

A Study on the Contribution of Competency Mapping on Hr Deliverables with Special Reference to Disaster Management Sector in Delhi-Ncr

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Abstract

Human Resource Management is a process of making people and organizations come together so that the goals of each other are met. Now days, every organization is interested in assessing the outcomes and performance with respect to the investment of human and financial efforts. The development sector organizations engaged in the humanitarian services look for a review and evaluation of performance as they are accountable to the funding and grants to the organization. In the Govt and public sector also, the institutions and organizations mandated for providing relief & rescue services are evaluated to assess the performance and accomplishment of objectives comparing the operational and institutional efforts put in by the employees. In the current scenario, it is not possible to show a good financial operating report unless the personnel relations are in order. This calls for competency mapping through Human Resource Management initiatives. Competency mapping is a method through which individual assesses and determines one's potency as an individual employee and in few cases, as element of an organization. Various organizations often employ competency mapping as a tool to understand how to employ the competencies of its employees most proficiently. These also make use of the competency mapping to assess the blend of skills and knowledge of different employees to generate the most successful environment and the maximize the quality work. The overall purpose of this study is to understand the role of competency mapping and its impact on HR outcomes and deliverables. The other objectives are to ascertain & understand the involvement of Competency Mapping in the Performance management, recruitment, selection and hiring process, harness the significance of forecasting and managing the competencies requirements the future with special reference to the Disaster Management sector in Delhi-NCR.

Keywords

Human Resources, competencies, competency mapping, HR deliverables, performance management

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Introduction

In the modern complex world, which is characterized by scarcity of resources, it has become a foremost objective of every business to use the available resources efficiently and in best possible way. The different vital resources include humans, material, machinery, and money. To maximize returns and minimize wastage, it is very important that all these resources must be properly synchronized. Manpower, both technical and managerial, is the most important resource of an organization. No other factor can be utilized efficiently without human resources. Thus, its discrepancy with any of the factor will give led to gross wastage of time, money and efforts leading to loss of efficiency and efficacy. Thus, it is very essential to use these resources effectively. Nevertheless, the most important resource i.e., human resources are the most challenging to manage. The reason for this difficulty is that no two human beings are similar. Each person has been endowed with different qualities, skills, attitudes, motives, knowledge like the same. Moreover, these factors have an important impact on their performance. Organizations in future shall be depending more on their competent employees than any other resource. It is a major element that determines the success of an organization. A competency is an underlying characteristic of an individual that is related to effective performance in a job or situation. This is especially significant in this recessionary environment where human capital is one of the most important assets of an organization and needs to be nurtured. The applications of competency mapping are defining the factors leading to success in jobs and work roles within the organization, assessing the present performance and future development needs of persons holding jobs and roles, succession planning by mapping future possibilities for employees within the organization, assigning compensation grades and levels to particular job and roles, recruitment and selecting applicants for varying positions, using competency-based interviewing techniques as well as aptitude, skill and knowledge. All organizations are talking competencies. Some have truly worked the concept into several of their processes. A few have a fully implemented competency modeling. Competencies can serve as the foundation of an integral human resources system that includes applications related to recruitment and selection, hiring process, staffing, training and development, performance management, and compensation. An integrated approach to human resource processes that connects these core areas can empower an organization to make the best use of competencies while achieving competitive advantage. Competencies are neither the personality traits, nor are they skills in the traditional sense. Instead, they represent a set of behaviors that include skills, knowledge and personal attributes and attitudes. Additionally, these factors are definable, observable, and measurable. Competency based HR management practices for staffing applications include competencies used to hire, place and promote people with the right abilities and skills in order to support the organizations gain their competitive advantage in the market. In the case of training and development, it helps to fill the identified gaps in performance and further enhance the capabilities, skills and knowledge of the individuals by designing various customized learning and development programmes. Similarly, based on the results of Competency based performance management systems, the actual capabilities and skills of the employees are assessed based on which the organizations may decide the compensation offered to the individuals and impacts the base pay decisions and reward management (Sengupta, Venkatesh, & Sinha, 2013). In case of training and development, it helps to identify gaps in each participating employee's capabilities so these gaps can be remedied. Likewise in case of performance management, competencies and results could be assessed and with respect to compensation, it refers to competencies and results which impact base pay decisions to reward performance and competency development. Competency has its origins in the Latin word 'competentia' which means "is authorized to judge" as well as "has the right to speak" (Carroll, 2006). The English dictionary defines the word "competence" as the state of being suitably sufficient or fit. Competency could be defined as an ability of an individual to do a job properly. Competency mapping is a process of identifying the gap of an individual's performance or job-related skills in order to fill those gaps through effective training. Competency is defined as the skill set to accomplish an assigned work in a perfect way. The skill sets may be pre-defined at the time of assigning the job or may be acquired in the process of accomplishing the job. Competency, however, is more than simply acquiring the predefined or gradually developed set of skill set to accomplish the job. Competency in the form of personal traits is the zeal and enthusiasm of a person which drives him or her to achieve the stated objectives and desired goals associated with the timely and efficient accomplishment of the assigned task to that person. Competency in the form of behavioral traits is the interactions skills, communication skills, self-

presentation skills that help to enhance the individual performance in parallel to achieve the organization's objectives. Competency when functional is well defined and specifies very clearly the expectations associated with the job. In other words, Competency is the capacity of an individual for developing the adequate knowledge, skills, and attitude for performing a task/ roles and responsibilities in most efficient and effective manner. Klemp (1980) defined competencies as underlying characteristics of a personnel which results in effective and /or improved performance on the job. Competency Mapping may be defined as the process of identifying competencies of an individual or groups of individuals in relation to the job requirements. Mapping of competencies thus discovers an individual's strength and weaknesses with a view to helps to realize and understand the way forward to improve the efficiency and proficiency in attaining the assigned tasks and responsibilities and also guides about the career development efforts that are required to be pursued. Core Competency is defined as the individual's inherent capability, critical to the success of any business or organization. This is the competency that most of the individuals are required to possess essentially for performing the job efficiently. Thus, core competencies are not fixed and change with the requirement with respect to the demand of the job, roles, and responsibilities. Competency and competency mapping are two very important parameters. While competency is person specific, competency mapping is HR tool and an assessed indicator of the skills of a person to do a specific job in an efficient manner. Thus, competency is a very valuable parameter to create performance benchmark towards achieving excellence. Several factors contribute towards development of competencies specifically infrastructure, quality of human resource, organization structure, potential of growth, technological expansion and other physical resources. Understanding that competency itself is a very critical factor enhancing the overall improvement and growth of human and physical resources, more number of organizations are adapting to the competency-based management. Still various apprehensions are preventing the organizations to adopt this approach. Some of the apprehensions may be: (a) ratio of cost and return, (b) acknowledgment of the wide acceptance and relevance of competency models, (c) creating complexity in the system and (d) efficacy of the life cycle of the competency-based approach.

Conceptual background and Review of literature

A competency is an individual's attributes which include skills, knowledge, personal traits, attitude and motive that leads to the desired behavior leading to the extraordinary performance. Friedman (2019) explained that competencies are key forecasters of an individual's performance and accomplishment. Boyatzis (1991), emphasizes that competence is an underlying characteristic of an individual's skills, motives, traits, abilities and knowledge that can be applied. According to Hogg (1993) competencies are the qualities of a manager that leads to the showcase of the knowledge, skills and abilities which results in effective, efficient and successful performance within any professional domain. Yuvaraj (2011) emphasizes that competency mapping is one of the most accurate technique used commonly for identifying the job-related behaviors in an organization. Parry (1996) explains that the competency is a bunch of the related knowledge, skills, attitude and personal characteristics that influences major components of one's job which correlates with the performance on the job and can be improved via training and development. A competency is a critical characteristic of an individual that is correlated with the criterion – referenced effective and/or improved performance in a job or condition. Suguna and Selvissee (2013), in their study on "competency mapping of employees in Garment Firms in Tirupur District", assessed the purpose of competency mapping and how it impacts the overall performance of the organization. The results of the study revealed that there is a direct correlation of the overall performance of the organization and with the existing competencies. Many organizations have their developed varying models for competency to help them to identify the essential skills, knowledge and characters required for excellent performance in a job aligned with these strategies and integrating it to the HR strategies (Sanghi, 2016). Nagaraju and SathyanarayanaGowda (2012) in their article concluded that competency is a key behaviour of employees in the sample organizations that enables the superior performance of the organizations as a whole. Competency mapping lends to innovate, ability to adopt new technologies and understand the needs of customers. Bhardwaj, Jain, Gupta, and Pandey (2019) in his article concluded that the term of competencies included attributes, skills and knowledge parameters in detail and makes a gap analysis in the actual and desired skills and assesses the training needs of the employees and hence impacts their work performance. Nagaraju and

Sathyanarayana Gowda (2012) explored that Competency based selection method is strong, organized, and comprehensive way of selecting and sustaining the best fit for the organization. Candidates are evaluated based on the competencies they need to display, when inducted into the organization. Performance management competency system diagnoses the future training and development needs of the employees, and it helps the HR department to support the employees in taking decisions like promotions and transfers Johri (2014), in his study on "Competency Mapping as a Strategic HR Tool in Manufacturing Industry: An Empirical Study", attempted to explore how competency mapping process is used strategically by the organizations to achieve desired results and dedication by the employees. The Society for Human Resource Management (SHRM), the University of Michigan Business School, and the Global Consulting Alliance have developed a HR Competency Toolkit which helps HR professionals to assess, evaluate and improve their HR managing skills. (Ulrich & Beatty, 2001). According to SHRM, "These competencies have surfaced from being a specialized and narrow application to being a leading method for diagnosing, framing, and improving most aspects of HR". Gujral and Saxena (2020) in their study "Managerial Competencies and Demographic Characteristics: A Study on Middle-level Disaster Management professionals of Delhi", validates the importance of competency mapping and its contribution on the performance of disaster management employees. Furthermore, Losey (1999) showed that HR activities positively effects the organization performance by nearly 10%. Strategic contribution accounts for 43% of HR's total impact on business performance which is nearly twice the impact of any other domain. These are all a few reasons why competencies are being considered by experts and professionals as ways of creating viable competitive advantages. However, there are also studies which shows no effect of competency based HRM on the HR deliverables. Yazdanfar, Abbasian, and Hellgren (2014) and Šparl, Žnidaršič, Kasper, Mühlbacher, and Kovač (2013) verified the same issue; however, they recommended for further examination on this phenomenon Shet, Patil, and Chandawarkar (2019) in their study "Competency based management as an effective tool for sustainable organizational performance and development", confirmed the importance and relevance of introducing competency-based approach in the organizational systems to improve the efficient and promptness to the assigned roles and responsibilities. "Today, after being concealed for a long time, the concept of competence and competency mapping has emerged prominently" (Klink & Boon, 2002). Bhardwaj et al. (2019) studied capacity mapping in detail and differentiated its effect of capabilities and skills on the productivity of SMEs. Manohar (2017) in his study on competency mapping for organizational development with special reference to private and public sector industries intended at linking competency with attainment of the organizational objectives. Bhasin and Sharma (2018) in their study found out that competencies are referred to as Knowledge, skills and attitude (KSA) related their job role, which are essentially required to perform work role. Competency mapping is the most appropriate tool utilized for the gap analysis between the actual and expected level of the performance of the employees and deals with improving the identified gaps by creating tailor made training and development programs for the attainment of organization overall mission and vision.

Statement of the problem

Competency mapping is a process which recognizes an individual's strength and weakness in order to help them to better acknowledge themselves and help to build confidence and belief in oneself. Generally, the competencies are mapped according to the individual's skill, ability and talent in the given working conditions. It leads to the increase in the overall capacity by achieving a more holistic view of the accumulated competence of the whole organization. At this juncture the study has been necessitated to identify the benefits of competency mapping and its impact on the organization's performance. It is also important to identify the best fit between the available organizational requirements and human resources by utilizing the modern competency-based approach in the traditional methods of recruitment and hiring. Additionally, it becomes imperative as well to understand and prepare for forecasting future competencies requirements. It is also essential to learn to use these resources in most effective manner.

Objectives of the study

1. To study the concept of Competency mapping in general.

2. To study the influence of competency mapping on the Performance Appraisal system with respect to the disaster management sector.
3. To explore the contribution of competencies in the recruitment and selection process with respect to disaster management sector
4. To study the significance of anticipating and managing the future competencies requirement with respect to the disaster management sector
5. To analyzes the link between Competency mapping and effect on the HR deliverables with respect to the disaster management sector

Research Methodology

The research design used in the study is descriptive. The study has been conducted in the Disaster management sector. The respondents chosen for the study include 60 Human Resource professionals employed with the various organizations working in the disaster management sector. The convenience sampling technique is used in the present study. The tool used for conducting this study comprised of a well-structured questionnaire. The questionnaire consisted of 35 questions and was divided into following four parts to fulfill the objectives of the research:

- ✓ Personal information
- ✓ Competency Mapping and its role in Performance Appraisal
- ✓ Competency Mapping role in Selection and recruitment process
- ✓ Importance of predicting the future competencies

Primary data was collected through questionnaire and secondary data was collected from various journals and books.

Analysis and findings

Table 1 –

Influence of Competency Mapping in the Performance Appraisal process

Level of Contribution	No. of respondents	Percentage (%)
Low	9	15
High	51	85
Total	60	100

The above table illustrates the impact of competency mapping in overall success of performance appraisal systems and the processes involved. Almost all the respondents (85%) are of the opinion that competency mapping plays a significant role in performance appraisal. But 15% of the respondents also indicate that it has very less or no role in the performance appraisal processes. As almost all the respondents (85%) opine that competency mapping has a high influence on performance appraisal systems hence it can be concluded that competency mapping influences the performance appraisal system and processes in the Disaster management sector.

Table 2-

Position (or Designation) Vs role of Competency Mapping in Performance Appraisal

Position	Contribution to performance appraisal			Chi Square Value
	High	Low	Total	
Executives	39 (89)	5 (11)	44 (100)	0.16
Managers	14 (87)	2 (13)	16 (100)	
Total	53 (88)	7 (12)	60 (100)	

Responses from the executives and managerial level employees (89% and 87% respectively) indicates that competency mapping has an extremely high influence on the Performance Appraisal. However, one tenth of the respondents (11%, 13%) indicated that competency mapping has less impact on Performance management process. In the light of the above responses, it is concluded that almost all the respondents feel that competency mapping has high impact on performance appraisal. As the calculated chi square value (0.16) is less than the tabulated value (3.841), hence there is no significance relationship between designation and performance appraisal.

Table 3 –

Qualification vs. role of Competency Mapping in Performance Appraisal

Qualification	Contribution to performance appraisal			Chi Square Value
	High	Low	Total	
MSW	31 (89)	4 (11)	35 (100)	0.125
MBA & PG	22 (88)	3 (12)	25 (100)	
Diploma	53 (88)	7 (12)	60 (100)	
Total	53 (88)	7 (12)	60 (100)	

In the MSW category most of the respondents (89%) have accepted that competency mapping plays an important role in Performance Appraisal. Similar response is also from MBAs and PG Diplomas for accepting positive contribution of competency mapping in the performance appraisal. Thus, it is understood that irrespective of the qualification of the HR professionals, accepted in general terms regarding the high impact of mapping competencies on performance appraisal. Since the calculated value (0.125) is less than the tabulated value (3.841), there is no statistical significance between the qualification of the respondents and performance appraisal.

Table 4

Age vs. influence of Competency Mapping's contribution to Performance Appraisal

Age	Contribution to performance appraisal			Chi Square Value
	High	Low	Total	
Below 35	38 (95)	2 (5)	40 (100)	4.738
Above 35	15 (75)	5 (25)	20 (100)	
Total	53 (88)	7 (12)	60 (100)	

In the 'below 35 years' group almost all the respondents (95%) have agreed that competency mapping contributes significantly to Performance Appraisal. In the 'above 35 years' group only three fourth (75%) of the respondents have put a positive response on competency mapping. There is a notable difference (20%) in both the categories, though they have agreed on competency mapping. In 'below 35 years' group 5% of the respondents says it has less impact on competency mapping. The other group, one fourth of the respondents (25%) feel that it has less impact on the Performance Appraisal. Thus, we can conclude that professionals "below the age 35" strongly agree on the influence of the competency mapping to the performance appraisal. As the calculated value (4.738) is more than the tabulated value (3.841), hence there is statistical significance between age of the respondents and performance appraisal.

Table 5-

Experience vs. influence of Competency Mapping on Performance Appraisal

Experience	Contribution to performance appraisal			Chi Square Value
	High	Low	Total	
Below 5 years	33 (92)	3 (8)	36 (100)	0.971
Above 5 years	20 (83)	4 (17)	24 (100)	
Total	53 (88)	7 (12)	60 (100)	

In the group "Above 5 years" more than three fourths of the respondents (83%) agrees that there is an impact of experience on competency mapping while the remaining (17%) disagrees with this. Nearly less than one tenth of the respondents (8%) in the "below 5 years" group indicates that competency mapping has less impact on Performance Appraisal while almost all the respondents (92%) in this age group have agreed with its impact on performance appraisal. Thus, it may be concluded that HR professionals "below 5 years" of experience are of the belief that competency mapping has high impact on performance appraisal. Since the calculated value (0.971) is less than the tabulated value (3.841), there is no statistical significance between experience and performance appraisal.

Table 6 –

Factors of Competency Mapping & level of influence on Performance Appraisal

Factors	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Employee acceptance	5 (9)	38 (61)	17 (30)	–	60 (100)
Fair and transparent assessment	10 (17)	44 (67)	7 (14)	1 (2)	60 (100)
Feedback mechanism	5 (8)	52 (87)	2 (3)	1 (2)	60 (100)
Feedback and Reward Management	4 (7)	47 (79)	7 (12)	1 (2)	60 (100)
Career development	8 (13)	49 (82)	3 (5)	–	60 (100)
Behavioral Interviewing	2 (3)	57 (95)	1 (2)	–	60 (100)
Training requirements	5 (8)	50 (84)	5 (8)	–	60 (100)

Employee Acceptance

The table reveals that there are few competencies mapping factors which contribute an impact in the performance appraisal. Mostly all the respondents are of the opinion that competency-based appraisal method leads to a fair and transparent way of performance appraisal. Vast majority (70%) of the respondents favors that competency-based performance appraisal among employees is effective. Little less than one third (30%) of the respondents have stated that it is not accepted amidst employees.

Fair and Transparent Assessment

Most of the respondents (85%) opine that competency mapping confirms fairness and transparency in the entire appraisal process, out of which one fifth of the respondents (17%) strongly agree to that. More than one tenth (15%) of the respondents have stated that it does not contribute to any fairness in the process.

Feedback and reward management

Almost all the respondents (95%) believe that competencies in the appraisal process may lead to constructive feedback on performance expectations and related outcome in the form of rewards. Most of the respondents (86%) feel that competency-based appraisal system will result in better reward management. However, more than one fifth (14%) of the respondents do not agree that competency mapping facilitates the reward management processes.

Career development

Almost all the respondents (95%) believe that competencies in the appraisal process will pave the way for identifying the competencies required for the career development. In that less than one tenth (8%) of them have strongly agreed to that. And nearly less than one tenth of them (5%) do not agree that competency mapping facilitates the career development.

Behavioral interviewing and determining tailored training needs

Almost all respondents (98%) felt that behavioral interviewing is an important link between competency mapping and performance appraisal. Also, almost all the (98%) respondents expressed that tailored training needs can be determined and 8% of the respondents strongly agreed to it. And remaining (2%) says that it is not possible to determine the customized training needs through the competency-based appraisal. Thus, it can be concluded that almost all the respondents feel that competency mapping contributes on deriving specific performance expectations from the employees.

Table 7-

Factors of Competency Mapping which influence recruitment and selection process

Factors	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Effective than the traditional methods	18 (30)	42 (70)	–	–	60 (100)
Determining the role and job fit	8 (13)	43 (72)	9 (15)	–	60 (100)
Overall reduction in recruitment cost and time	4 (7)	55 (91)	1 (2)	–	60 (100)

Effective than the traditional methods of recruitment and selection

All the respondents (100%) feel that competency-based recruitment & selection methods are better than the traditional methods. Thus, all the respondents feel that competency mapping in the recruitment and selection process defines the expectations of the organization clearly.

Determination of role and job fit

More than one tenth (15%) of the respondents feel that competency-based selection is not helpful in identification of role and job fit while 85% of the respondents agree that competency-based recruitment and selection is helpful in determining the role and job fit.

Overall reduction in recruitment cost and time

More than 95% of the respondents feel that recruitment cost is reduced through competency mapping based selection. Less than one-fifth of the respondents do not agree with this viewpoint.

Table 8 –

Opinion of HR professionals in predicting & managing future competencies

Factors	Strongly Agree	Agree	Disagree	Strongly Disagree	Total
Significance of predicting competencies	15 (25)	36 (60)	9 (15)	–	60 (100)
Succession planning	1 (2)	56 (93)	3 (5)	–	60 (100)
Managing dynamic nature of competencies	2 (3)	51 (85)	7 (12)	–	60 (100)

Significance of predicting competencies

85% of respondents feel that it is important to predict to future competencies out of which 25% of the respondents strongly agree that anticipating competencies for the future is very crucial whereas only less than one fifth (15%) of the respondents believe that it is not important to work on future competencies

Succession planning

95% of the respondents felt that predicting the future competencies will ensure succession-planning process.

Managing dynamic nature of competencies

Similarly, 88% of the respondents felt that there is a need to manage the dynamic nature of competencies by effectively managing the pace of changing the required competencies and develop a contingency plan to address the deviation in competency forecasting. More than 12% of the respondents disagree to the fact that organizations cannot manage the speed of changing competencies.

Table 9 –

Overall impact of competency mapping on the HR Deliverables

Deliverables	Level of Contribution		Total	Chi Square Value
	High	Low		
Performance Appraisal	52 (89)	8 (11)	60 (100)	0.15
Recruitment and Selection	42 (67)	18 (33)	60 (100)	
Future organization needs	16 (76)	4 (24)	60 (100)	

The table compiles the overall effect of competency mapping on the HR deliverables like performance appraisal, recruitment and selection and future organizational needs. It clearly explains the level of influence of competency mapping on the outcome of HR deliverables. Almost all the respondents (89%) agrees that competency mapping contributes more to the performance appraisal process. More than two thirds (67%) of the respondents opine that competency mapping contributes to the recruitment and selection process. Remaining 33% respondents feel that competencies contribute a smaller amount to the recruitment, selection and hiring process. More than three fourth (76%) of the respondents feel that it is important to work on future competencies and be prepared and planned to manage the anticipated deviations. Thus, it can be deduced that competency mapping has high impact on the HR deliverables i.e., Performance Appraisal and recruitment, selection and hiring process. We can also understand that importance and need of anticipating and managing for future competencies, the results also

show that following the competency-based approach in the major HR functions may lead to effective and efficient functioning of the organization and achieve the set targets.

Discussion

The first objective of the research was to study the concept of Competency mapping in general. Based on the review of literature, the concept of competency mapping was studied. Competency is defined as the skill, knowledge, and attributes (behavior) to do a job effectively, efficiently, and proficiently. It is defined as an ability of an individual to do a job properly. Competency mapping is a process of identifying key competencies for performing a job in the best possible manner. Thus, competency is explained as a key behavior of employees that enables their superior performance of the organizations as a whole and competency mapping is one of the most accurate techniques used commonly for identifying the job-related behaviors in an organization. The second objective was to study the influence of competency mapping on the Performance Appraisal system with respect to the disaster management sector.

1. Almost all the respondents have expressed their opinion that competency mapping has high impact on the performance appraisal process. There were very few respondents who also felt that competency mapping has low impact on performance appraisal process.
2. The study reveals that employees feel that competencies have high impact on the appraisal process. The study indicates that irrespective of the education, respondents strongly felt that competency mapping has high impact on the appraisal process. Further, the respondents of age 'below 35 years' feel that competency mapping has a high impact on the appraisal process. However, there is a large difference between the acceptances of the high-level impact between the age categories.
3. Most of the respondents feel that competency-based performance appraisal will ensure specific and constructive feedback on performance expectations. Similarly, respondents were of the view that the competency mapping contributes to identifying the competencies required for the career development and future roles identification.
4. Majority of the respondents expressed that competency mapping in the appraisal process ensures fairness and transparency in the competency-based performance appraisal.
5. Furthermore, it is established by the study that competent persons are the building blocks of any successful organisation, thus re-confirming the outcomes of the research done by Campion et al. (2011)

The third objective was to explore the contribution of competencies in the recruitment and selection process with respect to the disaster management sector

1. According to the study, more than two thirds (68%) of the respondents feel that competencies contribute to the recruitment and selection process.
2. Most of the respondents feel that competency mapping plays a substantial role in the recruitment and selection process and thus has high impact on the HR deliverables.
3. In the position category, managers express that competency mapping has high level of impact on the recruitment and selection process. Both the master's degree holders (i.e., PG) in the Social Work and Business Administration are of the opinion that competency-based recruitment and selection methodology have a high impact and plays a considerable role in the overall performance of the organization. In the age category respondents 'below 35 years' believe that competency has high impact on the recruitment, selection and hiring process.
4. The two main components, which contribute most to the recruitment and selection process, are, reduction in overall cost and bringing clarity in the role expectations and help in selecting the most competent person to fit as per the respective job requirement.

The fourth objective was to study the significance of anticipating and managing the future competencies requirement with respect to the disaster management sector

1. Most of the respondents feel that predicting and managing competencies is most crucial for the organization.

2. It is also important to note that the managers opine, it is highly important to anticipate and manage competencies in the future. Master's in social work (MSW) and Business Administration (MBA) feel that more importance should be given to analyze future competencies requirements. It is also noted that respondents 'below the 35' age group feel that it is particularly important to anticipate, manage and devote time to analyze and plan to manage future competencies needs. In experience category too, less experienced professionals are showing more importance to future competencies compared to the more experienced.
3. Another important factor which gives significance to predicting the future competencies is that it helps in succession planning. All respondents were of the same opinion.
4. It was also noted that the importance of predicting and managing future competencies was observed low owing to the fact that organizations may not change according to the speed of the changing competencies.
5. To conclude, the competency-based approach has become a part of a more strategic HRM in the organization. According to Yadav and Dabhade (2013), integrating futuristic competency requirements with strategic planning of the HR department in the organisation shall help the organization to assess and fulfill the unprecedented gaps.

The fifth objective was to analyze the link between Competency mapping and effect on the HR deliverables with respect to the disaster management sector. The study clearly explains links between competency mapping between the HR Deliverables like Performance Appraisal, Recruitment and selection and future organizational needs. It establishes the level of contribution of competency mapping in the outcome of HR deliverables. The study helps to conclude that competency mapping has high impact on the HR deliverables i.e., Performance Appraisal and recruitment & selection. We can also understand that anticipating and managing the need for future competencies is highly significant for effective and efficient functioning of the organization. The above results coincide with the results of Lo, Macky, and Pio (2015) who in their study differentiated between strategic and functional HR competencies and believed that strategic HR competencies are superior to functional HR competencies for successful performance in the HR domain and expected deliverables. The results of the study are also consistent with the study conducted by Winterton and Winterton (1997), Abdullah, Musa, and Ali (2011) and Woodrow and Guest (2014). Thus drawing on their works it implies that a greater focus on HR implementation processes will improve the understanding of the human resource management its relationship with performance management, recruitment and selection of best fit for the organization.

Suggestions

Based on the outcomes of the present study, the following suggestions may be applied in order to increase the contribution of Competency Mapping in the HR outcomes

1. HR should adopt different approaches to improve the level of acceptance for competency-based performance management among the employees.
2. HR should follow mechanisms to depict and demonstrate the fairness and transparency in the competency-based performance management system of the organization. This will help trust building and developing strong interpersonal relationships among the supervisors and their subordinates.
3. The organizations working in the disaster management sector should define their organizational expectations along with the roles and responsibilities clearly through the deployment of competency-based recruitment and selection process.
4. HR should establish the role and the job fit using the competency models. This will help in increasing effectiveness and efficacy.
5. HR should generate the awareness and significance of predicting the competencies required for the future.
6. HR should communicate the importance of investing time and resources in forecasting the future competencies to the senior management.

Conclusion

The purpose of this research was to examine contribution of competency mapping on HR deliverables with special reference to the disaster management sector in Delhi-NCR. The present

study describes the main goal of competency mapping and how it influences the overall performance of the organization. The study identified that the competency mapping significantly contributes to Performance Appraisal, recruitment and selection process and prediction of future competencies. Competency mapping contributes considerably to performance appraisal. The response on predicting future competencies demonstrate that forecasting and managing the future requirement of competencies is good for the organization growth. The research clearly ascertains that competency-based recruitment and selection process is effective than the traditional method of selection. It explains the importance of having a role and job fit. The study establishes that competency mapping ensures fairness and transparency and facilitates better reward management system. Competency mapping motivates the employees and facilitate career development processes and addresses the training needs adequately. The present study extends thinking about HR deliverables as a competitive advantage and focuses on particular competencies required of Disaster Management professionals to deliver their new role in the best possible manner. Possession of competencies enables the effectiveness of HR professionals in Disaster management sector. The relationship between the competencies and performance improvement is partially facilitated by the effectiveness of performing different roles and responsibilities. It can be concluded that the competencies have a positive impact on the perceived effectiveness, and this, in turn, is predictive of the performance improvement. Based on the findings of the study, it is crucial to mention that with the changing times, competency-based HR practices are gaining impetus in the Human resource domain in the disaster management sector. From the study it can be concluded that competency mapping is beneficial in the new changing 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. The inconsistencies in certain areas depict the dynamics of the evolving models of competency mapping.

Limitations and Study Forward

This study is limited to explore the contribution of competency mapping on overall performance of the disaster management sector in managing disasters in Delhi- NCR. The survey aimed to identify the impact of competency mapping with reference to three variables namely Performance Appraisal, recruitment and selection process and prediction of future competencies whereas there are several other factors which affects the HR deliverables, which are not included. The research is only focused on Human Resource deliverables and competency mapping

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