

## COMPETENCY MAPPING FOR HR EXCELLENCE: A STUDY CONDUCTED IN BANK OF MAHARASHTRA, CHENNAI

J. WILFRED ANGELLO GERALD<sup>1</sup>, A. PARIMALA STELLA MARY<sup>2</sup>, M. RAMYA<sup>3</sup> C. KARTHIKEYAN<sup>4</sup>,  
M. CHITRA DEVI<sup>5</sup> & M. KHAUSALYA<sup>6</sup>

<sup>1</sup>Assistant Professor, PG & Research, Department of HRM, St. Joseph's College, Tiruchrappalli, Tamil Nadu, India

<sup>2,3,4,5,6</sup>M.Phil Scholar, PG & Research, Department of HRM, St. Joseph's College, Tiruchirapalli, Tamil Nadu, India

### ABSTRACT

In India, HR function has moved ahead in the recent years to don the new transformational role particularly in service sectors like IT, financial services, transport, tourism and entertainment. Some Banks in India are legitimately aspiring to become world-class in their quality of products and service delivered. To gain competitive advantage, knowledge and skills in their people have to be leveraged by them. The effectiveness of a person to carry out a job depends not only on single or isolated factors but on a set of different factors. In order to acquire global size, scale and pursue global banking, the system is likely to witness internal consolidation. In spite of many positives, PSBs today are seriously handicapped vis-à-vis their competitors in the market place, on account of huge human capital deficit. Some of the major HR challenges before Banking include building capabilities for the future; improving productivity and performance culture; building talent management practices; building succession for key critical and leadership positions; developing ownership, accountability, professionalization and institutional mechanism for sustained human capital management; transforming HR function from legacy driven HR to developmental HR, etc. The study was conducted at Bank of Maharashtra, Chennai to observe the positive awareness of the HR Excellence among the employees.

**KEYWORDS:** Human Resource, Excellence, Competency Mapping and Competency Awareness

### INTRODUCTION

Human resource management is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce using an array of cultural, structural and Personnel techniques. Indian organizations also witness a change in systems, man-agreement cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development. This is where Competency Mapping comes in to focus. As there are several factors that affect efficiency and effectiveness of operations, the improvement is required to be carried out in every factor. Man power, technical and managerial skills are very important resources for any organization every person has different qualities, attitudes, motives, personality traits, skills, knowledge etc. which has effect on their performance at work. Organization, in order to facilitate excellence in the performance of the people, they are required to identify the right person to the right job. This matching between jobs and people is an important avenue for organization efforts.

### NEED OF THE STUDY

Competency mapping is a process of identifying key competencies for a particular position in an organization and then using it for job evaluation, recruitment, training and development, performance management, succession planning.

When the competency required for a particular position is mapped, an accurate job profile is created. With the job profile well defined, the entire recruitment process becomes easier. The candidate who applies for the position is aware of what the position demands. The interviewers who interview the candidate are sure of what to look for in him. It also brings a degree of transparency to whole process and motivates the employee. Apart from recruiting and promotion, competency mapping is a great development tool for the employee. It assesses the inherent strengths and weakness of the individual and helps him to develop himself. It also gives the direction to the training machinery with the organization as the training programs will be better suited to meet the employee's needs.

## LITERATURE REVIEW

**Bhatia (1978)** in his study titled, "Banking Structure and Performance – A Case Study of the Indian Banking System" attempted to analyze the economic performance of Indian banking system as reflected by its output, price and profitability during the period 1950-68. He found that profit of the Indian banking system during the said period had an upward trend. The study suggested deregulation of interest rates to enhance the profitability of financial institutions and to ensure a competitive banking environment which would ultimately result in better services. **Kulkarni (1979)** in his study on "Development Responsibility and Profitability of Banks" stressed upon social responsibilities of banking sector. He was of the view that looking for profit maximization only was not true profitability of banks as social benefits arising out of bank operations cannot be ignored, while fulfilling the social responsibility, banks should try to make the basic banking business as successful as possible, reduce cost, improve banking system and increase the overall profitability. **Balister et al. (1994)** conducted a study of over dues of loans in agriculture to examine the repayment performance of defaulters in three blocks of Agra district in Uttar Pradesh. They found that well-to-do agriculture families accounted for a large share of over dues. They accounted 37 per cent of total defaulters and 57 per cent of total over dues. Total amount of overdues and its relative share also increased during the period of study. Lack of proper supervision over end use of loan was identified a major reason for misutilisation of credit which leads to increase in overdues. **Das (1997)** studied the productivity in nationalized banks. He observed that labour productivity in nationalized banks over the time had not only remained low but also substantially declined. He advocated the restructuring of banks to improve productivity in Indian banks

## PROFILE OF THE ORGANIZATION

Bank of Maharashtra, Chennai is a public sector functioning as Service Sector. This Bank is a Government of India undertaking and carries on all types of banking business. The Bank was brought into existence by an ordinance issued on 19th July by the Central Government. In terms of the Ordinance, the undertaking of 'The Bank of Maharashtra Ltd.' was transferred to and vested in the new bank. The ordinance was replaced by the Banking companies (Acquisition and Transfer of Undertakings) Act, 1969. The Act was declared null and void by the Supreme Court on 10th February, 1970. An Ordinance was thereupon promulgated which was latter replaced by the Banking Companies (Acquisition and Transfer of Undertaking) Act, 1970 which was made effective retrospectively from 19th July. Under the 'Lead Bank Scheme' the Bank was allotted 5 districts of Maharashtra, viz. Pune, Satara, Nasik, Aurangabad and Thane. Surveys were carried out in these districts for the identification of growth centers. At present there are more than 150 branches in Chennai city extending their services day by day to cater the needs of the common citizen.

## METHODS & METHODOLOGY

### Statement of the Problem

The need to map and monitor the competence is perceived by most organizations as a tool to add value to their key resource areas. Employee competency mapping is to make a connection between what the organization needs are, what the employee can perform and eventually detect a gap. A business might possess extremely capable human resources but they might not work on the position that suits them. This is where competency mapping and the appraisal tools come to help the HR experts choose who should work on what position.

### OBJECTIVES OF THE STUDY

- To identify the opinion of employees towards the overall competency of HR mappings
- To identify the core competency and supporting competency of the employees towards the objectives.

### HYPOTHESES OF THE STUDY

- There is a significant association between the age of the respondents and their overall competency mapping of HR excellence
- There is a significant association between experience of the respondents and their opinion on demonstrative flexibility & open mindedness in personal aspects
- There is a significant difference between the experience of the respondents and their opinion about sincere and work alcoholic towards objectives.

### RESEARCH DESIGN

The researcher adopted descriptive Research design. Population consists of 170 employees where 25 respondents are taken as sample respondents through purposive sampling technique. Primary data was collected from the middle level executive through structured questionnaire. While secondary data from journals and company websites. After the data collection, data analysis was carried out with Percentage analysis. Chi- square and One Way ANOVA and student's T tests were applied for interpretation.

### INTERPRETATIONS OF THE TABLES

**Table 1: Distribution of Respondents by Their Demographic Profile**

S. No	Demographic Profile	Particulars	No of Respondents (N=25)	Percentage 100 %
1	Age	Below 25yrs	8	32
		25 to 30yrs	7	28
		30 to 35yrs	5	20
		35yrs & Above	5	20
2	Experience	Below 5yrs	14	56
		5 to 10yrs	7	28
		10yrs & above	4	16

From the above table, it is known that 32 per cent of the respondents are below 25 years of age. 28 per cent of the respondent belongs to the age group between 26 to 30 years. 20 per cent of the respondents belong to the age group of 31 and 35 years and above 35 years respectively. It is inferred that 32per cent of the respondents are dynamic due to their age

factor, while 20 per cent of the respondents belong to the matured groups of 31 to 35 years and above respectively. Similarly 56 per cent have less than 5 yrs of work experience, 28 percent of the respondents have 5 to 10 yrs of work experience and 16 per cent of them have experience between 10 and 15 years, hence this play a vital role in the system

**Table 2: Overall Competency Mapping of HR Excellence**

S. No	Particulars	No. of Respondents (N=25)	Percentage (100%)
1	Low	8	32.0
2	High	17	68.0
Mean: 23.7200 / Median: 24.0000 / S.D.: 1.62070 / Min.: 19.00 / Max.: 26.00			

The above table reveals that majority (68 per cent) of the respondents' exhibit high level opinion on overall competency mapping of HR excellence and remaining 32 per cent of the respondents show low level opinion.

**Table 3: Association between Age of the Respondents and Their Opinion about Overall Competency Mapping of HR Excellence**

S. No	Age	Overall Competency Mapping of HR Excellence			Statistical Inference
		Low (N=8)	High (N=17)	Total (N=25)	
1	Below 25yrs	3(37.5%)	5(29.4%)	8(32%)	X <sup>2</sup> =4.303 Df=3 .231 > 0.05 Not Significant
2	25 to 30yrs	2(25%)	5(29.4%)	7(28%)	
3	30 to 35yrs	3(37.5%)	2(11.8%)	5(20%)	
4	35 yrs & above	0	5(29.4%)	5(20%)	

**H<sub>1</sub>**-There is a significant association between age of the respondents and their opinion about overall competency mapping of HR excellence

**H<sub>0</sub>** -There is no significant association between age of the respondents and their opinion about overall competency mapping of HR excellence

**Statistical Test**-Chi-square test was used

**Findings** -The above table reveals that there is no significant association between age of the respondents and their opinion about overall competency mapping of HR excellence. Since the calculated value was greater than the table value (p>0.05). Hence the research hypothesis be rejected and the null hypothesis turns accepted.

**Table 4: Association between Experience of the Respondents and Their Opinion on Demonstrative Flexibility & Open Mindedness in Personal Aspects**

S. No	Experience	Demonstrative Flexibility & Open Mindedness in My Personal Aspects				Statistical Inference
		Never (N=1)	Mostly (N=16)	Always (N=8)	Total (N=25)	
1	Below 5yrs	1(100%)	9(56.3%)	4(50%)	14(56%)	X <sup>2</sup> =1.283 Df=4 .864>0.05 Not Significant
2	5 to 10yrs	0	4(25%)	3(37.5%)	7(28%)	
3	10yrs & above	0	3(18.8%)	1(12.5%)	4(16%)	

**H<sub>2</sub>**-There is a significant association between experience of the respondents and their opinion on demonstrative flexibility & open mindedness in personal aspects

**H<sub>0</sub>** -There is no significant association between experience of the respondents and their opinion on demonstrative flexibility & open mindedness in personal aspects

**Statistical Test** -Chi-square test was used

**Findings** -The above table reveals that there is no significant association between experience of the respondents and their opinion on demonstrative flexibility & open mindedness in personal aspects. Since the calculated value was greater than the table value ( $p > 0.05$ ). So the research hypothesis becomes rejected and the null hypothesis turns accepted.

**Table 5: One Way ANOVA Difference between Experience of the Respondents and Their Opinion about Sincere and Work Alcoholic towards Objectives**

S. No	Sincere and Work Alcoholic towards Objectives	Mean	S.D	SS	DF	MS	Statistical Inference
1	Between Groups			.283	2	.141	F=1.320 .287 > 0.05 Not Significant
	Below 5yrs (n=14)	2.79	.426				
	6 to 10yrs (n=7)	3.00	.000				
	11yrs & above (n=4)	3.00	.000				
2	Within Groups			2.357	22	.107	

**H<sub>3</sub>**-There is a significant difference between experience of the respondents and their opinion about sincere and work alcoholic towards objectives

**H<sub>0</sub>** -There is no significant difference between experience of the respondents and their opinion about sincere and work alcoholic towards objectives

**Statistical Test** -one-way ANOVA 'f' test was used

**Findings** -The above table reveals that there is no significant difference between experience of the respondents and their opinion about sincere and work alcoholic towards objectives. Since the calculated value was greater than the table value ( $p > 0.05$ ). So the research hypothesis happens to be rejected and the null hypothesis becomes accepted.

## SUMMARY OF FINDINGS AND RECOMMENDATIONS

Majority 32 per cent of the respondents belongs to the age group of 21 to 25 years (Table no 1). Similarly maximum 56 percent of them have less than 5 yrs of experience (Table no 1). There is no significant association between age of the respondents and their opinion about overall competency mapping of HR excellence (Table no 3). There is no significant association between experience of the respondents and their opinion on demonstrative flexibility & open mindedness in personal aspects (Table no 4). There is no significant difference between experience of the respondents and their opinion about sincere and work alcoholic towards objectives (Table no 5).

## RECOMMENDATIONS

- The employee should be clearly said about the roles and responsibilities in order to do their work effectively.
- There should be a blue print of job descriptions of the entire employees to make them understand their duties exactly.
- Beyond competency based pay, to retain the talents, employees must be provided with learning opportunities, exciting jobs, challenging jobs and scope for growth.
- Finally it is suggested that banks have to concentrate on employee competency mapping for the purpose of customer focus, communication, team orientation and technical expertise.

## CONCLUSIONS

The success of any public sector lies mainly in the hands of the employee. They are the back bone to the company / industry / Organization. Though they are very sound, has good infrastructure, excellent rules and regulations and if the employee are not satisfied or not aware of the organizational needs and goals, it will be very difficult to any industry to be successful. There will be a huge gap between the both. Competency mapping integrates the organizational needs with the employee needs and creates a transparency among them. It helps the employee to identify their inherent strengths and weaknesses and helps them to be expertise in their fields. This paper may help the employee to understand the process and requirements of the organization, department to be more effectively and training mechanism in the organization, so that the training program followed will be better suited to meet the employee's and organizational needs.

## REFERENCES

1. Balister et al, (1994). A study of over dues of loans in agriculture Sector, *Journal of Agricultural Banking*, Vol. 67, 89, pp189-96
2. Bhatia, (1978). Banking Structure and Performance – A Case Study of the Indian Banking System, *Journal of Banking Systems*, Vol. 3, 45, pp134-56
3. Clara Williams., (2007). The relationship between social welfare and Competency building, *National HRP Journal*, 8, 12, 89-97
4. Das, (1997). The productivity in nationalized banks., *Journal of Banking Services and external issues*, Vol. 67, 89, pp178-90
5. Gloria Miller, Dagmar Brautigam, Stefanie, V.Gerlach, (2006). *Business Intelligence Competency*, Canada, John Wiley & Sons
6. Harrison, (1972). Organization Culture enhances labour effectiveness in the state of competency, *Journal of management studies*, 6, 8, 45-57
7. Kulkarni, (1979). Development Responsibility and Profitability of Banks, *Banking Journal of India*, Vol. 34, 67, pp189-97
8. MacDonnell. K and Baldev.R., (2011). Restructuring organization policies and labour
9. Competency, *American Journal of labour enhancement*, 7, 15, 178-82
10. Maria and Karen.K, (2012). Competency development and organization policies, *Journal of Sociological analysis*, 4, 5, 67-78
11. Nair. N.G., Latha Nair, (2004). Welfare benefits - an positive approach for Competency Mapping, *The British Journal of sociology*, 7, 11, 67-75
12. Prashanna Sunder R.B, (2013). *HR Competency Mapping*, New Delhi, Lambert Academic Publishing House.
13. Sahu R.K, (2009). *Competency Mapping*, New Delhi, Excel Books.
14. Seemasanghi, (2004). *The Hand Book of Competency Mapping*, New Delhi, Sage Publications private ltd.

15. Shankar Ravi, (2011). Role of Competency Mapping in Human Resource Management, New Delhi, Lambert Academic Publishing House
16. Sraban Mukherjee, (2011). Competency Mapping for Superior Results (Getting the maximum from your talent), New Delhi, Tata McGraw Hill.

