

A STUDY ON MAPPING OF EMPLOYEES' COMPETENCY

Krishnaveni.J

BSMED, Bharathiar University, Coimbatore 641046, India.

venijkrish@gmail.com

Abstract

This study aims to assess the competency of the employees of Meenakshi Mission Hospital and Research Centre, Madurai, India. It evaluates various aspects of employees' competency such as ability to mutual relationship, communication, adaptability, leadership and overall task proficiency. This study may help the organization to identify the men of incompetence among the employees, and to take remedial measures to improve their performance.

Keywords: Competence mapping, Employee, Hospital, HR management.

1. introduction

In a knowledge-based economy, it is important for organisations to evaluate workforce competency and develop them on an ongoing basis to meet the global competition. Organizations rely on their competent employees as a main resource. Such concept has led to the success of an organization. **McClelland (1973)** stated that a "competence" in tradition, is "*a personal trait or set of habits that leads to more effective or superior job performance*", in other words, an "ability that adds clear economic value to the efforts of a person on the job". Competency mapping is used to identify key attributes (knowledge, skills, and behaviour attributes) that are required to effectively perform job classification or any identified process. Competency mapping evaluates individual strengths and weaknesses, helping to show them, where career development efforts are required. This study aims to evaluate competency possessed by the employees of Meenakshi Mission Hospital and Research Centre, Madurai.

1.1 Competency

Competency is the capacity of an individual developing behaviour, adequate for the job demands governed by parameters of the organizational environment in achieving desired results. The competency mix is comprised of Knowledge, Skills and Attitude.

According to **Hogg B (1989)** "competencies are the characteristics of a manager that lead to the demonstration of skills and abilities, which result in effective performance within an occupational area. Competency also embodies the capacity of transfer skills and abilities from one area to another"

Klemp (1980) defined it as, "an underlying characteristic of a person which results in effective and/or superior performance on the job".

Woodall and Winstanley (1998) maintain competency as "the skills, knowledge and understanding, qualities and attributes, sets of values, beliefs and attitudes which lead to effective managerial performance in a given context, situation or role".

2. Review

Boyatzis (2007) adopted the term competency an "underlying characteristic of an individual that is casually related to effective or superior performance in a job". He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership, human resource management, directing subordinates and focus on others.

Deb (2006) stated that Human Resource Manager has to help all other functions to continuously upgrade their own systems, processes, practices, and skills by providing relevant internal and external training and expertise. He also explained that to keep upgrading the competencies of the human resources functionaries at all levels, in the formulation and implementation of human resources structures, systems, policies and practices dealing with individuals and collectives, as well as their dynamically updated knowledge of the business environment, others functions challenges and emerging human resources needs.

Gaspar (2012) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organisation. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers.

Gilbert (1996) define competence as the state of being competent refers to having the ability to consistently produce the results (the worthy outcomes of behavior) that are required for the most efficient and effective achievement of the larger organizational goals.

McClelland (1973) presented data that traditional achievement and intelligence scores may not be able to predict job success and what is required is to profile the exact competencies required to perform a given job effectively and measure them us-

ing a variety of tests. He argued that traditional intelligence tests, as well as proxies such as scholastic grades, failed to predict job performance.

3. Classification Of Competencies

3.1 Core Competencies

A core competency is defined as an inherent individual capability, critical to the success of business. This is a competency that most individuals are expected to possess, most valued by organisations. Core Competencies are not fixed, as they change in response to the company’s environment, involving flexibility and overtime, concomitant with new business changes and adaptations.

3.2 Professional Competencies or functional competencies

Distinctive organization competencies for each job are grouped, wherein the goal is to optimize performance by improved technical skills.

There are three groups:

1. Behavioural Competencies - required in terms of behaviour.
2. Threshold competencies- required to perform a job effectively.
3. Differentiating competencies-which identify and rate individual performances.

4. Competency Mapping

Competency mapping identifies the competency of an individual or group of individuals in relation to job requirements. Competency mapping envisages development and sustainability of competency, based on the changing organizational requirements.

Mapping is done through the steps:

Develop Competency Model

4.1 Competency Identification

It identifies the competencies required to perform a given job/role successfully. The following tools are used to identify the competencies job; task forces, self benchmarking or by superiors- HR specialist, job experts/ subject matter specialist, task analysis workshop, questionnaire, interviews, group work, critical incident technique and repertory grid.

4.2 Competency assessment

Competency assessment is the process of assessing the required competency of an individual or group of individuals. The competency of individual or group are assessed by using the following tools; Self and Superior Assessment, 360 degree feedback, Assessment centre, Psychometric tests, Interviews, Leaderless Group Discussion (LGD), In-basket exercise, Management Games, Role play, Case study, Scenario discussion and Portfolio presentation.

4.3 Objectives Of The Study

To measure the level of competency of the employees in MMHRC. To explore the needs of the employees to develop their competency for effective and efficient job performance.

4.4 Justification For The Study

Firms in Global context are increasingly aware of the need of competent employees. Companies nowadays, facing increased Manpower cost, need to ensure maximum available organizational efficiency in the performance of various critical roles. The availability of huge manpower competency in the organisation if rendered competent will remove many difficulties. These considerations justify the need for mapping, identifying and assessing the competencies for employees, becoming a strategy for core competency to the organization.

4.5 Scope Of The Study

To find out the level of competencies possessed by the employees of *Meenakshi Mission Hospital and Research Centre, Madurai* (MMHRC) in Tamilnadu, India. The researcher views the competency ability to- maintain mutual relationship, communication, task proficiency, leadership and adaptability-to be estimated with questionnaire.

This research is to help organizations to develop the competency of the employees; while helping organisations regarding promotion of HR activities , training, career development, career succession planning, job redesign, counselling and coaching by suitable matching of individual competency with the competency required. Thereby this research will identify and develop specific skills needed of the individuals, to minimize their deficiencies.

4.6 Methodology

The research adopts a descriptive research design to identify the competency possessed by the employees of MMHRC. Data has been obtained through structured questionnaire. Convenient sampling method has been adopted and data collected from 84 employees of MMHRC, which has been analysed using mean score and Analysis of Variance[ANOVA].

5. Analysis

Table 1. Mean scores of the respondents’ competencies regarding Relationship Management

Statements	Mean scores	SD
I believe that a clients are the backbone to my Hospital	3.9762	.87779
We anticipate and understand our clients requirements	3.9405	.75012
We develop a good rapport with all our clients	4.1667	.77356
We maintain a healthy competition with our competitors	3.9405	.71728

We provide premier client services and excellent “helpdesk” management	3.9881	.76826
Total	4.0024	.38962

Table 1 reveals that the respondents agree that they develop good rapport with all clients with the mean score of 4.1667, their ability to providing helpdesk services are good with the mean score of 3.9881, the respondents agree that the clients are the backbone with the mean score of 3.9762, the ability of the respondents to anticipate and understand the requirements of the clients is good and they agree that they maintain healthy competition with the competitors as the mean is 3.9405. As maintaining relationship with the clients are the vital concept for service oriented organisations, the respondents competency on relationship management is high as the mean score is 4.0024.

Table 2. Mean scores of the respondents’ competencies regarding Communication

Statements	Mean scores	SD
I encourage open discussion through questioning	3.2024	.61663
I listen carefully to others and try to help clients/colleagues	3.1429	.69669
I can negotiate with superior in a better way about grievances	3.2500	.74243
Total	3.1984	.43328

It is inferred from table 2 that the respondents gave neutral opinion, to negotiate their grievances to their superiors with the mean score of 3.25, it is followed by encouraging open discussions with the mean score of 3.2024 and listen to others with the mean score of 3.1429. From the total mean we can understand that the communication skills of the respondents are moderate.

Table 3. Mean scores of the respondents’ competencies regarding Task proficiency

Statements	Mean scores	SD
I accept challenging jobs that are achievable in the short / long term	3.9881	.63043
I clearly understand my duties and responsibilities	3.8810	.58915
I not only set targets but also meeting those targets within right time	4.0595	.54554
I can exercise the duties without assistance	4.0714	.74098
Total	4.0000	.25742

From table 3 we observe that the ability of the respondents to exercise their duties without expecting assistance is good with

the mean score of 4.0714, it is followed by their ability to set and met the targets on time with the mean score of 4.0595, next their capacity to accept challenging jobs with the mean score of 3.9881 and they understand their duties and responsibilities clearly with the mean score of 3.881. Thus the overall means is 4, the respondents are proficient to do their job effectively.

Table 4. Mean scores of the respondents’ competencies regarding Leadership

Statements	Mean scores	SD
I am always interested to take initiative to perform a task	3.0952	.77021
A decentralized approach to decision-making is followed	2.9881	.76826
I can encourage and support my team members	2.9524	.82000
I can resolve the conflicts among the team members	3.0357	.81324
Total	3.0179	.43351

Table 4 shows that the respondents provide neutral opinion that they always interested to take initiative with the mean score of 3.0952, their ability to resolve the conflicts among the team members with the means score of 3.057, their ability to influence decision making is low with the mean score of 2.9881 and it is followed by their ability to encourage and support the team members with the means score of 2.9524. It is clear that the leadership skills of the respondents are moderate as the mean score is 3.0179.

Table 5. Mean scores of the respondents’ competencies regarding Adaptability

Statements	Mean scores	SD
We believe that teamwork brings more satisfactory results than working individually	3.8690	.61663
Collaborating with colleagues encourages & supports to achieve goals on time	4.1667	.72533
I can adjust with changing business environment and work circumstances	4.0952	.61348
Total	4.0437	.33843

From the table 5 we can infer that the respondents agree that collaborating with colleges encourages achieving goals on time with the mean score of 4.1667, their ability to adjust with changing business circumstances is high with the mean score of 4.0952 and they believe that teamwork brings more satisfactory results than working individually with the mean score of 3.8690. From the total mean it is clear that the ability of the respondents to adapt with changing business environment is high with the mean score of 4.0437.

Table 6. Total mean score of the respondents' competencies

Competencies	Mean scores	SD
Relationship management	4.0024	.38962
Communication	3.1984	.43328
Task proficiency	4.0000	.25742
Leadership	3.0179	.43351
Adaptability	4.0437	.33843
Overall	3.6525	.19449

Table 6 shows the mean scores of the various competencies possessed by the respondents. The ability of the respondents' to adapt with the environment and with their team members is high with the mean score of 4.0437, next the respondents abil-

ity to maintain relationship with their clients and stakeholders is good with the mean score of 4.0024, it is followed by the mean score of 4 indicates that the respondents are proficient to do their job effectively. The respondents gave neutral opinion to leadership skills and communication as the means scores respectively 3.0179 and 3.1984. Thus from the overall mean score that is 3.6525, we can understand that the respondents are enough competent to do their job.

Analysis of variance among experience of the respondents and their various competencies (Table7)

H₀: There is no significant difference between experience of the respondents and their various competencies.

H₁: There is a significant difference between experience of the respondents and their various competencies.

Table 7. Analysis of variance among experience of the respondents and their various competencies

Competencies		Sum of Squares	df	Mean Square	F	Sig.
Relationship Management	Between Groups	.371	4	.093	.599	.664
	Within Groups	12.228	79	.155		
	Total	12.600	83			
Communication	Between Groups	.162	4	.040	.207	.934
	Within Groups	15.420	79	.195		
	Total	15.582	83			
Task proficiency	Between Groups	.168	4	.042	.622	.648
	Within Groups	5.332	79	.067		
	Total	5.500	83			
Leadership	Between Groups	.552	4	.138	.725	.578
	Within Groups	15.046	79	.190		
	Total	15.598	83			
Adaptability	Between Groups	1.092	4	.273	2.563	.045 (.05)
	Within Groups	8.415	79	.107		
	Total	9.507	83			

Since the significance level is greater than 0.05 for relationship management, communication, task proficiency and leadership, there is no significant difference between experience of the respondents and their competencies on relationship management, communication, task proficiency and leadership. Thus we can conclude that irrespective of the experience gained the respondents possess the above competencies.

Since the significance level is equal to 0.05, there is a significant difference between the experience of the respondents and their adaptability.

6. Findings

From the overall mean score is 3.6525, it is found that the competencies possessed by the respondents are enough competent to do their job. The respondents' leadership skills and communication are found to be moderate when compared to other competencies as the means scores are 3.0179 and 3.1984 respec-

tively. Further with the one way analysis of variance test it is found that there is no significant difference between experience of the respondents and their competencies on relationship management, communication, task proficiency and leadership. There is a significant difference between the experience of the respondents and their adaptability.

7. Suggestions

As the respondents are moderately competent in communication skill the organisation can improve the channel of bottom up communication. The management must encourage the employees to share their views to the top management about their needs and grievances. The organisation also can implement communication audit which is an excellent way of finding out how effective the internal and external communications are. The leadership skills of the employees the organisation are developed by encouraging them to participate in personality development

programmes and simulation training conducted within and outside the organisation. They can also persuade the employees to take tasks under their leadership.

8. Conclusion

The competencies such as ability to maintain relationship with others, communication, task proficiency, leadership and adaptability of the employees of MHRC, Madurai are satisfactory. One may also develop structured competency model for each job. As competency mapping is an essential task for all the organisation and employee development, it is essential for the organizations to maximise utilization of these talents to gain competitive advantage.

9. Reference

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