

## Competency Mapping Employee Development: A Way Forward for Organizational Growth

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**Purpose:** The study is trying to find out the effect and importance of skills mapping on employee growth and organizational growth.

**Design/ Methodology/Approach:** The paper focuses primarily on competency mapping, a possible method for improving employee efficiency in the business. The information was gathered from 200 respondents from different organizations. The date was recorded as Strongly Agree, Agree, Positive, strongly disagree on a five-scale Likert scale of 15 attributes. Due to the fact that data are focused on the identity proof scale, factor analysis was used for the research. The sample was taken from a simple random sampling of 295 respondents. For the analysis, the data was processed via SPSS. For all 15 factors, the factor analysis was used to determine the effective one.

**Findings:** In a competitive business setting, companies need skill-based human resource management strategies that are necessary for productivity and performance excellence. Workers are more worried about their career advancement. The expertise mapping is often taken into account by human resources executives at the individual planning stage. Human resource management career-based and competence-based approaches have prolific outcomes inefficiency and company surpluses in many companies. The study of primary data also indicates that a company can use skills mapping tools, which are very useful for employee growth. The employee is the leading resource of the company. The employee 's output is directly related to the success or loss of the company. Therefore, companies need to spend vast sums of money in training their workers.

**Originality/Value:** This paper reviewed and analyzed the literature on skills mapping and, hence its effect on employee growth. The key variables lead to increased employee development and corporate growth. The paper demonstrated the importance of skills mapping for employee growth and organization's growth.

**Paper Type:** Empirical Research Paper

**KEYWORDS** Skills Mapping | Staff Creation | Staff Efficiency | Staff Skills | Organizational Growth

### Introduction

Satisfying basic needs isn't a challenge for the average person; it's more about taste, preference, comfort, and luxury. As a result, the global market is becoming increasingly difficult to meet customers' dynamic and varied demands, as every consumer has a variety of different preferences and preferences. Companies are highly, and income has become very challenging in the times of rapidly evolving consumers ' preferences and choices and rapid technological

growth. Today's entrepreneur strives to boost customer loyalty to increase sales volumes and eventually to optimize corporate efficiency and profit. Under these dynamic market environments, innovative practice, creativity, and inculcation of interest can be remedied in all business processes and operations, including the management of human resources. This complexity can be solved by recognizing and cultivating employees as assets not as a liability, and employees must be nurtured, covered, and created. Procurement, growth,

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and maintenance in the context of human capital are becoming productive activities in the overall sense of efficient management of business resources.

UNIDO (2002 ) notes that competence is a collection of skills, abilities, and qualities that enable a person to effectively exercise a set of tasks in a specific position or function.

The competence principle of Boyatzis (1982) states that 'work skills are an essential attribute of an employee, i.e., their motivation, value, their performance, their public image, their social role or an information base which resulted in productive and strong quality at work' This new method allows career planning to achieve the objective of high organizational growth, efficiency and quality.

The abilities or competences of its workers are essential to any productive business cycle, project, or activity (Sanghi, 2007). Sustaining and that in today's market is the greatest challenge to succeed and recognize and appreciate the skills required for the successful running of a business. The implementation of a company strategy should be more critical than its preparation. Policies can only be executed successfully if organizations have a qualified workforce. Efficient human resources offer ample room for organized workforce management and income maximization. This can be achieved by mapping skills and identifying each occupant (Sanghi S, 2009).

An organization should respect, develop, and maintain its human capital for its productive functioning. Until trained, skilled, competent personnel, companies with adequate financial resources, infrastructure, technology, and the most effective marketing strategies will not operate efficiently. Personal funds are considered one of the core components of the organizational function that ensures effective management and the integration and productive use of other resources. Organizations should hire the best available employees according to their needs and desires to make use of this useful resource. Employees should be trained appropriately and established to track employees' obsolescence by assessing their ability and identifying changes in business conditions. Nowadays, evolving technology, globalization, shifting consumer tastes, various product preferences, computer-based automated manufacturing, evolving business models, and other economic factors call for increased training and human capital development. Human resources management is a structured and organized mechanism to update and improve knowledge, skills, and attitudes within the company's existing employees following their needs.

Staff growth can help workers establish a strong vision, constructive working culture, effective job performance, efficient communication, positive and workable connections, and a safe family and working life. Job formation includes employees and employee development overall. The business will expand, and its employees' productivity will increase if the employees evolve (Elena P. 2000).

## Literature Review

Dubois, David D (1993) focuses on his book on real practitioner interactions and sums up a systematic framework for reforming companies to enhance individual workers' efficiency as part of the overall strategy. The conceptualization and application of outstanding training strategies were illustrated. A model for improving organizational performance based on skills was created in his book. The needs of research, evaluation, and preparation and the principles and approaches for designing competence models are also well illustrated in a competency-based framework. The author produces a competency-instruction program; designs and establishes competence-based important issues in education; monitors the success of components and competency training methods for Tektronix, Inc.; executives-of-managers; skill-based leadership creation for security mapping; and skill-based performance management for supervisors in the new English.

S. Chauhan and Sandeep Srivastava (2012 ) say that it is more relevant than the men 's strategy. Strategies are effectively applied if businesses have a trained workforce. THE practical HR approach provides a coordinated change course. It is achieved by constructing a set of skills and designing each role accordingly. The paper aims to clarify the field of competencies or capability model compared to applying the Competency Model in a business.

B R Celia and M Karthick (2010) sought to assess the competence of power workers. It offered a detailed overview of the employee's credentials, departmental skills, and recommendations for increasing ability. The proficiency assessment focuses on six segments: knowledge, communication, human development, team orientation, customer orientation, and performance feedback. Specimens of 300 staff were drawn from a purposive random sample population. Analytical instruments were used to analyze data: analysis of the proportions, correlation of ranks of the seapermen, Post hoc.

J. Nussler and K, Eskildsen, and M. L. (2000) have developed a systemic model that explains the correlation between the personnel management subsystems, the happiness, and confidence of employees and the conceptual consideration of business success. The analysis reveals that the theoretical approach is related to managers' conceptual model and highlights the areas, then they need to strengthen their effectiveness in strategic human resource management.

Dubois (1993) discusses the ability to 'adhere or 'glue' among the elements of the human capital management framework of the organization. Competency models enable companies to create a cohesive and organized human resources management framework in conjunction with work design, training, performance enhancement, employee growth, career development, succession planning, performance evaluation, and role recruitment and commercial applications. This also



benefits beyond the utility of outcomes for HRD objectives for innovation in the development of skills model work in an organization.

The growth of employees has a positive effect on organizational efficiency, as per Ronald Jacobs and Christopher Washington (2003). From an HRD point of view, research into the growth of employees is a significant area.

Chay Hoon Lee and Norman T. Bruvold (2003) are based on a theory of social exchange, which examines the connections among assumed resources in career progression (ARCP), work satisfaction, coordinating, and leaving goals. Research at the level of 405 clinicians from two nations shows that ARCP is closely linked, but not with the founding principle, to job satisfaction and successful engagement. The interaction between ARCP and the decision to quit is mostly influenced by work satisfaction and emotional commitment. The research shows that partial equivalence and structural parameters are accepted in both samples.

Elena P. Antonacopoulou (2000) examines the motivations and desires to promote workplace engagement plans and the underlying perceptions that help determine how such strategies should be applied within organizations. The findings show the impact of workforce development programs on employees' ability to learn and be responsible for their growth.

George S. Benson (2006) examined the position of the three staff growth programs of an organization, which dramatically improved access to growth at the end of the 1990s following the layoff chain. Examination of a survey and document analysis from 667 workers reveals that education is strongly linked to business commitment and the ability to invest. The study showed that involvement in payment refunds was maybe more frequent or more marketable and sales positive. This turnover was decreased by a degree of tuition reimbursement when the staff was promoted.

Bernard Marr, Giovanni Schiuma, and Andy Neely (2004) stressed the importance of visual images in understanding how intangible assets are used by organizational resources and value created by intellectual capital. The paper presents a corporate interest factor description. He also emphasized the flaws in the strategy map approach based on a balanced scorecard. The paper presented the value map using both direct and indirect dependency to quantify the production of value. This approach suggested the strategy map method by referring to its view of the generation of interest from direct and indirect dependency. The paper also provided a case study on the value creation map implemented in a famous furniture manufacturer to understand the new product development process.

The Romans used the classification of skills to describe the characteristics of a "strong Roman soldier." In support of the United Services Information Service, David McClelland (1973) implemented competency mapping in human resources to enhance the selection criteria. He learned that abilities such as emotional competence, cross-cultural gaps, and management skills differentiate subordinates from ordinary information officers.

Mily Velayudhan, T.K. (2011) shows that mapping skills in every industry are just not as complicated as it might appear. At the heart of any successful project lies integrity. Regardless of the potential of technology in India, employees who have outstanding results will always be expected and will continue to develop, and the human resources of each company must enhance their skills for the success of a competitive market. In this study, the researcher collected data from 295 software employees. When 145 workers and 150 others founded Hindustan Technology Limited (HCL) from Cognizant Technology Solutions (CTS), their skills are thoroughly studied to address the skill gap that enables employees to identify the target.

## Explore Analysis

Investigator has used a tool performance assessment Measuring Scale to determine the relationship between employment growth and ability mapping. To measure the mapping of competencies, 15 criteria are essential in an organization to assess competency. In this study, the selected sample's performance assessment tendency was measured using the Competency Mapping Measuring Scale. This study requires Six sub-constructions that the researchers checked. The Competency Mapping Measuring Scale is made up of 15 elements on a 5-point scale, covering six competency mapping constructs (with their reliability) such as Intellectual, Social, Communications, Interpersonal, Leadership, and Oriented Result. This Scale includes the positive and negative elements to be answered on a ranking scale of five. My statement has five options: Strength Compromise, Compromise, Can't Say, Strongly Disagree, and Disagreement.

The sample was taken from a simple random sampling of 295 respondents. For the analysis, the data was processed via SPSS. For all 15 factors, the factor analysis was used to determine the effective one.

## For Primary Data Analysis:

The paper focuses primarily on competence mapping, a possible method for improving employee efficiency in the business. The information was gathered from 200 respondents from different organizations. The date was recorded as Strongly Agree, Agree, Positive, strongly disagree on a five-scale Likert scale of 15 attributes. Due to the fact that data are focused on the identity proof scale, factor analysis was used for the research.

• **Study of Factor:**

Kaiser-Meyer - Olkin Sampling Adequacy Measurement.		.561
Duncan's multiple range Check.	Approximately. Square Chi-Square	149.897
	d.f.	105
	Sig.	.003

**Table-1: Test Kaiser - Meyer and Clayton**

Although the document contains qualitative information on competence mapping and Likert Scale data were collected, the descriptive statistics can be used if we have an adequate

sample size, and all variables have a particular connection. The KMO test is applied to check the adequacy of the sample. As work has shown, the sampling adequacy of the KMO test must be greater than 0.5. The current KMO check value is 0.561. Based on the KMO test, the sample volume is adequate to perform factor analysis.

Factor Analysis also requires that certain variables have some association. The Bartlett Sphericity Test can be used to verify the association between all the variables. Based on the Bartlett Sphericity Test, the Chi-square value is 149,897, and its significance is significant at 5%. Based on this test, it can be assumed that the correlations between all the factors in this study and that multiple regression can be used for the research.

**Table-2: Communalities**

	Original	Final Value
To do the job effectively, I still collect enough data Needed to be doing the job.	1.000	.631
I 'm pleased with my job-related problem-solving capabilities.	1.000	.566
I am sure that my numerical resolution capacity is essential to carry out my work effectively.	1.000	.382
Because of my sound judgment and decision-making skills, I still make the right choices.	1.000	.487
I strategically plan systematically to coordinate the tasks necessary to accomplish the goal.	1.000	.752
I am very attentive to the strategies and trends at local, national, and international scales that affect my core operations.	1.000	.632
I am a specialist with the modern innovations required for my work.	1.000	.563
My judgments are not as efficient as my colleague has.	1.000	.556
I conduct a brief time in my company to learn and adjust to the demands climate.	1.000	.610
I may separately analyze and evaluate.	1.000	.470
I'm truthful, and I follow ethical, moral values, so no one questions my honesty.	1.000	.665
I remain relaxed and composed in tough circumstances and stressful events.	1.000	.537
I have excellent interpersonal skills in writing.	1.000	.647
I can interpret and convey meaning correctly because of my willingness to hear.	1.000	.635
I still feel more comfortable in using communication skills to share my idea.	1.000	.442





Table 2 above indicates the populations between the various variables themselves. Every element has, in itself, a connection equal to one. Once we look at the table above, we can infer that the faktor 'I consider and intend to organize efficiently the activities required for achieving the desired target' has the higher degradation value of 0.752 and

depending on this value this factor can be presumed to be highly successful in mapping skills. Similarly, another criterion of "I am trustworthy, and I follow strong moral standards, so there are no doubts about my integrity in my organization." This element has a value of 0.665 for extraction.

**Table-3: Total Variance Explained**

Component	Initial Eigenvalues			Sum of squares loading processing sums			Squared charging rotation amounts		
	Conclusion	Variation %	Contented of	Conclusion	Variation %	Contented of	Conclusion	Variation %	Contented of
1	1.717	11.447	11.447	1.717	11.447	11.447	1.355	9.033	9.033
2	1.351	9.008	20.455	1.351	9.008	20.455	1.295	8.631	17.664
3	1.233	8.223	28.678	1.233	8.223	28.678	1.271	8.476	26.141
4	1.130	7.535	36.214	1.130	7.535	36.214	1.222	8.148	34.289
5	1.111	7.408	43.622	1.111	7.408	43.622	1.220	8.133	42.422
6	1.019	6.793	50.415	1.019	6.793	50.415	1.128	7.520	49.942
7	1.012	6.747	57.162	1.012	6.747	57.162	1.083	7.220	57.162
8	.966	6.442	63.604						
9	.922	6.148	69.752						
10	.887	5.913	75.665						
11	.837	5.583	81.247						
12	.740	4.932	86.180						
13	.719	4.796	90.976						
14	.697	4.648	95.623						
15	.657	4.377	100.000						

Table 3 demonstrates the variance of all variables, which is essential for the mapping of skills. Based on the Eigenvalue, one element can be removed. The Eigenvalue needs to be more than one, to have an important factor. In the table above, seven variables have more than one Eigenvalues. Both these variables are capable of extracting quantities of square loads, about 57 percent of the total. Based on that, we can conclude that seven factors in an organization's mapping of competencies are very successful.

Table 4 above indicates the loading of many factors in the factor extracted. There are seven factors obtained through the measurement model. This table describes the loading of many factors in the elements removed. The high load in one factor means a high correlation between the factors and the factors removed. In the table above, we can not imagine the loading of many factors (s) in the particular factor extracted. According to the analysis, the loading of the extracted element should be at least 0.4. One factor should be fully loaded with one removed portion. We cannot figure out the predicted loads of factor(s) in the factors extracted. The rotated part matrix can be used to solve this problem.

**Table-4: Simulation of Component**

	Component						
	1	2	3	4	5	6	7
I am a specialist and have the experience of innovations necessary to carry out my research.	.501	.314	-.011	-.068	.420	-.125	.125
I conduct a brief time to learn and learn with my institution's changing climate.	.474	.220	.200	-.318	-.262	-.136	-.330
I still feel comfortable with using communication skills to share my idea.	.352	-.165	-.256	.146	.198	-.338	-.223
I've got excellent time management skills.	.195	-.559	.373	-.002	.374	-.063	-.116
I remain relaxed and composed in difficult situations and stressful events.	.321	.499	.116	-.284	.300	-.012	.023
My judgments are not as beneficial as my colleague has.	-.338	.458	.146	.212	.346	.206	-.065
I am very alert to the policies and developments at local, national, and international levels that affect my company's operations.	.302	.418	.101	.345	-.405	-.263	.056
I 'm pleased with my job-related problem-solving capabilities.	.378	-.064	-.543	-.292	.175	.011	.092
Because of my sound judgment and decision-making abilities, I still make the right choices.	.299	-.178	-.450	.285	.099	.229	.142
I can obtain and convey meaning correctly because of my willingness to hear.	.265	-.324	.404	-.341	-.250	-.118	.321
To carry out the work excellently, I also collect enough data to do the job.	.333	-.199	.155	.566	.025	-.165	-.328
I'm truthful, and I follow ethical, moral values, so no one questions my honesty in my company.	.272	-.095	.331	-.071	.146	.624	-.237
I may separately analyze and determine.	.341	.156	-.036	.142	-.298	.413	-.220
I am sure that my quantitative resolution capacity is essential to carry out my research successfully.	.307	-.122	-.229	-.022	-.297	.310	.189
I strategically plan systematically to coordinate the tasks necessary to achieve the desired objectives.	.269	.048	.308	.359	.107	.071	.660



Table-5: Simulation of Rotated Components

	Component						
	1	2	3	4	5	6	7
I stay calm and balanced in tough circumstances and stressful events.	.710	-.073	-.047	-.119	.060	.091	-.001
I am a specialist with the latest technologies needed to carry out my work.	.699	.148	-.028	.155	.014	-.029	.162
Because of my common sense and decision-making ability, I still make the right choices.	-.056	.631	-.135	.183	-.021	.080	.165
My desire to solve my work-related problem inspires me.	.320	.624	.103	-.028	-.115	-.105	-.196
I trust my mathematical solution skill that includes the efficient execution of my research.	-.103	.466	.217	-.123	.149	.252	.081
I can obtain and convey meaning accurately because I have active listening skills.	.027	-.107	.750	-.089	-.079	.034	.210
My judgments are not as effective as my colleague.	.143	-.311	-.624	-.145	-.030	.083	.143
In my company, I take a short time to learn and adjust to the demands climate.	.378	-.140	.386	.112	.311	.273	-.338
To do the job efficiently, I always collect the necessary information to do the tasks.	-.100	-.048	-.030	.751	.129	.162	.107
I still feel comfortable about using presentation skills to share my idea.	.168	.250	.028	.540	-.019	-.178	-.164
I am very attentive to the policies and developments at local, national, and international levels that affect my company's operations.	.108	-.088	.060	.187	.738	-.005	.168
I do have excellent interpersonal skills in writing.	.026	-.144	.277	.446	-.565	.108	.138

### • Process of Acceleration:

Table 5 above displays the rotated part matrix, showing the loading of the latent variables by different factors. It is now clear from the table above that only a factor with the single extracted factor has a large load. Component analysis has high loads of "I remain calm and balanced in challenging situations and stressful occurrences" and "I am an expert with the latest technologies required to do my job." These load factors are 0,710 and 0,699, with a factor of 1, respectively. 'I am satisfied with my willingness to tackle the work problem,' and 'I feel positive about the mathematical solution able to do my work efficiently.' Factor 2 is complemented by 0.631, 0.624 or 0.466, respectively, etc. Factor 2 suggests a high charge degree.

### Conclusions:

Risk management in an enterprise must give importance to the process of competency mapping, as the competences decide the organization's efforts to compete with quantity and quality in any field. In a competitive business setting, companies need to skill-based human resource management strategies that are necessary for productivity and performance excellence. Workers are more worried about their career advancement. The expertise mapping is often taken into account by human resources executives at the individual planning stage. Human resource management career-based and competence-based approaches have prolific outcomes inefficiency and company surpluses in many companies. The study of primary data also indicates that a company can use skills mapping tools, which are very useful for employee

growth. The employee is the leading resource of the company. The employee 's output is directly related to the success or loss of the company. Therefore, companies need to spend vast sums of money in training their workers. This paper reviewed and analyzed the literature on skills mapping and its effect on employee growth. The key variables contribute to employee development and organizational growth. The paper demonstrated the importance of skills mapping for employee development and the overall organization's growth.

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### Reviewers Comment



#### Reviewer Comment 1:

The literature portion of the paper is quite strong. The author has put forward various related studies of the past. The paper is well structured. The usage of tables has made manuscript more presentable and understandable for readers.

#### Reviewer Comment 2:

The paper has used empirical analysis by the means of primary data collected from 200 respondents to highlight the importance of competency mapping for the holistic growth of employees as well as an organisation. A good number of primary data is used for the analysis which makes the result more reliable.

#### Reviewer Comment 3:

The paper is well organised by covering all the important considerations and highlighting the relevance of the study in the relevant context. A good research methodology is used for deriving the results.

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**Conflict of Interest:** Author of a Paper had no conflict neither financially nor academically.

### Editorial Excerpt



The article has 5% of plagiarism which is the accepted percentage as per the norms and standards of the journal for the publication. As per the editorial board's observations and blind reviewers' remarks the paper had some minor revisions which were communicated on timely basis to the authors (Swati & Brijesh) and accordingly all the corrections had been incorporated as and when directed and required to do so.. The comments related to this manuscript are noticeably related to “**Competency Mapping**” both subject-wise and research-wise. The paper focuses primarily on competency mapping, a possible method for improving employee efficiency in the business. Primary data was collected from 200 responses from various organizations and analysed using factor analysis. Results indicated that a company can use skills mapping tools, which are very useful for employee growth. The employee is the leading resource of the company. The paper is well written and some important considerations are highlighted. Overall, the paper promises to provide a strong base for the further studies in the area. After comprehensive reviews and editorial board's remarks the manuscript has been categorised and decided to publish under “**Empirical Research Paper**” category

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I am grateful for the insightful comments offered by the anonymous peer reviewers and the editorial team of GJEIS. The generosity and expertise of one and all have improved this study in innumerable ways.

### Disclaimer



The opinions expressed in this paper are those of the author and do not reflect the views of the GJEIS. The author has made every effort to ensure that the information in this paper is correct, any remaining errors and deficiencies is solely the responsibility of the author.



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