Chapter 9

Book Chapter

Charting Employee Growth: The Role of Competency Mapping at Apitoria Pharmaceuticals Ltd.

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Abstract

Competency mapping is one of the vital tools that helps the company as well as the employee to the extent of categorising the performance and there by the management can formulate strategies with all rationalities. Though many organisations are accustomed with this method, the concept is perceived by the employees in a different way since the attitudes of the employees are quite divergent. In order to know the realities behind the execution of competency mapping, the researchers conducted a research with the method mix of Descriptive design, mixed approach, cross sectional survey and convenience sampling, primary and secondary data collection and the data analysis with EFA and Multiple Regression Analysis. Certain elements such as the role of direct manager, knowledge sharing, employee performance and modern innovations have been found imperative. The recommendations on the impacting variables have been offered to the company and industry.

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1 Introduction

Apitoria Pharmaceuticals Ltd. stands as a prominent player in the pharmaceutical industry, renowned for its commitment to excellence and innovation in healthcare solutions. With a steadfast dedication to both product quality and employee development, Apitoria Pharmaceuticals recognizes the imperative of nurturing talent and fostering continuous growth within its workforce. Against this backdrop, the company has embarked on a strategic initiative to implement competency mapping as a means to chart and enhance employee growth.To engage people, it is imperative to create a holistic work environment that supports clarity, skill development, recognition, and wellness.(Mittal et al., 2023). The key trends in Organizational Development (OD) identified are strategic agility, learning and development, digital transformation, effective leadership, employee engagement and well-being, and the promotion of inclusivity and diversity.(Patangia & R, 2023).

The relationship between unemployment rates and economic growth could be referred to as a "puzzle" in economics. The main issue facing many nations, whether they are developed or developing, is prolonged unemployment (Fatima, Mittal, & Jain, 2023). Competency mapping is a systematic process that involves identifying and evaluating the skills, knowledge, and attributes required for successful job performance within an organization.A company's success is often defined by its people, particularly those who develop its strategy and manage its action plans, especially in a highly unpredictable corporate environment. A leader's effectiveness is ultimately determined by how well they control themselves, their job, and others. This necessitates the mapping, creation, and effective use of a wide range of abilities, from knowledge-level to behavior-level competencies. It is evident that competence mapping influences the strategic dimensions of management scope.(Kaur et al., 2023). By mapping out the core competencies essential for various roles, Apitoria Pharmaceuticals aims to align employee skills and capabilities with organizational objectives, thereby optimizing performance and fostering career progression. The decision to introduce competency mapping at Apitoria Pharmaceuticals is driven by several key factors. Firstly, in the fast-paced and dynamic pharmaceutical industry, staying ahead of the curve necessitates a workforce equipped with the right skills and competencies to adapt to evolving challenges and opportunities. Competency mapping serves as a proactive strategy to ensure that employees possess the requisite skills and capabilities to meet current and future organizational needs.

Moreover, Apitoria Pharmaceuticals recognizes the significance of talent retention and

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engagement in sustaining its competitive edge. By providing employees with a clear roadmap for skill development and career advancement through competency mapping, the company aims to enhance job satisfaction, motivation, and loyalty among its workforce. Additionally, competency mapping facilitates personalized development plans tailored to individual employees' strengths, weaknesses, and career aspirations, fostering a culture of continuous learning and professional growth. Furthermore, in an era characterized by rapid technological advancements and changing market dynamics, competency mapping equips Apitoria Pharmaceuticals with valuable insights into skill gaps and training needs across the organization. This enables targeted investments in employee training and development initiatives, ensuring that the workforce remains agile, adaptable, and equipped to drive innovation and excellence in pharmaceutical research, manufacturing, and distribution.

Despite Apitoria Pharmaceuticals Ltd.'s commitment to fostering employee growth and development, there exists a critical need to address the challenge of effectively aligning employee skills and capabilities with organizational objectives. As the pharmaceutical industry evolves rapidly, characterized by technological advancements, changing market dynamics, and stringent regulatory requirements, ensuring that employees possess the requisite competencies to meet organizational needs becomes paramount.

However, the absence of a systematic approach to assess, map, and develop employee competencies poses a significant barrier to achieving optimal performance and sustaining competitive advantage. Moreover, the lack of personalized development plans tailored to individual employees' strengths, weaknesses, and career aspirations impedes efforts to enhance employee engagement, retention, and job satisfaction. Additionally, with the increasing complexity of pharmaceutical operations, including research, manufacturing, and distribution, identifying and addressing skill gaps and training needs across the organization becomes increasingly challenging. Therefore, the pressing problem faced by Apitoria Pharmaceuticals is the need to implement a robust competency mapping framework to chart employee growth effectively, align skills with organizational goals, and foster a culture of continuous learning and professional development. Addressing this problem is imperative to enhance employee performance, drive innovation, and sustain organizational growth in the competitive pharmaceutical landscape.

In summary, the implementation of competency mapping at Apitoria Pharmaceuticals represents a strategic endeavors to empower employees, optimize performance, and sustain organizational growth in an increasingly competitive and dynamic industry landscape. By charting employee growth through competency mapping, Apitoria Pharmaceuticals reaffirms its commitment to fostering a culture of excellence, innovation, and continuous learning within the organization.

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2 Study Objectives

The specific objectives of the study are to

- Develop a tailored competency mapping framework to identify key skills and knowledge gaps within Apitoria Pharmaceuticals Ltd.'s workforce.
- Implement personalized development plans aligned with organizational objectives to address identified competency gaps and enhance employee performance and engagement.
- Evaluate the effectiveness of the competency mapping framework and development initiatives in improving employee skills, job satisfaction, and organizational outcomes.

3 Literature Review

R.Yuvaraj's (2011) emphasizes that competency mapping is a valuable tool for individuals to recognize their strengths and weaknesses, aiding in self-awareness. It serves as a guide for understanding what tasks need to be accomplished. Furthermore, competency mapping is highlighted as an effective method for identifying both job-related skills and behavioral competencies within an organization. In a study by Nagaraju and Gowda's (2012), it was found that competency, or the skills and abilities of employees, plays a crucial role in driving superior performance across organizations. Their research suggests that competency mapping, which involves identifying and developing these skills, is essential for fostering innovation, adapting to new technologies, and meeting customer needs effectively. This underscores the importance of understanding and nurturing employee competencies for organizational success.

Sravani, Saumendra, and Venugopal, 2023 explored the nexus between Competency Mapping and job engagement in the software industry. They highlighted Competency Mapping's pivotal role in aligning individual skills with organizational goals to enhance job engagement. Through a meticulous review of literature, they underscored the multifaceted nature of job engagement and its intricate relationship with organizational factors. Their collaborative effort exemplifies the synergistic power of interdisciplinary research, offering valuable insights for cultivating a culture of engagement and driving organizational success in the digital era. Competencies are defined as a combination of attributes, skills, and knowledge. His research delves into the intricacies of these elements, highlighting the disparities between current and desired skill levels among employees. By conducting a thorough gap analysis, Jain's (2013) identifies the training requirements necessary to bridge these skill gaps effectively.

Balaji and Vimala's (2012) revealed that employees often lack essential job-related skills, performance capabilities, and meta qualities within organizations. These compe-

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tency gaps suggest a need for training interventions to enhance employee capabilities. By addressing these areas through training, organizations can effectively bridge the gap between existing skills and desired competencies, thereby improving overall performance and productivity. Suguna and Selvi's (2013) highlighted an important perspective on competency mapping. They emphasized that it shouldn't solely focus on rewarding employees and isn't restricted to confirmed staff. Instead, competency mapping extends to contract workers and job seekers, offering a platform to showcase their skills. This inclusive approach underscores the broader significance of competency mapping beyond traditional organizational boundaries, recognizing the value of skills across various employment statuses.

Singhal and Kansal's (2018) specified that the competency mapping was highlighted as crucial for employees to thrive in a constantly changing business landscape. This process aids in pinpointing both existing and needed skills essential for achieving organizational objectives. By identifying training gaps, competency mapping enables organizations to enhance their functional capabilities effectively. Moreover, it facilitates more achievable and successful human resource planning, making it a vital tool for organizational growth and adaptability. Perera et al.'s (2017) delved into the construction industry's need to enhance competencies through specialized training programs. They introduced a Competency Mapping Framework (CMF) with a key element called the Graduate Competency Threshold Benchmark (GCTB). By combining expert opinions and existing literature, they developed this framework, shedding light on how degree programs align with competency mapping in a new and valuable way. Shah and Prakash's (2018) identified key competencies crucial for effective employee performance. These competencies serve as a blueprint for academic institutions to tailor their programs to meet industry needs. By aligning with these competencies, organizations can harness their human resources more effectively, gaining a competitive edge in their respective fields.

Takey and de Carvalho's (2015) introduced a seven-step method to assess project management skills and plan improvement strategies tailored to an organization's needs. They combined literature reviews with qualitative and quantitative research techniques, examining data from a large Brazilian engineering firm using various tools like documentation, interviews, and surveys. This approach also includes analyzing gaps in skills and understanding how experience correlates with competency development, applicable across different industries. Woodruffe's (1991) highlighted the importance of competence in the workplace, emphasizing its dual nature of personal competence and merit. Personal merit involves the demonstration of skills and behaviors relevant to one's job, ultimately influencing their effectiveness at work. He suggests that an individual's competence and performance depend on their abilities within their field of expertise. This understanding

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underscores the significance of both inherent talent and learned skills in achieving success in professional settings. Competency mapping, explored by Ukey's (2014), is a vital tool in modern HR management, focusing on defining skills crucial for job performance. It helps identify, evaluate, and enhance employee behaviors, ranging from motivations to cognitive abilities. This strategic framework ensures that employee competencies align with organizational goals, fostering growth and success. In essence, competency mapping enables organizations to systematically manage and develop their human resources, contributing to sustained performance and prosperity. Perera et al.'s (2012) explored the misalignment between industry expectations and the actual competency levels of graduates in Quantity Surveying (QS) education. They highlighted the necessity for further investigation into the reasons behind this gap. Their study delved into Royal Institution of Chartered Surveyors (RICS) QS competencies and how they correlated with four RICS-accredited QS programs, employing a comprehensive dual vector scale matrix to evaluate the breadth and depth of competency achievement.

In a 2016 study by Kazley et al.'s (2016), the focus was on updating the Collaborative Leadership Model through competency development and validation. This research, published in the Journal of Health Administration Education, explores how leaders can effectively collaborate in healthcare settings. By updating the model, the study aims to enhance leadership skills necessary for managing complex healthcare environments. This work sheds light on the importance of competency development in fostering effective collaboration among leaders in healthcare administration. Sinchu and Bhuvaneswary's (2015) the focus was on understanding how competency mapping benefits organizations, especially in the face of globalization. By examining employees at Hero Best Motors in Malappuram District, the study aimed to uncover the levels of competencies within the workforce. Through surveys and questionnaires involving 30 employees, the research utilized straightforward analyses like percentages, bar diagrams, and pie charts. The findings emphasized that a majority of the employees possessed competency skills, highlighting the importance of competency mapping for enhancing productivity and growth within the organization.

Study by Kothari C.R.'s (2004) various research methods and techniques are explored. This comprehensive guide offers insights into conducting research effectively. It covers essential aspects of research methodology, providing a valuable resource for scholars and researchers.It serves as a foundational text for understanding the principles and practices of conducting research across various disciplines. Venugopal and Pranaya. Deekonda's (2021) explore how organizational efforts impact employee satisfaction with training and development in manufacturing units in Srikakulam, Andhra Pradesh. Their research highlights the crucial role of Competency Mapping in designing effective training strategies

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tailored to employee needs, offering valuable insights for enhancing satisfaction and organizational performance in the manufacturing sector. Sravani, Saumendra, and Venugopal's (2023) conducted a comprehensive assessment of predictors influencing employee work-life quality within the manufacturing sector, employing a lens informed by competency mapping. Their study sheds light on the intricate dynamics between various predictors and work-life quality, emphasizing the significance of Competency Mapping in understanding and addressing these factors. By elucidating the relationship between competencies and work-life quality, Somanadh and Venugopal offer valuable insights for organizations striving to enhance employee well-being and productivity in the manufacturing sector.

Venugopal and Deekonda's (2022) investigated the involvement of employees in quality management systems, focusing on the context of public transportation. Through their research, they delve into the extent to which employees participate in quality management initiatives within the public transportation sector. Their findings offer valuable insights into the importance of employee engagement and collaboration in ensuring the effectiveness and efficiency of quality management systems, particularly in industries vital to public service delivery. An assessment of employee benefits, with a focus on aligning these benefits with individual competencies and organizational goals.(Somanadh & Venugopal, 2023). By employing competency mapping techniques, the authors provide a nuanced analysis of how employee benefits can be tailored to meet the diverse needs and skill sets of employees while simultaneously enhancing organizational performance.Latifat Omolara Ayanponle et al.'s (2024) research underscores the importance of strategic alignment between employee benefits and competencies in fostering employee satisfaction, retention, and overall organizational success. The study serves as a valuable resource for HR practitioners and organizational leaders seeking to optimize their employee benefit programs in line with competency-based approaches.Certain competencies have become increasingly crucial, raising the question of how higher education can equip graduates to meet these evolving demands.(Bogdány, Cserháti, & Raffay-Danyi, 2023).

Lade, Venugopal, and Kumar's (2020) conducted an assessment of factors influencing employee loyalty, employing a framework informed by competency mapping. Their research offers a detailed examination of how various factors intersect with individual competencies and organizational objectives to influence employee loyalty. By leveraging competency mapping techniques, the authors provide valuable insights into the strategic alignment of organizational practices with employee competencies to foster loyalty and commitment. This study serves as a pertinent resource for organizations seeking to enhance employee loyalty through a competency-based approach. Thus, employment engagement and loyalty becomes necessary for the organization which further would help in achieving coorporate sustainability.(Okr glicka, Mittal, & Navickas, 2023).

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4 Methods

The methodology for the study on competency mapping and employee development at Apitoria Pharmaceuticals Ltd. entails a mixed-methods approach integrating qualitative and quantitative techniques to comprehensively investigate the subject matter. Qualitative data collection involves conducting semi-structured interviews with key stakeholders such as HR personnel, department heads, and employees. These interviews explored perceptions, experiences, and expectations regarding competency mapping and development initiatives within the organization. Additionally, quantitative data was gathered through surveys or questionnaires administered to employees, aiming to quantify their competencies, training needs, job satisfaction levels, and perceptions of the effectiveness of development programs.

In developing the competency mapping framework, a thorough review of existing literature, industry best practices, and organizational goals informed its design. Collaborative efforts with HR professionals and subject matter experts helped identify key competencies relevant to various job roles within Apitoria Pharmaceuticals. Competency assessments, performance evaluations, and skills inventories will be employed to assess employees' current competencies and identify skill gaps. Analysis of assessment results will then prioritize development areas and guide targeted interventions effectively.

The subsequent phase involved the formulation and implementation of personalized development plans for employees. These plans outlined specific goals, learning objectives, and developmental activities tailored to address identified competency gaps. Development initiatives, such as training programs, workshops, mentoring relationships, and on-the-job experiences, will be executed to enhance employee skills and knowledge in alignment with organizational objectives. Throughout the study, the progress of development plans and initiatives were monitored through regular check-ins, progress reports, and performance reviews. Feedback from employees and stakeholders were collected to assess the perceived effectiveness and impact of development interventions on employee performance, job satisfaction, and organizational outcomes.

Data analysis encompassed qualitative techniques such as quantitative analysis of survey data using statistical techniques of Exploratory Factor Analysis and Multiple Regression analysis. Insights from data analysis, coupled with feedback from stakeholders and emerging organizational needs, informed iterative refinements to the competency mapping framework and development strategies. This continuous improvement approach will ensure ongoing alignment between competency mapping efforts and organizational objectives, fostering a culture of continuous learning and improvement within Apitoria Pharmaceuticals Ltd.

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5 Analysis and Discussion

5.1 Factor Analysis

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy	.772
Bartlett's Test of Sphericity Approx. Chi-Square	779.309
df	210
Sig.	.000

As shown in the table 1, the value of The KMO Measure indicates the variance proportion in the variables triggered by underlying factors is 0.772 which is good enough to undergo factor analysis with the data. Significant level of 0.000 signs sound to get along with factor analysis which may be useful with the data.

This is clear understanding that the requested extracted initial eigenvalues greater than 1 has resulted into eight first components extending 57.031 percent of cumulative initial eigenvalues. Among the 21 listed variables, eight components show the variability of 57% approximately. So, the complexity of the dataset can be reduced through these eight components with almost 43% of lost information (see Table 2).

The first component consists of I, J, K, M, N, and U.

- The second component is associated with WW and X.
- The third component is occupied with FF, G, P, Q.
- The fourth component is correlated with V, YY, Z.
- The fifth component consist of O, R, SS.
- The sixth component is associated with H, T.

The least explained by O with 0.410 and can be extracted through this analysis for further.(see table 3).

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Table 2. Total Variance Explained

	Initial Eigenvalues			Extraction Sums of SL			Rotation Sums of SL		
Com	Total	% of Var	Cum %	Total	% of Var	Cum %	Total	% of Var	Cum %
1	4.984	23.73	23.73	4.98	23.73	23.73	2.769	13.18	13.18
2	1.773	8.445	32.17	1.773	8.445	32.17	2.265	10.78	23.97
3	1.593	7.587	39.76	1.593	7.587	39.75	1.949	9.280	33.25
4	1.347	6.413	46.17	1.347	6.413	46.17	1.864	8.877	42.12
5	1.228	5.846	52.02	1.228	5.846	52.04	1.800	8.570	50.69
6	1.052	5.007	57.03	1.052	5.007	57.03	1.330	6.332	57.03
7	0.979	4.662	61.693						
8	0.966	4.601	66.294						
9	0.886	4.221	70.514						
10	0.766	3.647	74.162						
11	0.734	3.493	77.655						
12	0.682	3.246	80.901						
13	0.648	3.088	83.988						
14	0.582	2.773	86.762						
15	0.507	2.414	89.176						
16	0.487	2.321	91.497						
17	0.434	2.068	93.565						
18	0.408	1.944	95.509						
19	0.341	1.622	97.131						
20	0.321	1.527	98.658						
21	0.282	1.342	100.000						

Extraction Method: Principal Component Analysis, SL-Squared Loadings

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Table 3. Rotated Component Matrix

Component	1	2	3	4	5	6
Is competency considered in Recruitment and Selection processes (FF)			.619			
CM importance for organizational success? (G)			.553			
Which area do you believe showcases your competency? (H)					.503	
Does CM assist in manpower planning? (I)	.465					
Do you feel you are fulfilling your job profile: (J)	-.617					
Do you consistently complete all assigned tasks within the allotted time? (K)	-.616					
Do you require training to effectively carry out your tasks? (L)						.631
Do you share learning with your colleagues? (M)	.570					
What is implemented to monitor employee performance? (N)	.598					
How do you describe your proficiency with modern innovations? (O)					.410	
Which area of interpersonal skills do you believe you excel in? (P)			.622			
In what setting do you feel most comfortable sharing your ideas? (Q)			.606			
Is knowledge critical for the success and functionality of your organization? (R)						.707
What are the sources of knowledge in this organization? (SS)						.579
To what extent, knowledge sharing is encouraged within your company? (T)					.528	
Why is the PDDRO process cycle important for training program implementation? (U)	.694					
What is the purpose of organizing career development plans? (V)			.473			
To what extent does your direct manager play a role in your commitment to staying with the company? (WW)		.785				

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Component	1	2	3	4	5	6
How satisfied are you with the opportunities provided for skill development and enhancement within your current role? (X)		-.766				
What helps boost employee engagement in competency development? (YY)			.715			
How can managers support engagement through competency development? (Z)			.835			

5.2 Multiple Regression Analysis

5.2.1 Competency

Table 4. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.436a	.190	.113	.82046

Predictors: (Constant), R, G, L, M, I, H, Q, FF, O, K, P, N, J

As shown in the table 4, R Square value is 0.190; it means all the levels of items contributing 19.0 percent in the increase in the satisfaction of competency mapping compared to previous year. The remaining 81 percent is being contributed by other unknown variables.

Table 5. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.601	2	3.300	4.589	.012a
Residual	106.446	148	.719		
Total	113.046	150			

Predictors: (Constant), R, G, L, M, I, H, Q, FF, O, K, P, N, J

Dependent Variable: DV

Table 5 shows the relationship among the items of Independent Variables and the increase in the satisfaction of competency mapping. The F value between dependent

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variable and predictors is 2.456, and the P value is 0.05 levels on the other hand, we can also conclude whether there is one level in items' increase, there will be the increase of 91.548.

Increase in Employee Satisfaction on Competency Mapping (ESCM) is given by the following equation:

$$\begin{aligned} \text{ESCM} = {} & 4.921 + (-0.151)\text{CF1} + 0.020\text{CF2} + 0.039\text{CF3} - 0.002\text{CF4} \\ & + 0.048\text{CF5} - 0.063\text{CF6} - 0.026\text{CF7} - 0.038\text{CF8} \\ & - 0.203\text{CF9} - 0.148\text{CF10} + 0.022\text{CF11} - 0.055\text{CF12} \\ & + 0.106\text{CF13} \end{aligned} \tag{1}$$

Increase in Employee Satisfaction on Competency Mapping being influenced by Competency factors, CF1 is 4.77 (4.921+(-0.151)); if CF1 is increased by one unit, the Employee Satisfaction will be increased by 4.77. Likewise, if the predictors CF2, CF3, CF4, CF5, CF6, CF7, CF8, CF9, CF10, CF11, CF12, CF13 are increased by one unit, the usage levels of Employee Satisfaction on Competency Mapping are increased for CF2 by 4.941; CF3 by 4.96; CF4 by 4.919; CF5 by 4.969; CF6 by 4.858; CF7 by 4.895; CF8 by 4.883. Further, Increase of the usage of Employee Satisfaction on Competency Mapping is explained by "CF13" is the highest with 5.027 followed by "CF5" with 4.969, and the least is explained by "CF9" with 4.718.(see table 6).

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Table 6. Coefficients

Model	Unstd. Coeff.	Std. Coeff.		t	Sig.
	B	Std. Error	Beta		
(Constant)	4.921	0.597		8.246	0.000
Is competency considered in Recruitment and Selection processes	-0.151	0.092	-0.145	-1.644	0.103
Why is competency mapping important for organizational success?	0.020	0.057	0.029	0.345	0.731
Which area do you believe showcases your competency?	0.039	0.058	0.057	0.681	0.497
Does competency mapping assist in manpower planning?	-0.002	0.057	-0.004	-0.041	0.967
Do you feel you are fulfilling your job profile?	0.048	0.075	0.064	0.636	0.526
Do you consistently complete all assigned tasks within the allotted time?	-0.063	0.070	-0.086	-0.899	0.370
Do you require training to effectively carry out your tasks?	-0.026	0.065	-0.032	-0.398	0.691
Do you share your learning with your colleagues?	-0.038	0.067	-0.047	-0.562	0.575
What is implemented to monitor employee performance?	-0.203	0.073	-0.268	-2.763	0.007
How do you describe your proficiency with modern innovations?	-0.148	0.074	-0.193	-1.988	0.049
Which area of interpersonal skills do you believe you excel in?	0.022	0.066	0.030	0.324	0.747
In what setting do you feel most comfortable sharing your ideas?	-0.055	0.066	-0.077	-0.844	0.400
Is knowledge critical for the success and functionality of your organization?	0.106	0.065	0.142	1.629	0.106

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5.2.2 Competence

Table 7. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.374a	.140	.117	.81591

Predictors: (Constant), V, SS, U, T

As shown in the table 7 , R Square value is 0.140; it means all the levels of items contributing 14.0 percent in the increase in the satisfaction of competency mapping compared to previous year. The remaining 86 percent is being contributed by other unknown variables.

Table 8. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	15.853	4	3.963	5.953	.000a
Residual	97.194	146	.666		
Total	113.046	150			

Predictors: (Constant), V, SS, U, T

Dependent Variable: DV

Table 8 shows the relationship among the items of Independent Variables and the increase in the satisfaction of competency mapping. The F value between dependent variable and predictors is 5.953, and the P value is 0.00 levels on the other hand, we can also conclude whether there is one level in items' increase, there will be the increase of 97.194.

Increase in Employee Satisfaction on Competence Mapping (ESCEM):

$$\text{ESCEM} = 3.414 + (-0.011)\text{CEF1} + (0.209)\text{CEF2} + (-0.110)\text{CEF3} + (0.024)\text{CEF4}$$

Increase in Employee Satisfaction on Competence Mapping being influenced by com-

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Table 9. Coefficients

Model	Unstd. Coeff.	Std. Coeff.		t	Sig.
	B	Std. Error	Beta		
(Constant)	3.414	0.395		8.640	0.000
What are the sources of knowledge in this organization?	-0.011	0.073	-0.013	-0.154	0.878
To what extent is knowledge sharing encouraged within your company?	0.209	0.059	0.312	3.531	0.001
Why is the PDDRO process cycle important for training program implementation?	-0.110	0.062	-0.147	-1.774	0.078
What is the purpose of organizing career development plans?	0.024	0.049	0.041	0.501	0.617

Dependent Variable: DV

petence factors is as follows: CEF1 is 3.403 (3.414 + (-0.011)); if CEF1 is increased by one unit, Employee Satisfaction will increase by 3.403. Likewise, if the predictors CEF2, CEF3, and CEF4 are increased by one unit, the levels of Employee Satisfaction on Competence Mapping increase by 3.623, 3.304, and 3.438, respectively. The highest increase in Employee Satisfaction on Competence Mapping is explained by CEF2 with 3.623, while the least is explained by CEF3 with 3.304 (see Table 9).

5.2.3 Employee Retention

Table 10. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242a	.058	.046	.84807

Predictors: (Constant), X, WW

As shown in Table 10, the R Square value is 0.058, indicating that all levels of the items contribute 5.8 percent to the increase in employee retention compared to the previous year. The remaining 94.2 percent is contributed by other unknown variables.

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Table 11. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6.601	2	3.300	4.589	.012a
Residual	106.446	148	.719		
Total	113.046	150			

Predictors: (Constant), X, WW

Dependent Variable: DV

Table 11 shows the relationship among the items of the independent variables and the increase in employee retention. The F value between the dependent variable and predictors is 4.589, and the P value is 0.012. We can also conclude that if there is an increase in the items, there will be an increase of 106.446.

Table 12. Coefficients

Model	Unstd. Coeff.	Std. Coeff.		t	Sig.
	B	Std. Error	Beta		
(Constant)	4.644	0.415		11.184	0.000
To what extent does your direct manager play a role in your commitment to staying with the company?	-0.205	.071	-0.279	-2.886	0.004
How satisfied are you with the opportunities provided for skill development and enhancement within your current role?	-0.070	0.081	-0.083	-0.863	0.390

Dependent Variable: DV

Increase in Employee Retention (ER):

$$ER = 4.644 + (-0.205)ERF1 + (-0.070)ERF2$$

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Increase in Employee Retention being influenced by employee retention factors is as follows: ERF1 is 4.439 (4.644 + (-0.205)); if ERF1 is increased by one unit, Employee Retention will increase by 4.439. Likewise, if the predictor ERF2 is increased by one unit, the levels of Employee Retention increase by 3.944 (4.644 + (-0.700)). The highest increase in Employee Retention is explained by ERF1 with 4.439, while the least is explained by ERF2 with 3.944 (see Table 12).

6 Recommendations

Based on the results acquired from the tabulations and figures from coefficients and M L Applications, the impacting variable have been identified and the recommendations are drawn accordingly as follows

6.0.1 Role of Direct Manager:

- Implement regular performance reviews with a focus on competency mapping. Direct managers should be trained in assessing and developing competencies relevant to each employee's role.
- Encourage direct managers to provide continuous feedback and support to employees in aligning their growth objectives with the company's goals.
- Foster a culture where direct managers act as mentors, guiding employees through their career development journey and providing opportunities for skill enhancement.
- Invest in training programs for managers to improve their leadership and coaching skills, emphasizing the importance of competency-based management.

6.0.2 Knowledge Sharing:

- Establish platforms and tools for seamless knowledge sharing among employees. This could include intranet forums, collaborative software, or regular knowledge-sharing sessions.
- Encourage a culture of collaboration where employees are motivated to share their expertise and learn from each other.
- Recognize and reward employees who actively contribute to knowledge sharing initiatives, fostering a sense of community and engagement.
- Implement a knowledge management system to capture and disseminate best practices, lessons learned, and industry insights across the organization.

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6.0.3 Employee Performance:

- Develop clear and measurable competency frameworks aligned with the organization's strategic objectives. These frameworks should serve as a basis for assessing employee performance and growth.
- Provide regular training and development opportunities tailored to address competency gaps identified through mapping exercises.
- Implement a performance management system that integrates competency mapping into goal setting, performance evaluation, and career progression discussions.
- Foster a culture of accountability where employees take ownership of their growth by actively seeking feedback, setting ambitious goals, and proactively addressing areas for improvement.

6.0.4 Modern Innovations:

- Explore the use of technology-enabled solutions such as AI-powered competency assessment tools, virtual reality simulations for skill development, and data analytics for predictive talent management.
- Leverage digital platforms for personalized learning experiences, enabling employees to access relevant resources and training modules based on their competency profiles.
- Encourage experimentation and creativity by providing resources and support for employees to explore innovative approaches to their work.
- Foster a culture of adaptability and continuous learning, where employees are encouraged to embrace new technologies and methodologies to stay ahead in a rapidly evolving industry.

By implementing these recommendations, Apitoria Pharmaceuticals Ltd. can enhance its employee growth initiatives through effective competency mapping, leveraging the role of direct managers, fostering knowledge sharing, improving employee performance, and embracing modern innovations in talent management.

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