Comepetency Gap Analysis: an Exploratory Study Across Select Corporates in Delhi-Ncr

Khushboo Singh	Senior Vice-President, INLEAD, Gurgaon
Kaustav Paul	Senior Research Associate, INLEAD, Gurgaon

ABSTRACT This Study made a lucid attempt to Study the Competency Mapping in select organizations in Delhi-NCR. Competency may be defined as an ability of an individual to do a job properly. Competency Mapping is a process of identifying the gap of an individual's performance or job related skills in order to fill those gaps through effective training. The primary aim of this Study is to identify the gap between the actual and the required level of technical and functional competency among the employees of select organizations in Delhi-NCR. The study also analyzed the impact of age and experience on the technical and functional competency among the employees of the select organizations in Delhi-NCR. T Test and Radar Chart were used to identify the difference between the actual and required level of competency, while One Way ANOVA was conducted to analyze the impact of age and experience on the technical and functional competency of the employees under study. Some suggestions were given at the end of the study to bridge the gap between the two extremes.

KEYWORDS : Competency Mapping, Technical Competency, Functional Competency, Gap Analysis, T Test, Radar Chart, One Way ANOVA

INTRODUCTION:

A competency is an underlying characteristic of a person/organization which empowers to deliver performance in a given role or a situation. The performance of an organization or an individual will be subject to the competencies they possess. The performances of the employees can be differentiated by the way they do a particular job/function. Competencies focus on how things are done rather than only focusing on outcome.

The competency mapping is required to reinforce corporate strategy, culture and vision. Competency mapping establishes expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction and better employee retention. It increases the effectiveness of training and professional development programs by linking them to the success criteria (Kaur and Kumar, 2013).

Farah (2009) has discussed about the performance of companies depends mostly on the quality of their human resource. Competency mapping determines the extent to which the various competencies related to a job are possessed by an employee (Srivastava & Chouhan, 2013). The process of determining competencies required for a job is referred to as competency profiling, and the process of comparing jobholders' competencies against the targeted competencies is called competency mapping(Nair, 2012).

Competencies are dynamic. They change with changes in technology, methods of work, organizational structure, roles and responsibilities etc. Therefore it is important for an organization to review competencies on regular basis as and when required. The organization is also responsible for enhancing the competencies of their employees from one level to another. The competency framework contributes in an organization in the following ways- (Nair, 2012).

A competency model is a descriptive tool that identifies the competencies needed to operate in a specific role within a(n) job, occupation, organization, or industry. Simply stated, a competency model is a behavioral job description that must be defined by each occupational function and each job (Fogg, 1999). Depending on the work and organizational environment, a group of 7 to 9 total competencies are usually required of a particular job and depicted in a competency model (Shipman & Ash, 2000).

NEED OF THE STUDY

Competency mapping determines the extent to which the various competencies related to a job are possessed by an employee (Srivastava et al, 2013). A study was conducted by Vimala and Balaji (November, 2012) on competency mapping for Adecco. The limitation of the study was that it was confined to one single organization and

it was not an in depth study. Kaur and Kumar (2013) proposed that competency mapping is not only important for organization but also for individual growth. Competency is the fundamental for an organization to determine the level of trainings to be imparted and the frequency of training. Nair (2012) did a study on understanding whether competency mapping can be beneficial for talent acquisition, talent development and retention of faculties in higher education sector. The limitation was its confinement only to the education sector.

This study endeavored to bridge the existing gaps in the past research through a in-depth study analyzing the gap in the technical and functional competency among the employees of the select organizations in Delhi-NCR.

OBJECTIVES OF THE STUDY

- To determine the level of technical and functional competency among the employees of the select organizations in Delhi-NCR
- To do a gap analysis between the actual level of technical and functional competency with the required level of technical and functional competency among the employees of the select organizations in Delhi-NCR
- To analyze the impact of age on the technical and functional competency of the employees of the select organizations in Delhi-NCR
- To analyze the impact of experience on the technical and functional competency of the employees of the select organizations in Delhi-NCR

RESEARCH HYPOTHESIS

- H_{01}: There was no impact of age on technical and functional competency of the employees of select organizations in Delhi-NCR
- H_{A1}: Age had an impact on technical and functional competency of the employees of select organizations in Delhi-NCR
- H_{02}: There was no impact of experience on technical and functional competency of the employees of select organizations in Delhi-NCR
- H_{A2}: Experience had an impact on technical and functional competency of the employees of select organizations in Delhi-NCR

RESEARCH METHODOLOGY

The nature of the study was exploratory and descriptive, since the study endeavored to explore the gap between required level of competency and the actual level of competency among the employees of the select organizations in Delhi-NCR.

Purposive random sampling was implemented for this study where, according to Palys (2008), the major stakeholders are identified who play a major role in designing the program or service being evaluated along with giving, receiving or administering the same, and who

might also be impacted by it.

Data was collected through a structured questionnaire that comprised two parts. The first part recorder the demographic details of the employees of select organizations in Delhi-NCR. The demographic details included age, qualification, gender, experience with the organization, experience in the industry and designation. The second part of the study involved questions that checked their competency level on four attributes of technical and functional competency: Business Awareness, Business Skills, Functional Knowledge and Technical Knowledge

DATA ANALYSIS
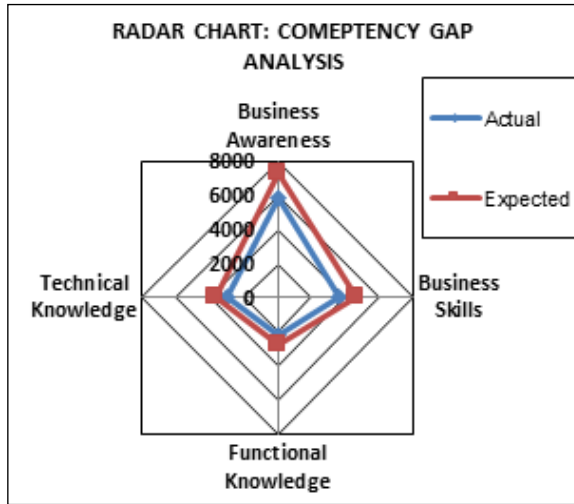## Fig 1: Radar Chart – Competency Gap Analysis

Table 1: T Test – Competency Gap Analysis

Attribute	Actual Mean Value	Expected Mean Value	Mean Difference	Sig Value
Business Awareness	51.17	64	12.83	0.000
Business Skills	31.97	40	8.03	0.000
Functional Knowledge	19.22	24	4.78	0.000
Technical Knowledge	25.64	32	6.36	0.000

Table 2: ANOVA – Impact of Age on Competency Gap Analysis

Attributes	F Statistics	Sig. Value
Business Awareness	15.174	.000
Business Skills	11.889	.000
Functional Knowledge	15.469	.000
Technical Knowledge	12.200	.000

Table 3: ANOVA – Impact of Experience on Competency Gap Analysis

Attributes	F Statistics	Sig. Value
Business Awareness	15.174	.000
Business Skills	11.889	.000
Functional Knowledge	15.469	.000
Technical Knowledge	12.200	.000

FINDING
The study revealed a couple of things: first, the study emphasized that there was a gap between the actual level of technical and functional competency of the employees of the select corporates in Delhi-NCR with the required level of their competency level. The Radar Chart (Fig 1) could show the gap between the actual and the required gap. The

outer polygon was the required level of technical and functional competency while the inner polygon was the actual level of competency of employees under study. While the radar chart exhibited the gap between the required and actual level of competency, the t test validated the statistical significance of the mean difference between the actual and the required level of technical and functional competency of the employees of the select organizations in Delhi-NCR.

The study also rejected both the null hypotheses that there was no impact of age and experience on the technical and functional competency of the employees of the select organizations in Delhi-NCR. One Way ANOVA for both the cases revealed statistically significant results which emphasized that age and experience had significant on the technical and functional competency of the employees under study.

CONCLUSION
The study had three objectives: to determine the level of technical and functional competency among the employees of the select organizations in Delhi-NCR along with to do a gap analysis between the actual and required level of competency of the employees under study and to analyze the impact of age and experience on the technical and functional competency of the employees of the select organizations in Delhi-NCR. The results indicated statistically significant gap between the actual and required level of competency among the employees. Also, the study revealed that age and experience had an impact on the technical and functional competency of the employees under study.

Competency gap analysis sets the platform to assess the gaps in the competency among the employees and to identify the areas where the employees require training so as to bring themselves up in the competency curve. Thus the study was successful from that perspective. However, the study recommends further study in order to explore the other aspects of competency and the impact of other demographic attributes on the competency level. This would facilitate the corporates to have competent employees which will provide them with competitive edge over their competitors.

REFERENCES
1. Balaji, Vimla (2012). A study on competency mapping in Adecco Service Organizations, Chennai. *Asian Pacific Journal of Marketing and Management Review*, 1 (3), 39-45.
2. Bani-Hani, J. S., & Al-Hawary, F. (2009). The impact of core competencies on competitive advantage: Strategic challenge. *International Bulletin of Business Administration*, 6(6), 93-104.
3. Boyatzis, R. (1982). *The Competent Manager: A Model for Effective Performance* (Illustrated ed., p. 23). John Wiley & Sons.
4. Chouhan Singh Vikram et al.(2013). *Competency mapping for HR Professionals in IT Industry*, 2(3), 1-6.
5. Dubois, D. D. (1993). *Competency-Based Performance Improvement: A Strategy for Organizational Change*. HRD Press, Inc., 22 Amherst Road, Amherst, MA 01002.
6. Fogg, C. D. (1999). *Implementing your strategic plan: How to turn" intent" into effective action for sustainable change*. AMACOM Div American Mgmt Assn.
7. Farah. L. M. et.al. (2009). A gap study between employers' perception and expectation of engineering graduates in Malaysia. *Education*, 6(11), 409-419.
8. Hogg, B (1989). "The AMA Competency Programme," in Lee, Geoff and Beard, David (eds.), *Development Centers:Realizing the Potential of Your Employees through Assessment and Development*, London: The Tata-McGraw-Hill Training Series.
9. Kaur, J., & Kumar, V. (2013). Competency Mapping: A Gap Analysis. *International Journal of Education and Research*, 1(1).
10. Krishnaveni J. (2013). *A study on mapping of employees' competency.* Indian Journal of Economics and Development, 1, 71-75.
11. Lado, A. A., & Wilson, M. C. (1994). Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of management review*, 19(4), 699-727.
12. McClelland, D. C. (1973). Testing for competence rather than for" intelligence." *American psychologist*, 28(1), 1.
13. Nagaraju, Gowda (2012). *A study of employee competency strategies at select organizations of Bangalore*. International Journal of Research in Commerce and Management, 3 (10), 176-181.
14. Nair Jayachandran Preeti. (2012). *Is talent management accentuated by Competency mapping?* : With special reference to educational sector, 1(11), 132-147.