



AN EMPIRICAL STUDY TO ASSESS COMPETENCY GAP AMONG EMPLOYEES OF A MULTI SPECIALTY HOSPITAL IN INDORE

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ABSTRACT Competency mapping has turned out to be a need for rapid growing healthcare industry in order to keep its employees motivated and competitive. Various organizations are in process of incorporating this practice in its "Blue Book" of management. Competency is not only a device of human resource management but to inculcate various traits in professionals which plays a vital role in achieving patient/customer satisfaction and loyalty. The foremost step towards making this as a practice is to identify the current level of competencies possessed by the employees, thereby also analyzing the gap between expected and actual level of competencies. One way of analyzing the same is by Least Square Method. It is to a larger extent realized that such recent trends in the field of Human Resource Management are the need of the ever growing service Industry.

KEYWORDS : Competency mapping, Gap analysis, Least Square Method

INTRODUCTION

In the new era of focusing on employee engagement to achieve better standards of Customer satisfaction, Competency mapping plays an important role. Competency Mapping is a process of identifying key competencies required in an organization or for a job and incorporating those competencies throughout various processes i.e. job evaluation, training, and recruitment of the organization. Competency mapping is a vital, continuous and inevitable part of human resource management whereby processes are set to bring people and organization on the same pace of achieving common goals and mission. Competency mapping also aids in better financial and operating reports of the institution on the basis of refined professional relations.

In simpler way Competency mapping ensures right person doing the right job in a right way through required skills, knowledge and abilities. It can also be defined as set of knowledge, skills and attitudes required to perform a job effectively and efficiently.

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization which are demonstrated by superior performers in those jobs or work role.

Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. It identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed.

Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition.

Every organization that wants to achieve its goals in terms of productivity, quality, profitability, Stability and growth and increase organizational effectiveness, it must pay attention to the enhancement of competencies of its human resources in a systematic and planned manner. Human Resource is responsible for the development of the employees' competencies, dynamism, motivation and effectiveness in a systematic and planned manner.

Researchers over the year have identified and studied various competencies in different industrial sectors. The relevance of competencies is found to play an important role in overall development and engagement of the employee and also play an important role in Organizational effectiveness.

LITERATURE REVIEW

1. Arya Chanakya, a well known royal adviser and prime minister

from Vedic India, penned a famous book known as the Arthashastra, which is probably the first book on competency mapping. The book contains competency mapping models, the thesis and theories of human aptitude, intelligence quotient, emotional quotient and in general everything that is related to human behavior regarding work, logic and emotions. This book is an excellent leader and management book and is more than 3000 years old.

2. McClelland (1973) opened up Competency movement. His study demonstrates the data to show that traditional achievement and intelligence scores may not be able to predict job success and it is only the exact competencies required to perform a given job effectively and measuring them using a variety of tests, one can be sure about his profile.

3. Richard Boyatzis (1982) wrote the first empirically based and fully researched book on competency model developments. It was with Boyatzis that job competency came to widely understood to mean an underlying characteristic of a person that leads or causes superior or effective performance.

4. According to Norman (1985) competency is more than knowledge. Competence is the ability to perform a specific task, action or function successfully. Competencies are used to create unique standards within disciplines and specialties. This encompasses educators, learners, and practitioners.

5. Miller, et. al. (1988) suggested that there are two senses in which competence can be defined. The first is competence equating to performance, which is the ability to perform nursing tasks, and the second is competence as a 'psychological construct.'

6. Jacob (1989) defined competency as an observable skill or ability to complete a managerial task successfully.

7. Albanese (1989) proposed that competencies are personal characteristic that contribute to effective managerial performance.

8. Cockerill (1989) combines output competences, like presentation skills, with inputs like self-confidence.

9. Katz (1994) in his study on Competency Mapping grouped competencies under three categories including Technical, Managerial and Behavioural (Human).

RESEARCH METHODOLOGY

RESEARCH OBJECTIVE

1. To identify the existing level of competencies in middle level managers in a Multi Specialty Hospital of Indore

2.To identify the gap between existing level of competencies and desired level of competencies.

Data analysis and Interpretation: Least Square Method

Sample Size: 50 employees

Sampling Method: Judgmental or Convenience Sampling

Data Collection Method: Structured Questionnaire

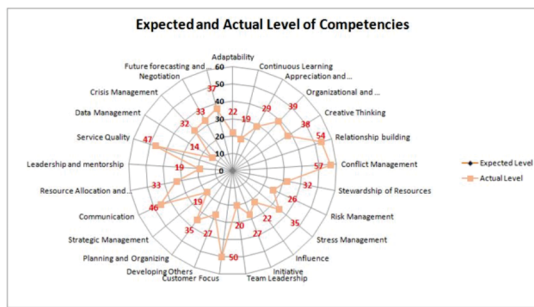
Reliability Statistics

Cronbach's Alpha	N of Items
.746	25

DATA ANALYSIS

		STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE	SCORE
		2	1	0	-1	-2	
S.No	Attributes						
1	Adapts own behavior to work efficiently and effectively in light of new information, changing situations and/or different environments	13	10	14	12	1	22
2	Identifying and addressing individual strengths and weaknesses, developmental needs and changing circumstances to enhance personal and organizational performance through Continuous learning	10	19	8	6	7	19
3	Acknowledges and Appreciates the value of others' contributions regardless of how they are presented.	18	12	8	5	7	29
4	Aware about the Organization's workings, structure and culture of the organization as well as the political, social and economic issues, to achieve results	18	14	9	7	2	39
5	Questioning conventional approaches, exploring alternatives and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives by adopting creative approach	20	11	7	11	1	38
6	Building and actively maintaining working relationships and/or networks of contacts to further the organization's goals	24	13	7	5	1	54
7	Preventing, managing and/or resolving conflicts	27	12	4	5	2	57
8	Ensures the effective, efficient and sustainable use of organizations resources and assets. Stewards human and financial resources, real property and business information.	16	16	7	6	5	32
9	Risk Management ability by Identifying, assessing and managing risk while striving to attain objectives	12	14	17	2	5	26
10	Maintaining effectiveness in the face of stress	19	14	6	5	6	35
11	Influential approach of Gaining support from and convincing others to advance the objectives of the organization	11	16	12	6	5	22
12	Taking initiative, Identifying and dealing with issues proactively and persistently; seizing opportunities that arise	14	16	7	9	4	27
13	Leading and supporting a team to achieve results	16	7	12	11	4	20
14	Identifying and responding to current and future customer needs; providing service excellence to internal and external customers	23	13	7	5	2	50
15	Fostering the development of others by providing a supportive environment for enhanced performance and professional growth	14	15	9	8	4	27
16	Defining tasks and milestones to achieve objectives through planning , while ensuring the optimal use of resources to meet those objectives	13	17	13	6	1	35
17	Develops strategic plans considering short-term requirements as well as long-term direction.	14	9	14	8	5	19
18	Communicates strategically to achieve specific objectives (e.g., considering such aspects as the optimal message to present, timing and forum of communication).	21	12	11	4	2	46
19	Resource Allocation by identifying requirements and utilizing available resources to meet own work objectives in optimal fashion.	14	16	12	5	3	33
20	Encourages team members to develop learning and career plans and follows-up to guide development and measure progress.	10	18	7	11	4	19
21	Maintain Service Quality by interacting with clients or prospective clients in assessing services, solutions or products to identify ways to improve.	14	22	11	3	0	47
22	Knowledge and skill of Collecting, recording and analysing Financial and Non Financial data for improvisation of Services and Processes.	6	18	14	8	4	14
23	In times of Crisis, acts quickly to address the situation, drawing on appropriate resources and experience with similar situations.	11	18	14	6	1	32
24	Facilitate negotiations in benefit of the organization in terms of Financial and Non financial aspects	16	13	12	6	3	33
25	Identifies future competencies and expertise required by the organization and develops and pursues learning plans accordingly.	19	9	14	6	2	37
	TOTAL SCORE						812

Chart 1: Expected and Actual Level of Competencies



CONCLUSION

Based on the Least Square Method, it can be observed that the current level of competencies is 32.48%. It can be interpreted from the above table that desired score of competencies should be 2500, whereas actual level of competencies is 812 indicating 32.48% Competency level.

Through various studies it has been deduced that it is not practically possible to achieve competency level of 100%. A UK-based benchmarking study (Rankin, 2005) of competencies found that 70% of respondents had a competency framework in place. So the industry benchmark for competency level is considered to be 70%.

According to that the ideal score should be 1750 and Actual score is 812 indicating the level of competencies is 53.6%.

From Management point of view the aim set for Competency level is at least 70% which plays a progressive role in increasing the effectiveness, efficiency and productivity of the employee, also reflected in the overall performance of the organization.

The attributes taken in account for the study exhibit that the highest score of compliance in terms of competency is achieved in “Preventing, managing and/or resolving conflicts”, followed by “Building and actively maintaining working relationships and/or networks of contacts to further the organization's goals” with score 57 and 54 respectively. These two attributes indicate that employees are sensitized towards Conflict Management and Relationship building.

The bottom two attributes are, “Knowledge and skill of Collecting, recording and analyzing Financial and Non Financial data for improvisation of Services and Processes” and “Encourages team members to develop learning and career plans and follows-up to guide development and measure progress” with score of 14 and 19 respectively indicate that the employees need to work on their Data Management and Leadership and mentorship competencies to flourish on professional grounds.

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