

A Study on Employees' Competency Mapping in Selected Private Banks With Special Reference to Trichirappalli District

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ABSTRACT-"In the present aggressive and dynamic world just a single thing is perpetual that is called change" so keeping velocity changing condition is dependably be a prerequisite and test for business world in a few territories particularly human asset management, as it is vital for business houses to pick work fit identity for reasonable development and advancement. Each movement lies a capability and aptitudes. Competency can be characterized as "a gathering of abilities taken together to accomplish an ideal errand" and come to understand that a battling fit, talented, capable work drive with right measure of inspiration would do the marvels that wasn't possible by plain supernatural occurrences. This examination is directed considering just representatives of the chose private banks in Trichy. To discover the request of management skill that might hoist the diverse dimension of the workers. The factor incorporates diverse perspectives like versatility, activity, judgment, critical thinking, arranging and organization, initiative quality, efficiency and utilization of innovation. The targets are to assess the statistic variables and generally competency mapping among representatives working in private banks in trichy area. In such manner, the analyst picked to direct the investigation to discover the positives and negatives and contribute fundamental creative proposals/suggestions to the management to assist the representatives and for the development of the organizations.

Keywords- Demographic factors, selected private banks, Competency mapping,

I. INRODUCION

In this advanced aggressive world, administrators and Managers are required to enhance the proficiency and viability of their business tasks. As there are a few factors that influence proficiency and adequacy of activities, the enhancement is required to be conveyed trip each factor. They are required to get each factor synchronization with different variables. TQM and other comparable activities give guidance to enhancement in business tasks. Great Managers are commonly mindful about various characteristics an individual must have to carry out a responsibility successfully, and they make utilization of their insight to choose and prepare their subordinates.

COMPETENCY MAPPING

Competency mapping creates target framework for enrollments, Promotions, preparing and improvement, and Performance diagnostics. HR experts are depended with the duty regarding determination, preparing and advancement, organization, arrangements bolster, execution evaluation and Performance diagnostics of the workers. The Most Important Part of these duties is evaluation of the people for their appropriateness for various useful undertakings, and

improvement of their capability to be viable and exceed expectations in allocated assignments. HR capacities depended with the duty to discover perfect individual for each activity and improvement of the utilized individual to do the doled out activity successfully, have discovered competency mapping and evaluation as a powerful apparatus.

OBJECTIVES OF THE STUDY

- To analyze the demographic factors and overall competency mapping among employees working in selected private banks, Trichy.
- To find out the employees attributes contributing in improving the Level of Competence in selected private banks, Trichy.
- To understand the problems in selected private banks, Trichy and meeting out the solutions of the employees.

II. RESEARCH METHODOLOGY

Type: Descriptive type of research

Sampling Frame: Simple random sampling method

Questionnaire: Out of 150 questionnaires distributed, 30 were not utilized due to data inadequate.

Tools Used:

- Pearson Chi-Square Test
- One Way ANOVA (Analysis of Variance)
- Two sample ‘t’-test
- Garrett Ranking

HYPOTHESES

CHI-SQUARE

H0: There is no significant difference between Marital Status and factors of Competency mapping

H1: There is significant difference between Marital Status and factors of Competency mapping

ANALYSIS OF VARIANCE

H0: There is no significant difference between Monthly Family Income and Factors of Competency Mapping

H1: There is significant difference between Monthly Family Income and Factors of Competency Mapping

TWO SAMPLE ‘t’-TEST

H0: There is no significant difference between Sex (Male & Female) and factors of Competency mapping

H1: There is significant difference between Sex (Male & Female) and factors of Competency mapping

SIGNIFICANCE OF THE RESEARCH

The study is mainly conducted to know about the competency mapping for the employees and also to ascertain the benefits to the organization using competency mapping. In this regard, the researcher conducted the study to find out the positives and negatives existing in the banking sector and contribute necessary innovative suggestions/ recommendations to the management for the benefit of the employees and organizations as well.

LIMITATIONS OF THE STUDY

- The period of time is major limitation of this study

- Limited discussion with selected private banks employees was done due small number of time period.

III. REVIEW OF LITERATURE

- **Md.Ishtiak Uddin et. al. (2012)** argued competency mapping as a tool for HR Excellence has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, Competency Matrix, 360degree Feedback etc.
- **Solomon (2013)** in this study explained that “Competency mapping has tried to investigate the level of competency customary among the executives of public sector”. The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies.
- **S.V.Sreedevi (2013)** in her article briefed that the description of the employee’s competencies attributes, interdepartmental competencies and suggestions given to enhance their competency level. The major idea is to find out the existing competency level of the employees.
- **Sinchu.P, S.Bhuvanewary (2015)** in their article stated that most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also competency mapping is a strategic HR outline work for monitoring the performance.
- **Jim Paul (2016)** in his article states that competency mapping instead of job description is the new the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the modern years, diverse thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. In this article explains the how competencies needed for organization redesign.

IV. CHI-SQUARE OVERALL SUMMARY

Marital Status and Level of Competency Mapping

Ho: There is no significant difference between Marital Status and factors of Competency mapping

H1: There is significant difference between Marital Status and factors of Competency mapping

S.NO	Dimension	Ho	D.f	P value	Level of significance	Remarks
1.	Marital Status Vs Adaptability	There is no significant association between the variables Marital Status vs Adaptability	4	0.154	0.05	Ho accepted

2.	Marital Status Vs Initiative	There is no significant association between the variables Marital Status vs Initiative	4	0.013	0.05	Ho rejected
3.	Marital Status Vs Planning and Organization	There is no significant association between the variables Marital Status Vs Planning and Organization	4	0.252	0.05	Ho accepted
4.	Marital Status Vs Problem Solving	There is no significant association between the variables Marital Status Vs Problem Solving	4	0.868	0.05	Ho accepted
5.	Marital Status Vs Leadership Quality	There is no significant association between the variables Marital Status Vs Leadership Quality	4	0.344	0.05	Ho accepted

OVERALL SUMMARY OF ANALYSIS OF VARIANCE BETWEEN MONTHLY FAMILY INCOME AND FACTORS OF COMPETENCY MAPPING

H0: There is no significant difference between Monthly Family Income and Factors of Competency Mapping

H1: There is significant difference between Monthly Family Income and Factors of Competency Mapping

S.No	Dimensions	Category	Sum of square	df	Mean square	F	sig.	Result
1	Income vs Adaptability	Between groups	5.124	4	1.281	0.550	0.699	Ho Accepted
		With in groups	267.676	115	2.328			
		Total	272.800	119				
2	Income vs Initiative	Between groups	3.449	4	0.862	0.368	0.831	Ho Accepted
		With in groups	269.351	115	2.342			
		Total	272.800	119				
3	Income vs Judgement	Between groups	10.243	4	2.561	1.122	0.350	Ho Accepted
		With in groups	262.557	115	2.283			
		Total	272.800	119				
4	Income vs Planning and Organization	Between groups	15.289	4	3.822	1.707	0.153	Ho Accepted
		With in groups	257.511	115	2.239			
		Total	272.800	119				

5	Income vs Problem Solving	Between groups	13.694	4	3.424	1.519	0.201	Ho Accepted
		With in groups	259.106	115	2.253			
		Total	272.800	119				
6	Income vs self selection	Between groups	4.355	4	1.089	0.466	0.760	Ho Accepted
		With in groups	268.445	115	2.334			
		Total	272.800	119				
7	Income vs Leadership Quality	Between groups	13.981	4	3.495	1.553	0.192	Ho Accepted
		With in groups	258.819	115	2.251			
		Total	272.800	119				
8	Income vs Productivity	Between groups	13.981	4	3.495	1.553	0.192	Ho Accepted
		With in groups	258.819	115	2.251			
		Total	272.800	119				
9	Income vs Use of technology	Between groups	8.887	4	2.222	0.968	0.428	Ho Accepted
		With in groups	263.913	115	2.295			
		Total	272.800	119				

TEST OF SIGNIFICANCE

TWO SAMPLE 't'-TEST BETWEEN SEX AND FACTORS OF COMPETENCY MAPPING

Ho: There is no significant difference between Sex (Male & Female) and factors of Competency mapping

H1: There is significant difference between Sex (Male & Female) and factors of Competency mapping

Factors	't' value	P-Value	Sign	Result
Adaptability	1.0173	0.3098	0.05	NS
Initiative	3.4325	0.0007	0.05	Sig.
Judgement	3.3647	0.0009	0.05	Sig.
Planning and Organization	0.6937	0.4884	0.05	NS
Problem Solving	0.3048	0.7607	0.05	NS
Leadership Quality	2.8805	0.0042	0.05	Sig.
Productivity	0.3511	0.7257	0.05	NS
Use of Technology	2.2714	0.0238	0.05	Sig.

GARRETT RANKING TECHNIQUE

To find out the most significant factor which influences the respondent, Henry E .Garret ranking technique is used. As per the method, respondents have been asked to assign the rank for all factors and the outcomes of such ranking have been converted into score value with the help of following formula:

$$\text{Percentageposition} = \frac{100 (R_{ij} - 0.5)}{N_j}$$

Where

R_{ij} = Rank given for the i^{th} variable by the j^{th} respondent

N_j = Number of Variables ranked by the j^{th} respondent

Which the help of Garrett’s table, the percentage estimated is converted into scores. Then for each factor, the scores of each individual are added and then total value of scores and mean values of score are calculated. The factors having highest mean value are considered to be the most important factor.

Ranking towards the Attributes contributing in improving the Level of Competence

S.No	Particulars	Garrett Score	Total No. of Respondents	Garrett mean	Rank
1	Feedback about their motivation and Politeness	7042	120	58.68	3
2	Informal relationship between the employer and the employee	6909	120	57.57	4
3	Management readiness to spend time and money for employees Development	7182	120	59.85	2
4	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended.	7369	120	61.40	1
5	Employees are given enough responsibility to solve problems	6816	120	56.80	6
6	Appraisal of employees that made through performance appraisal results	6871	120	57.25	5

V. SUMMARY OF FINDINGS

CHI-SQUARE

The results of chi-square test reveal that there is no significant relationship between Marital Status and Level of Competency Mapping. Hence alternative hypothesis cannot be accepted.

ANOVA

The particular income group having average income considered the adaptability in achieving the competency. The particular income group having average monthly family income considered factors on planning and organization in achieving the competency. Finally, the particular income group having average income considered the factors on Productivity in achieving the competency in the bank.

TWO SAMPLE ‘t’-TEST

It is identified from the table that there is no significant difference between Sex and factors of competency mapping reveals that Adaptability (1.0173), Planning and Organization (0.6937), Problem Solving (0.3048), and Productivity (0.3511). There is significant difference between sex of the respondents and competency mapping is

Initiative (3.4325), Judgment (3.3647) Leadership Quality (2.8805) and Use of Technology (2.2714). This is significantly influencing the competency mapping among the sex of the SELECTED PRIVATE BANKS bank considered for the study.

GARRETT RANKING TECHNIQUE

The respondents ranked (61.40) 1st towards people lacking competence in doing their jobs are helped to acquire competence rather than being left unattended, followed closely by management readiness to spend time and money for employees development (59.85), the third position was ranked by feedback about the motivation and politeness which obtained the score of 58.68, fourth towards appraisal of employees that made through performance appraisal results (57.57), fifth position towards informal relationship between the employers and the employees (57.25) and finally sixth (56.8) was employees are given enough responsibility to solve problems.

VI. SUGGESTIONS

The balance between technical expertise and strategic competencies is important and needs definition within the organizations context to provide advantage for the sample firms. Beyond competency based pay, to retain the talents

the employees must be provided with learning opportunities, exciting jobs and scope for growth. Uniqueness most probably does not come from what the competencies are called but from how they are defined in terms of which behaviours, skills and knowledge areas are important. On a whole it is suggested that the employees in the bank needed to be equipped with proper knowledge and skills through practical applications and this shall be enhanced with proper training and development programmes to develop their competence level to stay fit in the bank.

VII. CONCLUSION

The achievement of organization relies upon its Internal Customers (i.e. Employees). Along these lines the most critical thing is their fulfillment and this can be accomplished just if there exists a legitimate Quality of HRD. The scientist had embraced the examination the workers towards competency mapping in the bank. This examination will give data about the perspectives and contemplations that the representatives have about competency mapping and aides in giving extraordinary thoughtfulness regarding those zones where the requirements have not been satisfied which thus will help in the general improvement of the association. The investigation examined taking the higher framework representatives (administrative, supervisory and organization classes), of the turning factories and their needs and employment jobs has been discovered testing each day. So as to enhance their dimension of competence their authority quality towards wanting to accomplish the profitability to keep up the required competency levels has been tried to discover the territory should have been fortified with every one of the variables, for example, Adaptability, Initiative, Judgment, Problem Solving, Planning and Organization, Leadership Quality, Productivity and Use of Technology have affected fundamentally. Every one of these perspectives are broke down and the study finds the powerless territories, for example, Leadership Quality, Adaptability and Productivity that should be reinforced by the circumstance existing in the bank.

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