

# How Competency Mapping Facilitates a Sense of Purpose and Fuel Emotional Engagement

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**Abstract:** We are going to discuss and explore the essential role of competency mapping in cultivating a profound sense of purpose and driving powerful emotional engagement within organizations. Instead of just giving people jobs to do, competency mapping carefully identifies what skills, knowledge, and ways of working are needed for each job. This helps the company reach its goals by ensuring that everyone has the right abilities. Furthermore, it facilitates targeted personal growth and development, enabling employees to identify and bridge competency gaps, visualize career trajectories, and achieve a sense of personal mastery. By incorporating organizational values into our competency frameworks, we improve ethical conduct, ensure that everyone's work contributes to our shared goals, and build a more transparent and purpose-driven organizational culture. Eventually, competency mapping promotes collaborative teamwork by highlighting collective strengths and fostering mutual respect, leading to enhanced emotional engagement and organizational cohesion.

**Keywords:** Competency Mapping, Role clarity, Emotional Engagement, Personal Growth, Talent Management

## 1. Introduction:

Doing business is not about solely investing capital but also managing the human resources of the association. Competency mapping is a regular process of connecting and assaying the behavioral moxie essential for specific places within an association. Unlike chops or technical capacities, competencies illuminate specific conduct like communication, leadership, and collaboration. A vigorous Competency framework aligns individual quiescent with organizational goals, creating a cohesive strategy for gift development. Competency mapping corresponds to four vital factors that contribute to effective and effective job performance, and the four vital factors are 1) Chops 2) Knowledge 3) Capability and 4) Particular attributes (SKAP). Chops (Skill) are the capability or moxie to perform a particular task or answering a problematic situation effectively and efficiently. It is developed through observing, practice, experience, education, and knowledge. Knowledge refers to the understanding of data, principles, and verity acquired through structured knowledge and practical experience. Capability is the skill or gift to perform specific tasks or achieve a particular outgrowth productively. Particular attributes are the unique characteristics, and particularity that are a part of a person's behavior, for instance honesty, inflexibility and sense of belongingness towards the association. These vital factors are demanded to an association for an effective human resource and workforce growth.

The sense of purpose in an association is a collaborative understanding and sensibilities among its members towards achieving the aim, values, and positive impact. It simply defines what the association does and goes through into why it exists and who it aims to serve. Competency mapping facilitates the sense of purpose through its vital factors (SKAP). Competency mapping also helps the individual to successfully understand the chops and demeanor to align with the organizational pretensions. Competency mapping also develops 1) Clarity and Alignment 2) Skill Development 3) Career Advancement 4) Increases provocation and 5) upgrade performance.

Human resources are the important asset of any association because of their connection in creating value, rigor performance and drawing up Competency. Competency is the vital element in achieving organizational vision and charge. For the human resource operation, there are several propositions that state the generality of Competency similar to work proposition, dynamics proposition, volume exposure proposition, issue resolution proposition, and crew proposition independent proposition. To illustrate in the work proposition, it says that a job requires people who have reason in correspondence to the field work.

According to [riversoftware.com](https://riversoftware.com), Employee engagement is a deep concept that encompasses more than just job satisfaction. It describes the active connection between a company and its employees, shown by their enthusiasm, commitment, and emotional investment in their work.

Competencies like problem-solving, decision-making, and innovation often amplify when employees are emotionally invested in their work and feel a sense of possession. When competency mapping is clear and used to create clear career paths and development opportunities, it can positively impact emotional engagement. Employees who possess a clear understanding of the competencies necessary for professional advancement and understand well-defined tracks for their development are more likely to experience an amplified sense of value and showcase increased commitment to the organization.

## 2. Literature Review

This literature review investigates the pre-existing research done on competency mapping, promoting emotional engagement and sense of purpose among the employees coinciding with the organisational goals.

- **David Martone:** *Competency – based – performance management system (2003)*. He defined competency-based-performance management-system as a well-structured model, which considered the skills and behaviours for successful performance of the employees. By making transparency, it made the employees to better understand their job expectations from organisation. It works as a framework to align the employee's ability and skills of job performance with the organisational goals. His study drew special attention from the organisational frame of mind to clearly define its short- and long-term goals and then establish related skills, ability and behaviours to achieve those goals. Accomplish the goals at both the individual employee's level as well as organisation level works as a catalyst for organisational success.
- **Ley and Albert:** *Identifying Employee Competencies in Dynamic Work Domains (2003)*, this study mainly focused on competency approaches by defining mathematical objects and correlating between competency and performance. Emphasizing on the adaptive performance where the job requirements keep on changing and identification of such competencies is done through HR-managers and knowledge employees.
- **Steve Garrett: Competency Mapping:** *What It is and How It Can Be Done by Individual (2003)*, it is an Individual-Driven Competency Development. How strengthening an individual's competency can help in overall accomplishment of organizational goals. He also emphasized how competency is related to career development at an individual level. In this research study Steve also highlighted the competency required for the long-term success of organizational at global level.
- **Rakesh and Jyotsna:** *Talent Management-Competency development: Key to global leadership (2003)*, their study focused on building talent management strategy within the field of HRM. Their implications lied in whether to grow talent or buy talent and provided insights into HR managers on how to attract, acquire and develop key talent for organisation. Their research was based on study of Indian pharmaceutical organisation, and it revealed that organisations solemnly concentrated on attracting and retaining key talents and does not stress on developing and training average key resources.
- **Deborah, J and Starkweather:** *Project Manager Skills and Competency: A study of Project Management Job Advertisement (2003)*, this article is focused on Human characteristics and was conducted with a sample of IT recruiters. They were asked to list the required competencies in hiring project managers. Then all competencies were narrowed down to 15 and further they were asked to rank those competencies in order of their importance. The result came up with only 6 competencies out of 15 who were identified to develop and to be processed with project managers to be recruited. Their study also helped the educational institutions to align their programs with market demands.
- **Shulgana Sarkar:** *Competency based Training Need Assessment-Approach in Indian Companies (2010)*. The focus of this study was on training the employees of the organization. The Hay group (2004) pointed out that the organization's best source of competitive advantage lies with its employees. The employee should be provided with primarily training and training needs the initial assessment. The major challenge lies in identifying the relevant training needs of employees. This research studies how effective competency mapping among the employees can rejuvenate the workforce. This study revealed that competent competency mapping among the employees leads to individual career development as well as organization development as a whole.

- **Mily Velayudhan, T.K:** *Competency mapping of the employees- A Study (2011)*, this article studies the competency gap that exists between the employee's current performance and the expected employee's performance. It offers an in-depth study of competencies of employees working within the IT sector, intently focusing on Cognizant Technology Solutions (CTS) and HCL Technologies in Chennai. The gap between competencies should be narrowed by providing relevant training and personality development can lead to better employee performance and organization success.
- **R. Yuvraj:** *Competency mapping- A drive for Indian Industries (2011)* in the International Journal of Scientific and Engineering Research (Vol 2 Issue 8), his study emphasized the difference between competence (job tasks and output) and competency (focus on a person's behavior and output).

The reviewed literature consistently highlights competency mapping as a crucial framework for aligning employee skills and behaviors with organizational goals. It aids in defining necessary competencies, fostering adaptability, and connecting individual growth with organizational success. Furthermore, competency mapping informs talent management strategies, identifies key skills for specific roles, and pinpoints areas for targeted training and development. This process enhances employee engagement and purpose, driving overall organizational effectiveness.

### Objective of the Study

1. To identify how competency mapping enhances purpose and emotional engagement.
2. To identify the impact of the competency-based learning and development opportunities.
3. To identify the relationship between employee tenure and organizational competency mapping.

### 3. Methodology

The paper is based on primary and secondary sources of data, but mostly secondary data has been used from books, the internet, other research and from different articles published in various newspapers.

The research also uses a well-structured set of questionnaires (a primary source of data) to collect the data from the respondents, mostly the corporate employee, professional teacher, and Professors.

The data is also classified in bar charts, pie charts, and tabular form of presentation.

Tools used during the research are: 1) SPSS and 2) Data Visualization Charts like – Pie chart, Bar graph, histogram, and tabular presentation.

### 4. Results and Interpretation of the Research

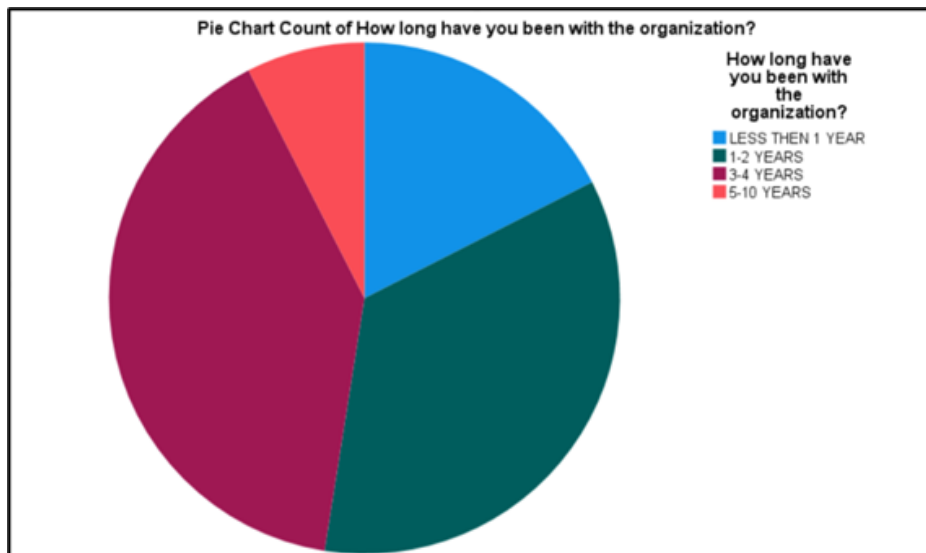
In the quest to cultivate a successful and engaged workforce, organizations and individuals together are increasingly identifying the power of aligning skills, knowledge, and abilities with senseful work. This research is going into a critical aspect of this alignment: Competency mapping. We aim to explore how a clear understanding and application of individual competencies can facilitate a stronger sense of purpose and, in turn, fuels emotional engagement within the professional atmosphere.

This study investigates this relationship across a various range of professionals, including corporate employees and educators (professional teachers and professors) having skill and knowledge in fields of information technology, teaching, operation management, training, and development, etc... By examining the experiences of these groups, we pursue to uncover how the process of identifying and leveraging individual strengths and talents contributes to a feeling of significance in their work and promotes a deeper emotional connection to their roles.

Beyond the central focus, our research also considers the end line context in which these tendencies are going to be discovered. We have gathered data from over 40 respondents on various elements of their work experience, including working structure and organization, and employee relationships. While the primary focus of this paper is on the interplay between competency mapping, sense of purpose, and emotional engagement, these additional elements provide suitable context for understanding the comprehensive work environment.

## Explanation and Findings through data visualization charts and tables

a. The journey within an organization is usually marked by various stages of growth, learning, and contribution. To provide an idea of the experience levels within our study, Figure 1 presents a distribution of the respondents based on their tenure in their respective organizations.



**Figure-1 The pie chart of how long the respondents have worked in the organizations**

As the pie chart illustrates, our sample consisting of individuals with diverse lengths of service, ranging from those who are proportionally new (less than 1 year) to those with more established tenures (up to 5-10 years). This diversity in organizational tenure provides a rich background for exploring the main objective of our research: How competency mapping facilitates a sense of purpose and fuels emotional engagement. It is reasonable that an employee's understanding and application of their competencies might evolve over time within an organization. For example, newer employees might be in the process of identifying and capitalizing their strengths, while longer-termed individuals may have a clearer hold of how their skills contribute to the organization's goals and their own sense of purpose. This study aims to find out whether and how the alignment of individual competencies with organizational goals, a process often facilitated by competency mapping, influences the point at which employees feel a sense of purpose in their work and the level of emotional engagement they experience. By examining these relationships across professionals with varying tenures – including corporate employees and educators (professional teachers and professors) – we aim to uncover valuable understanding into the comprehensives between competency, purpose, engagement, and the temporary aspect of an individual's journey within their professional environment.

b. After identifying the employee working tenure, the collected data also provides a comparison of the understanding of competency mapping with the understanding of skill and knowledge required for the job.

Are you familiar with the organization's competency mapping process ? * To what exteent has the competency mapping process helped you understand the skill and knowledge required for your role ? Crosstabulation						
Statistics Count		To what exteent has the competency mapping process helped you understand the skill and knowledge required for your role ?				Total
		POOR	NORMAL	GOOD	VERY GOOD	
Are you familiar with the organization's competency mapping process ?	YES	1	7	17	11	36
	NO	0	2	2	0	4
Total		1	9	19	11	40

**Figure-2 The cross tabulation of how employees are familiar with the competency mapping process with respect to the skill and knowledge required for the job**

The table provides the relationship between awareness of the organization's competency mapping process and the scale at which this process has helped the associates to understand the skills and knowledge required for their roles.

The breakdown of the data and its implications: Familiarity with Competency Mapping

- Out of the 40 respondents, 36 show that they are familiar with the organization's competency mapping process.
- A smaller group of four respondents reported they are not familiar with this process.

Identified Helpfulness of Competency Mapping: The table further goes down the perceived helpfulness of the competency mapping process among those who are familiar with it:

- Poor: one respondent felt the process provided poor understanding.
- Normal: seven respondents felt it provided a normal level of understanding.
- Good: 17 respondents found it provided a proficient level of understanding.
- Very Good: 11 respondents perceived it as providing a particularly good understanding.

Interestingly, among the 4 individuals who are not familiar with the competency mapping process, their responses to the extent of understanding are distributed as follows:

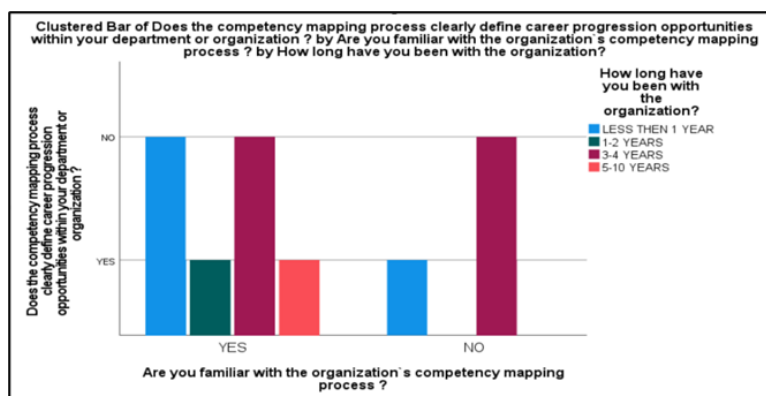
- Normal: 2 respondents
- Good: 2 respondents
- Poor: 0 respondents
- Very Good: 0 respondents

## Relationship and Discussion

The data determines a positive relationship between understanding of the competency mapping process and a higher distinguished understanding of the required skills and knowledge. An important weight of those who are familiar with the process (Seventeen (17) + Eleven (11) = Twenty-Eight (28) out of Thirty-Six (36)) rated its importance as "Good" or "Very Good."

However, it is also found that even among those who are unfamiliar with the process, some reported a "Normal" or "Good" level of understanding. This could also specify that other factors, such as on-the-job training, mentorship, or clear role descriptions, may also contribute to understanding role requirements.

c. After identifying the relationship between the competency mapping process and understanding skills and knowledge required for job, now the relationship between employee's understanding with the organization's competency mapping process and their consciousness of whether this process clearly defines career progression opportunities within their department or organization. The bars are further structured based on the employees' tenure within the organization.



**Figure-3 The clustered bar of, Employee tenure with competency mapping process and career progression opportunities**

### Suppose we have asked two main questions from a group of employees of an organization

1. "Do you know how our company's 'skills map' works – the thing that shows what skills you need for different roles?" (This is the question “Are you familiar with the organization’s competency mapping process?”).
2. "Does it seem clear to you how you can move up or grow in your career here because of this 'skills map'?" (This is the "Does the competency mapping process clearly define career progression opportunities within your department or organization?" question).

We also asked them how long they have been working at the company. The chart shows the answers to these questions, grouped by whether people knew about the "competency map" or not, and then broken down by how long they have worked there.

### What We See Simply

#### People who know the "competency map" (the "YES" group on the bottom)

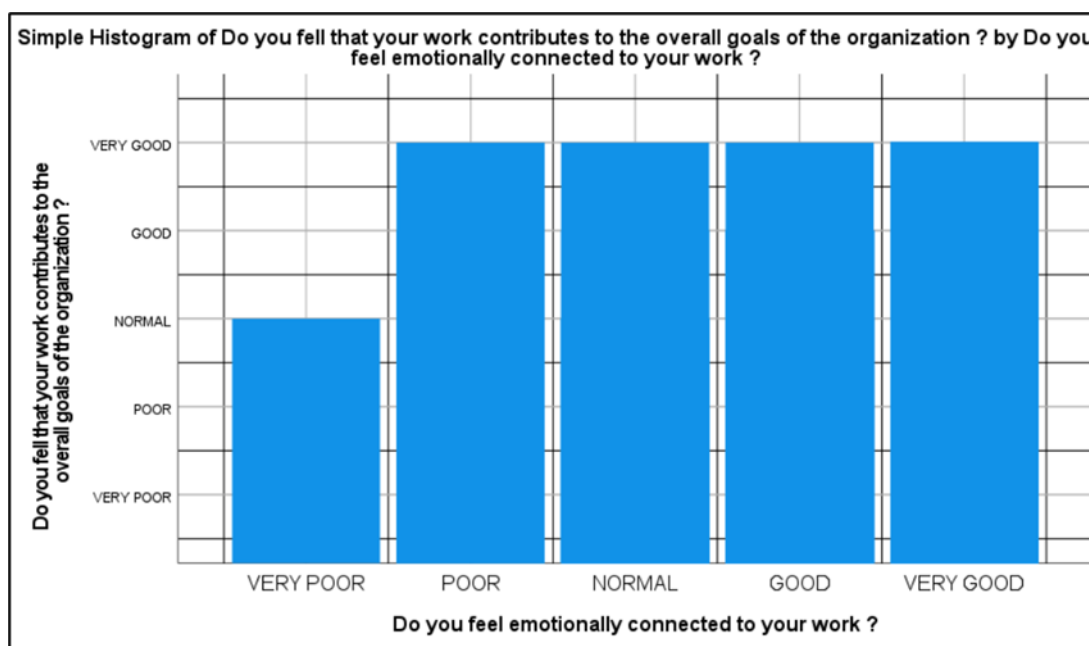
- A respectable number of them think it does make career growth clear (the bottom parts of the bars in the "YES" group).
- However, there are also some who know about it but do not think it makes career growth clear (the top parts of the bars in the "YES" group).
- Looking at how long they have worked here, it seems like people who have been longer (the red and orange bars) are more likely to see the "competency map" as beneficial for understanding their career path.

#### People who do not know the "competency map" (the "NO" group on the bottom):

- All of them think it does not make career growth clear (the top parts of the bars in the "NO" group). This makes sense – if you do not know how the system works, you will not see how it helps your career.
- It does not really matter how long they have worked here (the different colored bars in the "NO" group look pretty similar at the top) – if they do not know the "skills map," they do not see it as helping their career progression.

Do you feel that your work contributes to the overall goals of the organization ? * Do you feel emotionally connected to your work ? Crosstabulation							
Count		Do you feel emotionally connected to your work ?					Total
		VERY POOR	POOR	NORMAL	GOOD	VERY GOOD	
Do you feel that your work contributes to the overall goals of the organization ?	NORMAL	1	0	3	2	1	7
	GOOD	0	1	1	10	4	16
	VERY GOOD	0	1	1	1	14	17
Total		1	2	5	13	19	40

**Figure-4 The cross tabulation of employee’s work contribution to overall organizational goal in relation with the emotional engagement towards work.**



**Figure-5 The cross tabulation of employee's work contribution to overall organizational goal in relation to the emotional engagement towards work**

### Analysis and Discussion

**Positive grasp of Contribution:** A significant majority of employees ( $16 + 17 = 33$  out of 40, or 82.5%) feel their work contributes "Good" or "Very Good" to the organization's aim. This suggests a positive understanding of their work role and its impact.

**Emotional Connection:** An even larger generality ( $13 + 19 = 32$  out of 40 or 80%) reported having a "Good" or "Very Good" emotional connection to their work. This is a strong index of employee engagement and subsequent job and work satisfaction.

**Correlation between Connection and Contribution:** Looking at the numbers within the table, there appears to be a positive trend. As the observed contribution to organizational objective increases, the level of emotional connection to work also tends to increase. For instance, of the seventeen employees who felt their contribution was "Very Good," 14 of them also reported a "Very Good" emotional connection.

**Areas for subsequent Improvement:** While the overall scenario is positive, there are a few employees with lower levels of emotional connection, even among those who identifies their contribution as "Good" or "Very Good." Understanding the cause and reason behind this could be valuable and crucial. The one employee who felt a "Very Poor" emotional connection also felt their contribution was only "Normal," which might be an area needing identification and attention.

This data gives an encouraging scenario of the workforce. Most employees believe their work is meaningful to the organization's growth and success and feel a strong emotional connect to what they do. This alignment between perceived and observed contribution and emotional connection is a good sign for productivity, morale, and retention. However, it is important to acknowledge the employees who reported lower levels of emotional connection. Further investigation and attention into their experiences could reveal subsequent areas for improvement in fostering a more engaging and supportive work culture and environment for everyone in the organization.

Overall, the findings suggest a rigid foundation of engaged employees who believe their work matters to the organization.

e. Finally, lets indulge into the employee tenure and their perception of alignment between the competency mapping process and organizational values.

How long have you been with the organization? * Do you believe that the competency mapping process aligns your personal values with the organization values ? Crosstabulation					
			Do you believe that the competency mapping process aligns your personal values with the organization values ?		
			YES	NO	Total
How long have you been with the organization?	LESS THEN 1 YEAR	Count	7	0	7
	1-2 YEARS	Count	13	1	14
	3-4 YEARS	Count	10	6	16
	5-10 YEARS	Count	3	0	3
Total		Count	33	7	40

**Figure-6 The cross tabulation of the competency mapping process aligning personal values with the organizational values and the employee tenure**

Every number in the table represents the number of employees of a particular tenure who answered "Yes" or "No" to the alignment question. For example, the figure in the row "1-2 YEARS" and column "YES" informs us of the number of employees with 1-2 years of tenure who think that the competency mapping process aligns their personal values with the values of the organization.

### Analysis and Discussion

**Overall Positive Perception:** A strong majority of the employees (33 out of 40, or 82.5%) feel that the competency mapping process aligns their individual values with organizational values. This indicates a positive perception of how the organization embeds values into its competency framework.

**Tenure and Perception:** It is notable that the tenure group with 3-4 years has the largest percentage of employees who do not believe in the alignment (6 of 16 in that group, or 37.5%). This is a significant outlier from the other tenure groups.

**Positive Perception of Newer Employees:** All newer employees who have been with the organization for less than 1 year see a strong alignment. This may mean a good first impression or that on boarding properly conveys the value alignment.

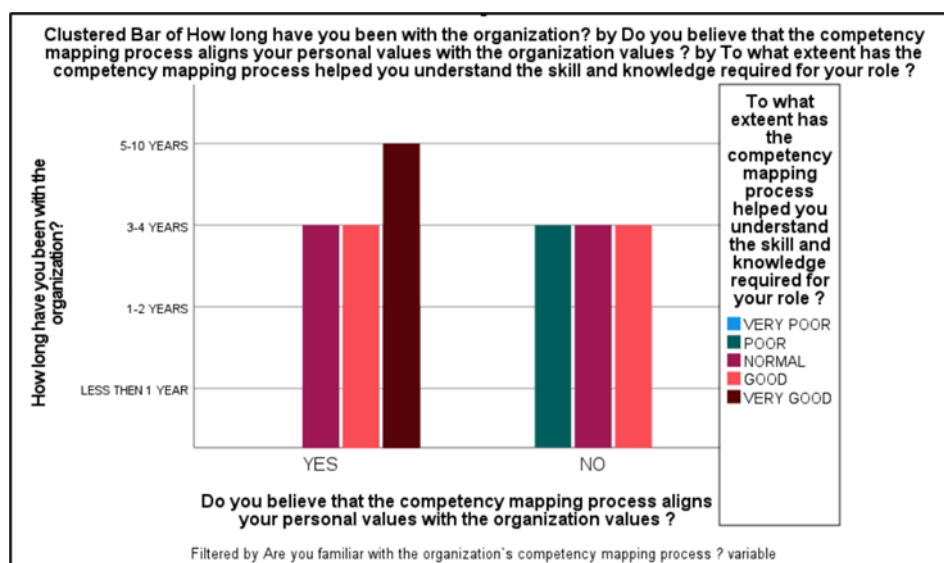
**Positive Perception of Experienced Employees:** Likewise, all the longest-serving employees (5-10 years) also have a positive belief in alignment. This could imply that the people who remain within the organization perceive the value alignment to be real in the long term.

**Possible Area of Concern:** The 3–4-year tenure group requires closer examination. The greater number of "No" answers among this group may suggest that staff at this level of tenure feel a lack of connection or have gained a more sophisticated outlook on the fit that is different from newer or longer-tenured staff.

Overall, the evidence indicates that a vast majority of employees believe that the process of competency mapping is aligning with their values and organizational values. This is an encouraging sign of value integration in the organization.

But the unique view of the employees with 3-4 years of tenure does present an area for further investigation. Knowing why a greater percentage of this group sees a misalignment could be useful in fine-tuning the competency mapping process, enhancing communication regarding organizational values, or correcting any particular issues that may arise during this mid-tenure period. Examining the experience of this specific group could result in changes that can benefit the whole organization.

In addition, into the employee tenure and their perception of alignment between the competency mapping process and organizational values. The following clustered chart provides significant data mention below:



**Figure-7 The clustered bar graph of the competency mapping process aligning personal values with the organizational values and the employee tenure**

The chart contrasts the duration of time that employees have worked at the company with their opinion that the competency mapping process is in line with their values, and how much it clarified their job skills for them.

- The majority of employees, regardless of tenure, think the process is in line with their values
- ("YES" side has taller red/maroon bars).
- Yet, the 3–4-year group is less likely to perceive this alignment than other groups.
- Even those who do not see the value alignment ("NO" side) concur that the process helps them get a sense of job skills ("NO" side still has good height green/teal bars).

Overall, most sense the values align, but the feeling drops off for the 3–4-year group.

Also, the process appears useful for getting a sense of job skills, even among those who do not perceive the value link.

## 5. Conclusion

While competency mapping provides a useful starting point for job skill understanding and is consistent with employee values for a majority of employees, its ability to enable a strong sense of purpose and ignite emotional engagement is currently unrealized because there are gaps in awareness, clarity around career development, and a sophisticated experience among mid-tenured employees.

The study is shown quite conclusively to prove a positive association between understanding the process of competency mapping and improved understanding of needed skills. Additionally, an overwhelming number of employees feel an alignment of the process with their values, which implies an inherent association to organizational purpose. But the reality that most employees have never heard of the "skills map," and even some (though aware) feel it does not map career paths clearly, prevents it from establishing a keen sense of future purpose and emotional investment that comes from being able to visualize clear opportunities for growth.

The notably perceptive dip in sensed value alignment among the 3–4-year tenure group also highlights that the relationship between competency mapping and an intense sense of purpose and engagement is not always felt. This indicates that the process, or its explanation, is not always reinforcing the 'why' in the 'what' of their jobs, especially for those in a key mid-career stage.

Hence, although competency mapping is a strong platform for understanding skills and aligning value, its true power to nurture an in-depth feeling of purpose and sustainably fuel emotional engagement with all tenure segments remains to be tapped. This requires the organization to make efforts towards further sensitization about



the "skills map," enhancing clarity in displaying career progression, and taking cognizance of mid-tenured employees' concerns around value alignment. By strategically targeting these regions, the competency mapping process can transition from a skill-definition tool to a more effective driver of personal purpose and shared emotional investment, leading to a more committed and motivated workforce.

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