

RELATIONSHIP BETWEEN COMPETENCY MAPPING AND EMPLOYEE JOB SATISFACTION

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Abstract

This study explores the impact of competency mapping and managerial support on job satisfaction and employee engagement. Competency mapping is a strategic process that identifies and aligns employee skills, knowledge, and behaviors with organizational goals. By providing clear expectations and structured career pathways, it enhances role clarity, professional development, and overall workforce productivity. Employees who understand their competencies are more engaged, motivated, and confident in their contributions, leading to better performance and reduced turnover.

Managerial support plays a vital role in reinforcing competency development through mentorship, feedback, and training initiatives. A supportive leadership approach fosters a positive work environment where employees feel valued and empowered to grow. When competency frameworks are effectively integrated with strong managerial guidance, organizations can enhance employee satisfaction, commitment, and retention. By prioritizing skill development and continuous feedback, businesses can cultivate a high-performing workforce that drives long-term success and sustainability.

Keywords: *Competency Mapping, Managerial Support, Job Satisfaction, Employee Engagement, Workforce Development, Role Clarity, Career Growth, Performance Management, Organizational Success, Leadership Support.*

Introduction

Competency mapping is a structured approach used in organizations to identify, assess, and develop the skills, knowledge, and behaviors required for a job role. It ensures that employees have clear expectations regarding their responsibilities, which enhances role clarity, career development, and overall job satisfaction. By aligning individual competencies with organizational goals, competency mapping helps in effective workforce planning, targeted training programs, and structured performance management. Employees who understand their required competencies are more engaged, motivated, and better prepared to contribute to organizational success.

Stages of Competency Development

Competency development occurs in stages as employees gain expertise in their roles:

1. **Unconscious Incompetence** - The individual lacks a skill but is unaware of the deficiency.
2. **Conscious Incompetence** - The person recognizes the skill gap and seeks improvement.
3. **Conscious Competence** - The individual learns and applies the skill but requires effort.
4. **Unconscious Competence** - The skill becomes second nature, performed effortlessly.

These stages help organizations assess employee growth, design effective training programs, and ensure a competent workforce capable of adapting to business needs.

Role of Managerial Support in Competency Development

Managerial support plays a crucial role in reinforcing competency mapping by providing guidance, mentorship, and structured feedback. Employees who receive consistent support from their managers are more likely to develop their competencies effectively and feel valued in the workplace. Key aspects of managerial support include:

- **Guidance and Mentorship** – Helping employees understand job expectations and career paths.
- **Feedback and Performance Evaluation** – Providing regular, constructive feedback for skill improvement.
- **Training and Development** – Identifying learning needs and facilitating relevant training programs.
- **Recognition and Motivation** – Acknowledging employees' progress and efforts to keep them engaged.
- **Workplace Culture and Psychological Safety** – Creating a supportive environment where employees can grow without fear of failure.

Competency Mapping, Managerial Support, and Job Satisfaction

When competency mapping is combined with strong managerial support, employees experience higher engagement, motivation, and job satisfaction. Clear competency frameworks reduce role ambiguity, improve skill development, and provide structured career progression, making employees feel more confident and secure in their roles. Managerial support enhances this process by ensuring employees receive the necessary mentorship and feedback to grow within the organization.

This study explores how competency mapping and managerial support influence job satisfaction, highlighting their role in employee engagement, retention, and organizational success. Organizations that integrate these elements effectively can build a skilled, motivated, and high-performing workforce while reducing turnover and improving overall productivity.

Primary Objective

- To examine the relationship between competency mapping and job satisfaction and assess how managerial support influences this relationship

Secondary Objectives

1. To analyze the impact of competency mapping on employee engagement and role clarity.
2. To evaluate the role of managerial support and feedback in enhancing competency development and job satisfaction.

Review of Literature

Competency mapping enhances job satisfaction, performance, and engagement by aligning employee skills with organizational goals (Bhattacharyya, 2008). It streamlines recruitment, training, and performance management, improving organizational efficiency (Srinivasan & Menon, 2013).

Clear competency frameworks boost motivation and role clarity, leading to better engagement (Liu & Lee, 2016). They also shape organizational culture, fostering growth and belonging (Prakash & Sharma, 2014). Competency mapping reduces role ambiguity and enables structured training programs (Sharma & Rathi, 2011). In the Indian context, it helps bridge skill gaps and strengthens HR practices (Sahu & Behera, 2017).

Research Methodology Research Design

The study adopts a quantitative research design to analyze the relationship between competency mapping, managerial support, and job satisfaction.

Sample and Data Collection

The sample consists of 103 respondents selected using convenience sampling. Data is collected through a structured questionnaire, capturing demographic details, competency mapping, managerial support, and job satisfaction.

Data Analysis Techniques

Descriptive statistics summarize key variables, while correlation analysis examines relationships between competency mapping, managerial support, and job satisfaction. Regression analysis assesses their impact on job satisfaction, and a t-test evaluates gender-based differences.

Results and Discussions: Descriptive Statistics

Descriptive Statistics					
	N	Min	Maxi1	Mean	Std. Deviation
Age	100	1	4	2.24	.996
Years of Exp	121	1	4	1.78	.736
Gender	121	1	2	1.41	.494
Valid N (listwise)	100				

Descriptive Statistics Findings

The analysis indicates that most respondents fall within the 30-40 **age group** (M = 2.24, SD = 0.996). The **Years of Experience** variable shows a mean of 1.78, suggesting that a majority of respondents have lower work experience levels. The **Gender** variable has a mean of 1.41, indicating a higher proportion of male respondents, though the distribution remains relatively balanced.

Correlation Analysis

Correlations				
		Job Satisfaction	Competency Mapping	Manager Support and Feedback
Job Satisfaction	Pearson Correlation	1	.580**	.446**
	Sig. (2-tailed)		.000	.000
	N	103	103	103
Competency Mapping	Pearson Correlation	.580**	1	.516**
	Sig. (2-tailed)	.000		.000
	N	103	103	103
Manager Support and Feedback	Pearson Correlation	.446**	.516**	1
	Sig. (2-tailed)	.000	.000	
	N	103	103	103

** . Correlation is significant at the 0.01 level (2-tailed).

Positive correlation between Competency Mapping and Job Satisfaction ($r = 0.580$, $p < 0.01$). **Moderate positive correlation** between Manager Support and Job Satisfaction ($r = 0.446$, $p < 0.01$). **Positive correlation** between Manager Support and Competency Mapping ($r = 0.516$, $p < 0.01$)

Regression Analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.419	.407	4.766

a. Predictors: (Constant), Job Satisfaction, Manager Support and Feedback

The model shows a moderate positive relationship ($R = 0.647$), with 41.9% of the variance explained ($R^2 = 0.419$). The Adjusted R^2 (0.407) confirms the model's reliability.

T-test

Group Statistics							
	Gender	N	Mean	Std. Deviation	Std. Error Mean	P Value	T Value
Job Satisfaction	Male	64	13.19	4.450	.556	.839	.576
	Female	39	12.67	4.445	.712		.577
	Male	64	2.83	1.092	.136	.036	.291

Manager Support and Feedback	Female	39	2.77	.810	.130		.313
Competency Mapping	Male	64	23.73	6.249	.781	.776	.210
	Female	39	24.00	6.169	.988		.211

The group statistics indicate no significant gender differences in Job Satisfaction, Manager Support and Feedback, or Competency Mapping, as reflected by the high p-values ($p > 0.05$). Males and females report similar mean scores across all three variables, suggesting that gender does not play a major role in influencing these factors in the given sample.

Findings and Interpretation

The results highlight the significant impact of competency mapping and managerial support on job satisfaction. The correlation analysis indicates that employees who perceive structured competency mapping in their organization tend to experience higher job satisfaction. This suggests that when employees clearly understand their roles, required skills, and career growth opportunities, their engagement and motivation increase, leading to greater job satisfaction.

Similarly, managerial support and feedback play a crucial role in shaping job satisfaction. Employees who receive constructive feedback, guidance, and recognition from their managers are more likely to feel valued and satisfied in their jobs. Additionally, strong managerial support enhances the effectiveness of competency mapping, as managers play a key role in helping employees develop their skills and align them with organizational goals.

The regression analysis confirms that competency mapping and managerial support collectively explain a significant portion of job satisfaction variance. This indicates that organizations focusing on well-defined competency frameworks and supportive leadership are more likely to have satisfied employees.

Furthermore, the t-test results show no significant gender differences in job satisfaction, competency mapping, or managerial support. This suggests that both male and female employees experience these factors similarly, reinforcing the idea that competency-based development and managerial support are universally beneficial in driving employee satisfaction.

Overall, the findings emphasize the importance of structured competency mapping and strong managerial support in enhancing job satisfaction. Organizations should focus on refining these aspects to create a more engaging and productive work environment.

Limitations

- The findings are based on a specific sample, making it difficult to apply them to a broader workforce or different industries.
- Responses may be influenced by personal perceptions or social desirability, affecting the accuracy of the results
- The study captures data at a single point in time, limiting the ability to establish long-term causal relationships.

Conclusion

Competency mapping and managerial support have a significant impact on job satisfaction. A well-structured competency framework enhances employee engagement, while effective managerial support fosters a positive work environment. The findings confirm that these factors collectively contribute to job satisfaction, with no significant gender differences observed. Organizations should focus on strengthening competency development and leadership support to improve employee satisfaction and productivity. Future research can explore additional variables and long-term effects to provide deeper insights.

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