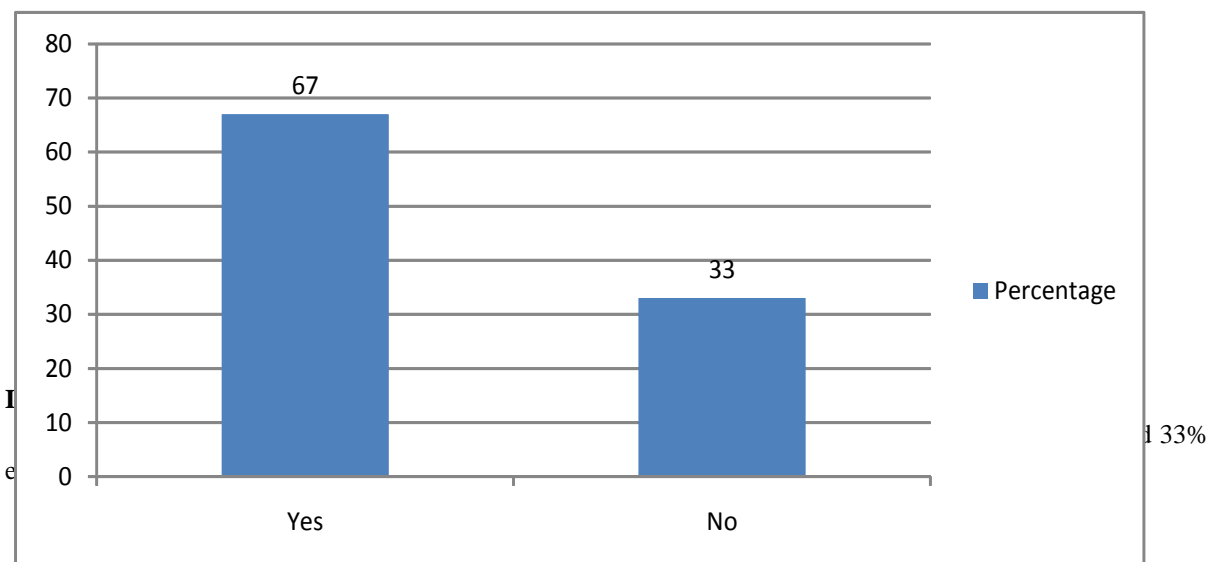
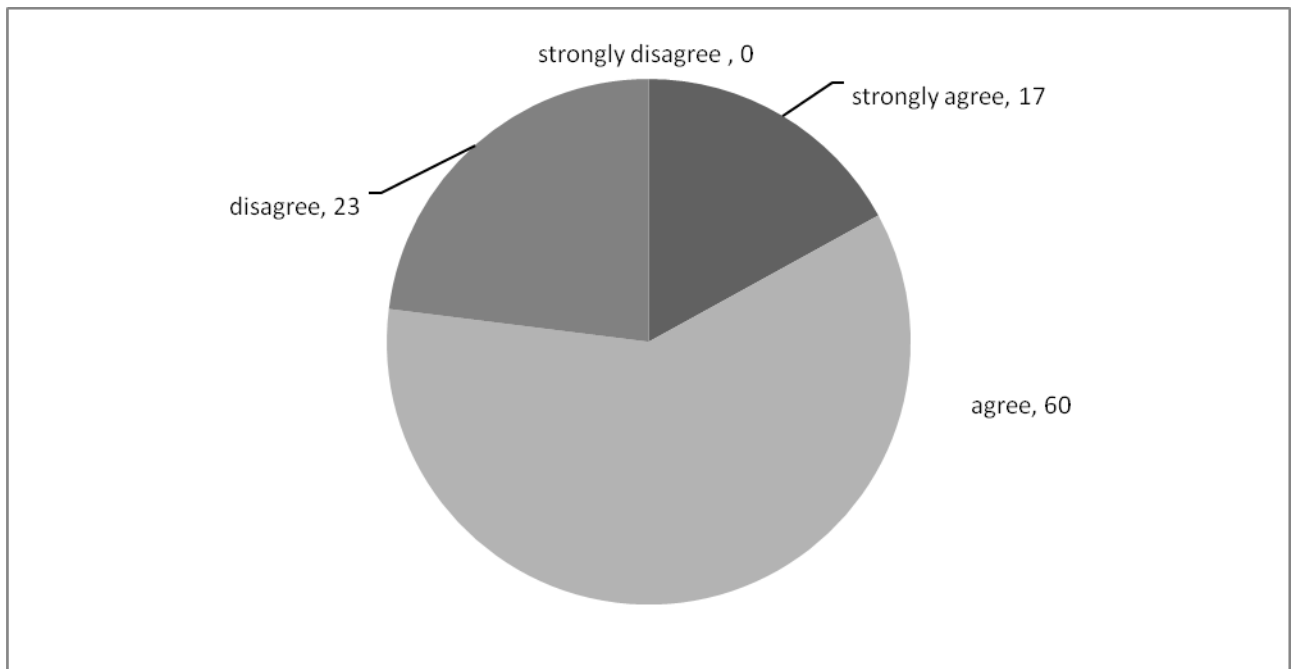


TABLE: 5 ALTERATION TOWARDS OTHERS SAYINGS

Criteria	No. of employees	Percentage
Strongly Agree	5	17
Agree	18	60
Disagree	7	23
Strongly Disagree	0	0
Total	30	100

Source: Primary data



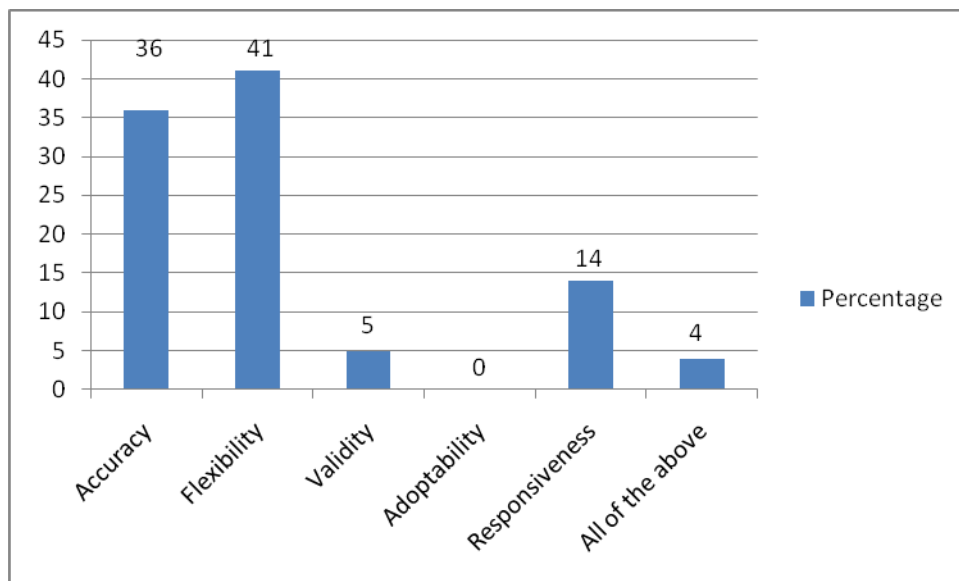
INTERPRETATION

The graph indicate that out of 30 employees ,17%employees are strongly agreed , 60% employees are agreed,23% employees are disagreed regarding alteration towards others words.

TABLE: 6 FACTORS CONSIDERED FOR ASSESSING VIABILITY OF NEW IDEA INITIATIVES

Source: Primary data

Criteria	No. of employees	Percentage
Accuracy	8	36
Flexibility	9	41
Validity	1	5
Adoptability	0	0
Responsiveness	3	14
All of the above	1	4
Total	22	100



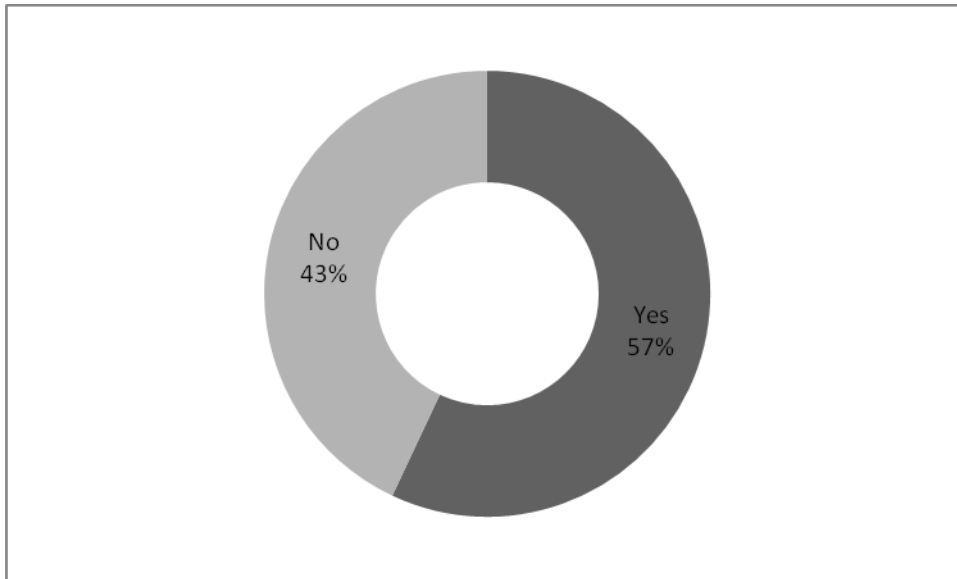
INTERPRETATION

Out of 22 employees, 41% employees are selected flexibility, 36% employees selected accuracy, 14% employees are selected Responsiveness, 5% employees are opted Validity, 4% employees are opted All of the above.

TABLE:7 EMPLOYEES JUDGMENT CAPACITY AFTER THE IDENTIFICATION OF REAL CAUSES OF THE PROBLEM

Criteria	No. of employees	Percentage
Yes	17	57
No	13	43
Total	30	100

Source: Primary data



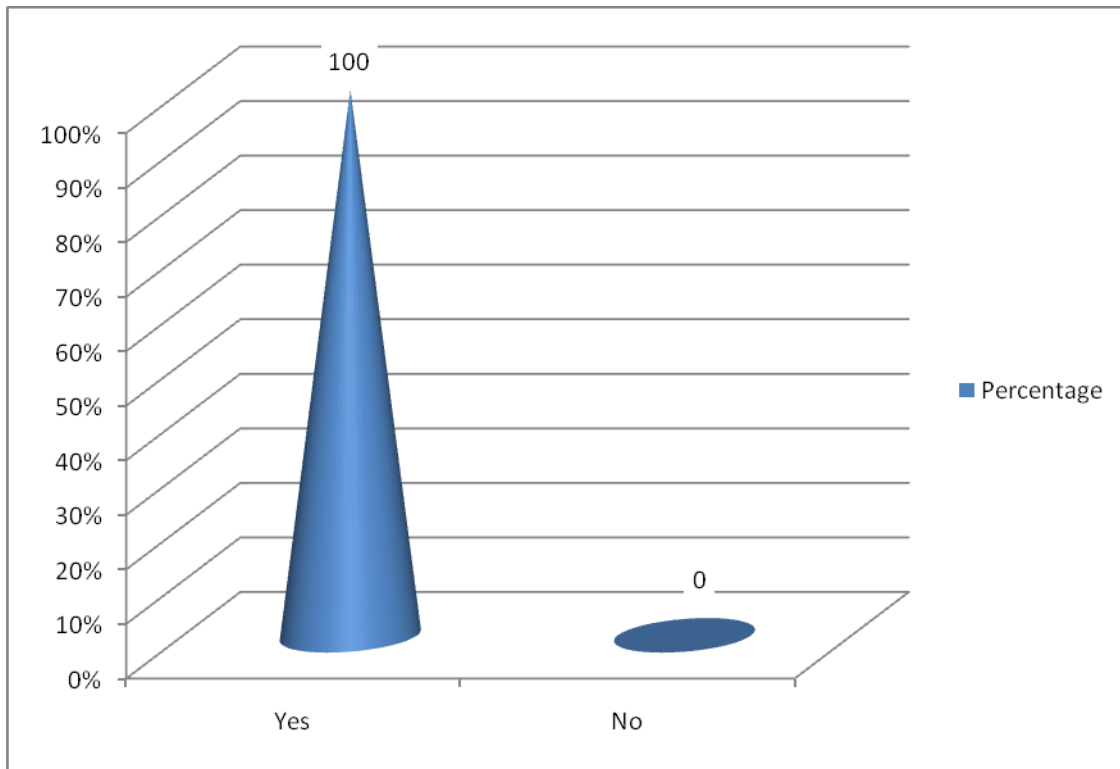
INTERPRETATION

Graph reveals that 43% employees identify the real causes of the problem and 57% are not identifying the real causes of the problem.

TABLE: 8 EMPLOYEES ATTITUDES TOWARDS IMPROVE PERFORMANCE

Criteria	No. of employees	Percentage
Yes	30	100
No	0	0
Total	30	100

Source: Primary data



INTERPRETATION

The above graph shows that 100% employees are made any thing to improve performance.

TABLE :9 EMPLOYEES PERFORMANCE AS TEAM MEMBER

Criteria	No. of employees	Percentage
Yes	28	93
No	2	7
Total	30	100

Source: Primary data

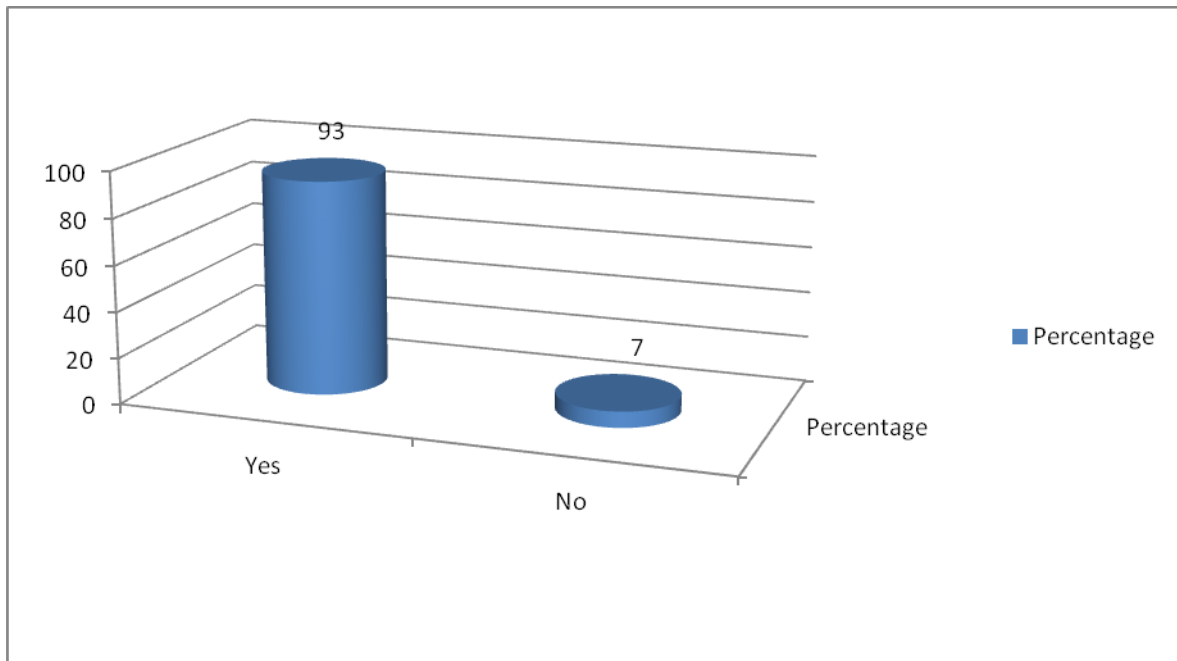


Fig: 9 Employees performance as team members

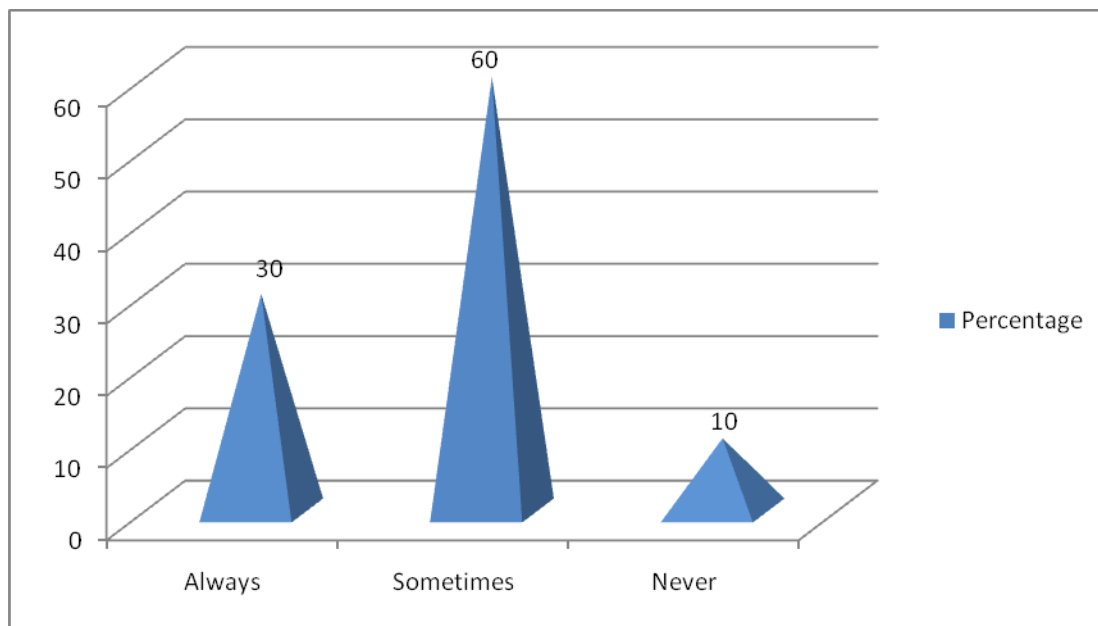
INTERPRETATION

Out of 30 employees 93% employees are successful team member and 7% employees are not successful team member.

TABLE: 10EMPLOYEES FEEDBACK TO OTHER EMPLOYEES REGARDING THEIR PERFORMANCE

Criteria	No. of employees	Percentage
Always	9	30
Sometimes	18	60
Never	3	10
Total	30	100

Source: Primary data



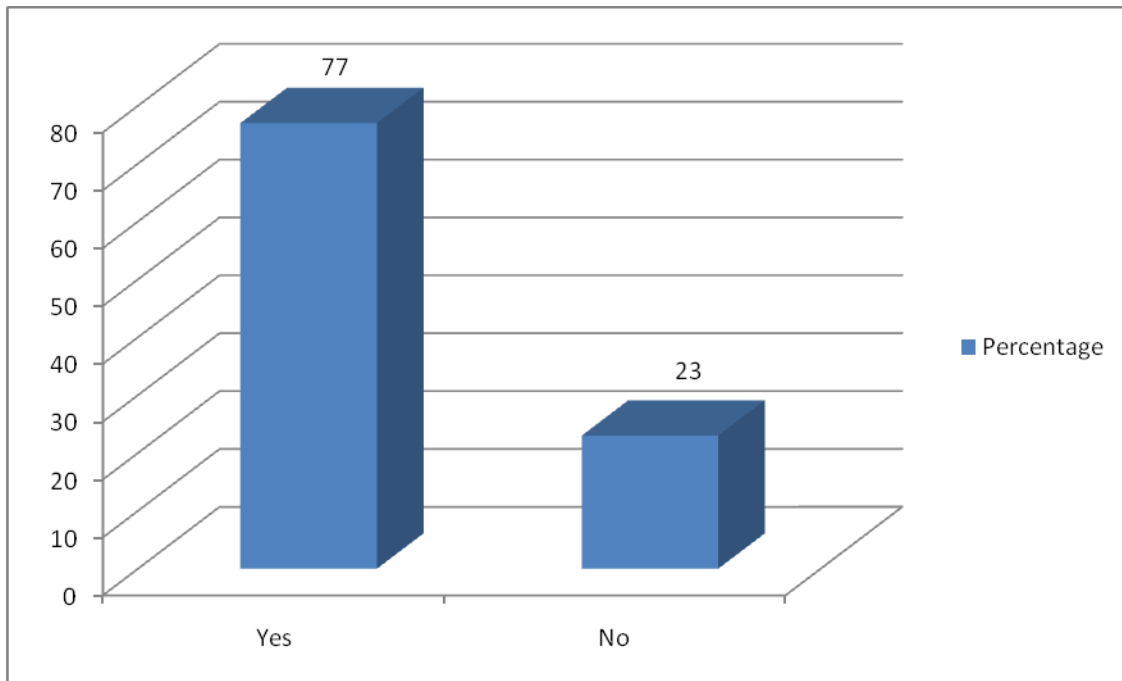
INTERPRETATION

Out of 30 employees, 60% employees are “sometimes” provide feedback about performance, 30% employees are “always” provide feedback about performance and 10% employees are “never” provide feedback about performance

TABLE: 11EMPLOYEES INNOVATIVE SKILL

Criteria	No. of employees	Percentage
Yes	23	77
No	7	23
Total	30	100

Source: Primary data



INTERPRETATION

77% employees are done new and different things for their organization and 23% employees are done nothing to their organization.

TABLE : 12 CAPACITY OF EMPLOYEES TO INFLUENCE OTHERS ON FOR IMPORTANT ISSUE IN THE ORGANIZATION

Criteria	No. of employees	Percentage
Always	4	14
Sometimes	25	83
Never	1	3
Total	30	100

Source: Primary data

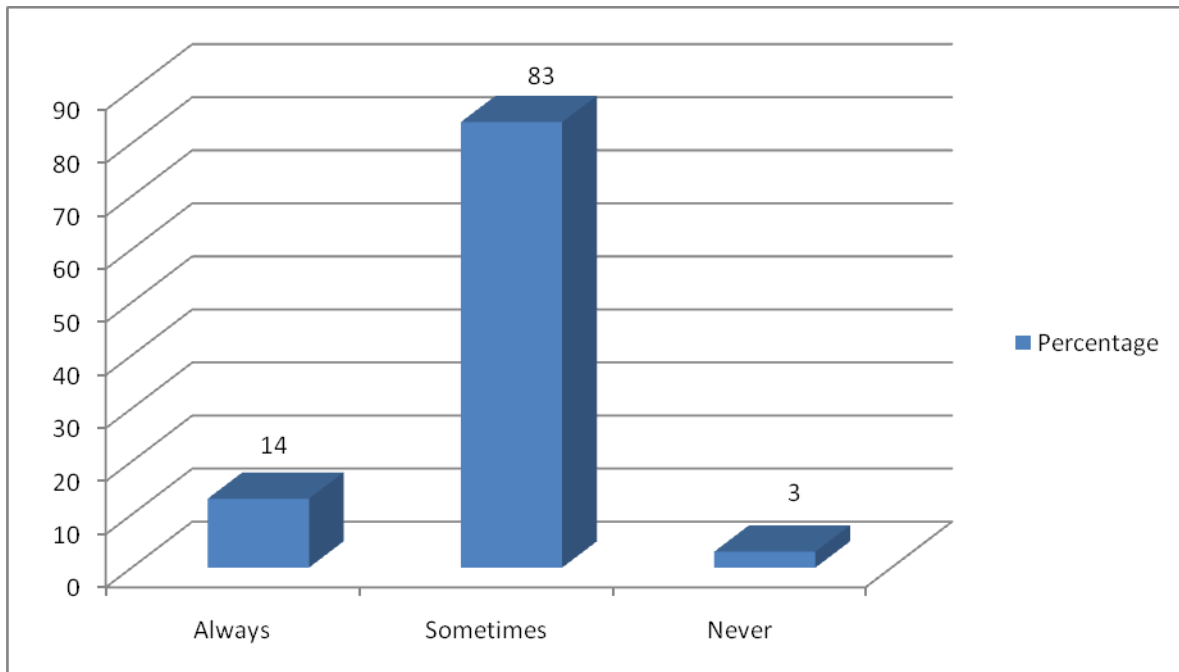


Fig 12. Capacity of employees to influence others

INTERPRETATION

The diagram show that out of 30 employees 83% employees are sometimes influences others on an issue 14%employees are always influence other and 3 %employees are never influence individuals or group on an important issue in the organization.

Findings , Suggestions, and Conclusion

FINDINGS

- ❖ 100% employees are ready to alter their behaviour and view point to the situation.
- ❖ 27% employees are strong agree, 70% are agree, 3% are disagree with provide services to a client.
- ❖ 97% employees are favorable with reaction towards clients needs.
- ❖ 67% employees are act as an advocate to solve client issues.
- ❖ 60% employees are agreed, 17% employees are strong agreed, 23% employees are disagreed alteration towards others sayings.
- ❖ 41% employees are selected flexible, 36% employees are selected accuracy, 14% employees are selected responsiveness, 5% employees are opted validity, 4% employees are opted all of the above.
- ❖ 57% employees are not identifying the real cause of problem.
- ❖ 100% employees are ready to improve their performance in any way.
- ❖ 60% employees are “sometimes” provide feedback about performance, 30% employees are “always” provide feedback about performance and 10% employees are “never” provide feedback about performance.
- ❖ 57% employees are always ready to recognize their team members, 43% are sometimes ready to recognize their team members.
- ❖ 77% employees are done new and different things for their organization.

- ❖ 83% employees are sometimes influences others on an issue, 14% employees are always influence other and 3% employees are never influence individuals or group on an important issue in the organization.

SUGGESTIONS

- ❖ To improve the problem solving skill of employees, company should adopt various strategies.
- ❖ Improve employee's judgment capacity.
- ❖ Expert training should be provided to employees.
- ❖ Company should promote employee innovating skill.
- ❖ Reduces stress in organization through entertainment programs.
- ❖ Company should provide coaching session to increase employee's competencies.
- ❖ Company should provide learning seminars and e-learning programs to improve employee's knowledge.
- ❖ To improve competencies of employee's performance based bonuses should be given.
- ❖ If possible company can introduce job shadowing in the organization.

CONCLUSION

Competency Mapping is definitely a new era in the field of HR. It promises economical use of the most important resource, Human Capital by ensuring the best suitable job to the person. It also ensures individuals growth and development. An individual can map his or her competencies and find the job which suits him the most.

In a nutshell it can be concluded that Competency Mapping helps organizations not only in Selecting Round pegs for round holes but also makes smaller round into larger one. In simple words it not only ensures the best person is recruited and placed in the best job suitable to the person, but also through training and appraisal It makes the less competent person into more proficient.

We know that the employees are most important and unavoidable factor in any organization and therefore the study on competency mapping is more relevant today. In addition to this, automobile industry is more competitive today that is why we conducted study on competency mapping of Best Motors. This study reveals that the employees in the organization are competitive, even though company should adopt strategies and measures for improving their performance and to compete with the present competitive environment.

Refernce

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