

Bank Employees' Competency Mapping on Organizational Effectiveness

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Abstract:

The Indian banking industry is divided into two categories: scheduled banks and non-scheduled banks. All banks included in the Reserve Bank of India Act, 1934's Second Schedule are classified as Scheduled Banks. Scheduled Commercial Banks and Scheduled Co-operative Banks are two types of scheduled banks. Banking is described as the commercial activity of taking and safeguarding money owned by other people and businesses, and then lending it out to execute economic activities such as creating a profit or merely covering operational costs. There has been a lot of discussion around **competency mapping**. A significant amount of money is invested, and consultants are engaged to do competency mapping. Competency mapping is gaining a lot of traction, and businesses are seeing the value of having effective human resources or placing the appropriate people in the right jobs. Organizations are becoming more adaptable in their quest of increased motivation, effective teamwork, and organisational effectiveness. **Organizational effectiveness** may be quantified in two ways: financially and non-financially. The term "organisational effectiveness" refers to an organization's ability to accomplish its objectives. The term "organisation effectiveness" is used to describe how well an organisation achieves its objectives. It reflects organisational development, profitability, and productivity, as well as employee happiness to some extent. This study aims to find out the relationship and impact of Competency Mapping on Organizational Effectiveness among the Bank Employees in Cuddalore district. For that purpose, the independent variables are Competency Mapping and its sub variables are Basic knowledge competency, Emotional and Intellectual Skills competency, Interpersonal Skills competency, Leadership Skills competency, Personal qualities competency and Dependent variables are Organizational Effectiveness and its sub variables are Talent management, Organizational culture, Performance management. This study is descriptive in nature and the data will be collected by using questionnaire by 380 Competency mapping from bank employees in Cuddalore district. For ANOVA analysis will be employed to conduct the analysis in this study. From the findings of this research we concluded there is a positive relationship and significant influence towards the Competency Mapping on Organizational Effectiveness of Bank Employees in Cuddalore district.

Key Words: Competency Mapping, Organizational Effectiveness, Bank Employees

Introduction:

Boyatzis (1982, 2007) used the word competency to refer to a "underlying feature of an individual that is causally (change in one variable results in change in another) associated with greater work performance. He identified 19 general skills that exceptional managers frequently possess. He divided the 19 general management skills into five categories: goal and action management, leadership, human resource management, subordinate supervision, and others-focused management.

Organizational effectiveness, according to **Richard et al. (2009)**, encompasses organisational performance as well as the plethora of internal performance outcomes typically associated with more efficient or effective operations, as well as other external measures that relate to considerations beyond those simply associated with economic valuation (either by shareholders, managers, or customers).

Review of Literature;

Competency mapping, according to **Yuvaraj (2011)**, analyses an individual's strengths and shortcomings in order to assist them better understand themselves while also describing what has to be done. Competency mapping is one of the most reliable methods for determining an individual's work and behaviour competencies in an organisation.

To measure the effectiveness of an organisation, **Likert and Rensis (1967)** proposed three variables: the casual variable, the intervening variable, and the output. Casual factors are those that have an impact on the trajectory of an organization's development. Management methods, structure, styles, talents, rules, and processes are among them. They are uncontrollable variables under the organization's and management's control. The internal condition of the organisation is represented by intervening variables, which include factors such as commitment to objectives, morale, motivation, communication, and group cohesion. The organization's output shows its successes and accomplishments.

Sunil. J. Ramlall (2006) demonstrated the link between human resource management and human resource competency by calculating the proportion of time employees spend on various tasks and their perceived competence in completing these activities. Given that human resource professionals have a direct influence on organisational activities, the study discovered that business understanding, HR delivery, and strategic contribution were deemed to be the most critical abilities. The study's encouraging finding is that, while HR directors, managers, generalists, and specialists may not possess all of the abilities associated with a given HR role, core competences are considered as crucial and boost business performance, which is an encouraging aspect of this study.

Jennifer et al. (2006) looked at the skills needed for a project manager to be successful in the workplace. The Delphi method was used to determine which skills experienced project management experts feel are required for a successful project manager. The authors divided 117 success characteristics into nine categories, eight of which contained competences that could be effectively addressed in an educational and training programme. The most

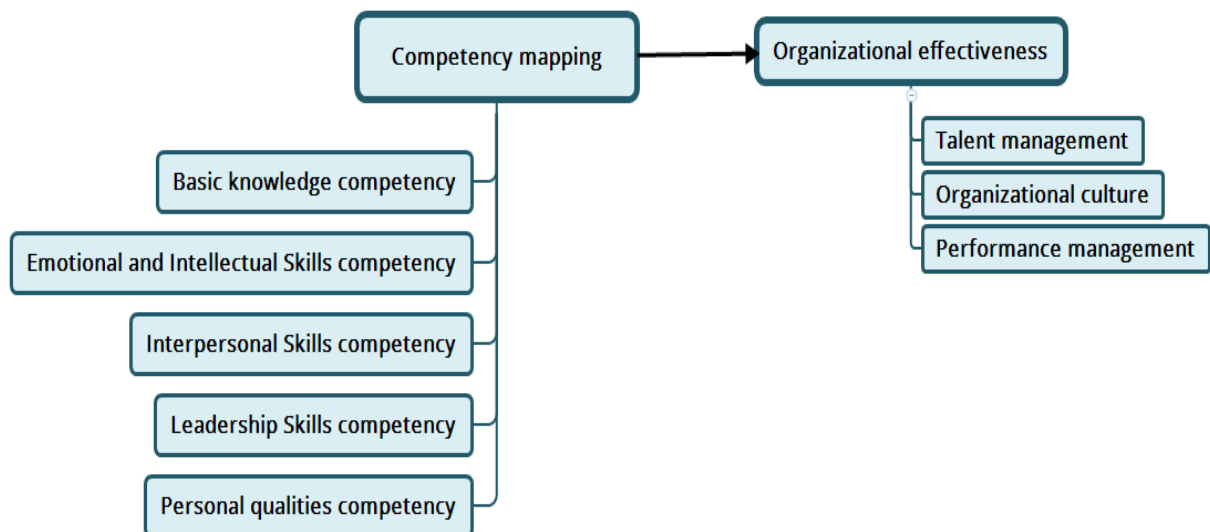
significant and necessary competencies for project managers were recognised as problem-solving competence, leadership skills, context knowledge, and communication skills.

3. Research Methodology

3.1 Research Design:

The study adopts a research design in view of objectives and the focus of the result. The researcher uses descriptive research design for the study. A descriptive research study is concerned about describing the characteristics and features of particular individual, or a group. The research design explains the state of affairs as it is at present. The study is about the Organizational Effectiveness based on Competency Mapping for bank employees in cuddalore with special reference to banks. The study provides the present state of Competency Mapping; Organizational Effectiveness based on Competency Mapping available at banking sectors in cuddalore district.

Figure 1: Framework of the research



Objectives of the Study:

- To study the Organizational Effectiveness of Bank Employees in Cuddalore district.
- To know the difference of opinion towards Competency Mapping and Organizational Effectiveness among the Bank Employees in Cuddalore district.
- To develop the model that represents the Competency Mapping and Organizational Effectiveness among Bank Employees in Cuddalore district.

Hypotheses of the Study:

- There is no significant difference towards Competency Mapping of Bank employees in Cuddalore district with respect to demographic profile.
- There is no significant difference towards Organizational Effectiveness among the Bank employees in Cuddalore district with respect to demographic profile.
- There is no influence of Competency Mapping and Organizational Effectiveness.

Data Collection:

The researcher collected primary data from Bank employees using a well-structured questionnaire. The questionnaire is divided into three sections; the first section contains a demographic profile of the personnel. The second section discusses Competency Mapping; the third section discusses Organizational Effectiveness.

Reliability Analysis:

Additionally, reliability analysis was used to determine the reliability of the factors listed above. To be regarded satisfactory, the dependability range of 0.81 to 0.88, which fulfils Cronbach's alpha, should be at least 0.70.

S.No.	Variable	Item	Cronbach's Alpha
I	Competency Mapping	12	0.81
II	Organizational Effectiveness	37	0.88

3.3 Sampling Technique:

The study employed the sample process probability model. The questionnaire's receiver was chosen using a simple random sample. This data collection procedure is straightforward and affordable. Through introduction, the strategy utilised equal chance to find skilled Bank Employees. This inspection procedure was developed specifically for this research to assure the presence of Bank Employees.

3.4 Sample Size:

Totally 407 questionnaires were distributed. 398 questionnaires were received. 9 questionnaires were not received. Out of 398 received questionnaires 380 were eligible and the remaining 18 were with flaws. Hence, the sample strength was 380.

4. Data Analysis:

The path analysis technique is used to determine the independent variables that affect the dependent variable. Competency Mapping is treated as an independent variable in this approach. Organizational Effectiveness is a variable that is dependent on other variables.

5. RESEARCH METHODOLOGY OF ANOVA

Table 4.21: Results of descriptive statistics of Organizational Effectiveness based on education

Education		TM	OC	PM	Overall OE
Up to UG 116	Mean	3.22	3.27	3.27	3.24
	SD	0.886	0.893	0.888	0.889
PG 188	Mean	3.05	3.10	3.10	3.08
	SD	0.774	0.782	0.778	0.775
M.Phil 69	Mean	2.92	2.94	2.94	2.95
	SD	0.566	0.575	0.574	0.569
PHD 7	Mean	2.60	2.67	2.71	2.67
	SD	0.744	0.764	0.752	0.751
Total 380	Mean	3.056	3.099	3.104	3.086
	SD	0.788	0.792	0.788	0.786

Source: primary data

M-Mean; SD-Standard Deviation;

TM-Talent management;

OC- Organizational culture;

PM- Performance management;

OE-Organizational Effectiveness

Table 4.21.1: Results of one way ANOVA of Organizational Effectiveness

S.No.	Organizational Effectiveness	F	p	DMRT
1	Talent management	3.55	0.027*	1>2>3>4
2	Organizational culture	3.51	0.028*	1>2>3>4
3	Performance management	3.43	0.030*	1>2>3>4
4	Overall Organizational	3.52	0.028*	1>2>3>4

	Effectiveness			
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Source: primary data

NS Not Significant; * Significant at 0.05 level; ** Significant at 0.01 level

The table 1 and 2 shows the results of descriptive and inferential statistics in relation to Organizational effectiveness on Education groups of bank employees in Cuddalore district. This Organizational effectiveness comprises three sub dimensions. They are 'Talent management', 'Organizational culture' and 'Performance management'. These three sub dimensions are statistically treated with 'Education' the demographic profile. The bank employees are 380; they are grouped into four distinct Education groups such as 'Up to UG' with 116 bank employees, 'PG' with 188 bank employees, 'M.Phil' years with 69 bank employees, 'PHD' years with 7 bank employees. Majority of the bank employees falls under the Education group PG.

The sub dimension 'Talent management' of Organizational effectiveness shows 3.056 as the total mean for all the four Education groups. The mean indicates the positivity nature of the trend towards the 'Talent management' of Organizational effectiveness. The mean of the Education group PHD is 2.60 which fall under the negative zone in the scale. Total SD is 0.788. This value is below one, this indicates the lesser deviations towards the 'Talent management' of Organizational effectiveness. At the same time the Education group up to UG is 3.22 which fall under the positive zone in the scale. The F- ratio of 3.55 is significant at 0.027percent level of significance. Since there are significant differences among the three Education groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Education groups 'Up to UG' shows more positivity than the group 'PG' which in turn shows more positivity than the respondents who are Education group 'M.Phil' shows more positivity than the group 'PHD'.

The sub dimension 'Organizational culture' of Organizational effectiveness shows 3.099 as the total mean for all the four Education groups. The mean indicates the positivity nature of the trend towards the 'Organizational culture' of Organizational effectiveness. The mean of the Education group PHD is 2.67 which fall under the negative zone in the scale. Total SD is 0.792. This value is below one, this indicates the lesser deviations towards the 'Organizational culture' of Organizational effectiveness. At the same time the Education group Up to UG is 3.27 which fall under the positive zone in the scale. The F- ratio of 3.51 is significant at 0.028percent level of significance. Since there are significant differences among the three Education groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Education groups 'Up to UG' shows more positivity than the group 'PG' which in turn shows more positivity than the respondents who are Education group 'M.Phil' shows more positivity than the group 'PHD'.

The sub dimension 'Performance management' of Organizational effectiveness shows 3.104 as the total mean for all the four Education groups. The mean indicates the positivity nature of the trend towards the 'Performance management' of Organizational effectiveness. The mean of the Education group PHD is 2.71 which fall under the negative zone in the scale.

Total SD is 0.788. This value is above one, this indicates the lesser deviations towards the 'Performance management' of Organizational effectiveness. At the same time the Education group Up to UG is 3.27 which fall under the positive zone in the scale. The F- ratio of 3.43 is significant at 0.030percent level of significance. Since there are significant differences among the three Education groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Education groups 'Up to UG' shows more positivity than the group 'PG' which in turn shows more positivity than the respondents who are Education group 'M.Phil' shows more positivity than the group 'PHD'.

The overall Organizational effectiveness shows 3.086 as the total mean for all the four Education groups. The mean indicates the positivity nature of the trend towards the overall Organizational effectiveness. The mean of the Education group PHD is 2.67 which fall under the negative zone in the scale. Total SD is 0.786. This value is below one, this indicates the lesser deviations towards the overall Organizational effectiveness. At the same time the Education group Up to UG is 3.24 which fall under the positive zone in the scale. The F- ratio of 3.52 is significant at 0.028percent level of significance. Since there are significant differences among the three Education groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Education groups 'Up to UG' shows more positivity than the group 'PG' which in turn shows more positivity than the respondents who are Education group 'M.Phil' shows more positivity than the group 'PHD'. Hassan Elkhdr and AysunKanbur (2018); Jena (2015); and Amangala, Temple (2013) discovered have similar result. But, the authors Mukti Clarence and Tony Sam George (2018); FaribahSepahvand, et al. (2017); and Voloshin and Gregory (2016) discovered that there is significant difference towards Overall Organizational effectiveness based on Education groups of the employees.

From the results it can be observed that the Education groups PG and Up to UG are exposing high positivity than the other two groups of bank employees. It is factual that the Education group PHD shows less positivity comparatively. Bank employees are varied towards 'Talent management', 'Organizational culture', and 'Performance management of Organizational effectiveness based on their Education group. Jena (2015) has discovered similar result. The result also showed that there is significant difference towards overall Organizational effectiveness with respect to their Education groups. Hassan Elkhdr and AysunKanbur (2018); Jena (2015); and Amangala, Temple (2013) discovered have similar result. But, the authors Mukti Clarence and Tony Sam George (2018); FaribahSepahvand, et al. (2017); and Voloshin and Gregory (2016) discovered that there is no significant difference towards Organizational effectiveness based on Education groups of the employees.

7. SUGGESTIONS:

- A Competency skill is a developed competence or dexterity in mental or physical processes that is frequently obtained via specialized training; effective execution of these skills leads in successful performance.

- Employees directly contribute to organizational effectiveness, organizational development occurs solely via employee knowledge. While firms utilize a variety of criteria to assess organizational effectiveness, they all share a common thread: competency mapping, which ties individuals and their performance to organizational effectiveness.

8. CONCLUSION:

The results of this study provide an innovative attempt at investigating an obvious yet neglected link there is a positive relationship between the Competency Mapping and Organizational Effectiveness among the Bank Employees of Cuddalore district. The process of defining the exact skills, knowledge, abilities, and behaviours necessary to function effectively in a particular trade, profession, or work position is known as competency mapping. Competency maps are also known as skill profiles or competency profiles. Effectiveness takes into account the company's contact with its environment, as well as the human part of the organisation. The rapid rate of environmental change in the global market has increased managers' awareness of the critical role of a skilled staff in an organization's ability to achieve its objectives.

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