

## Managerial Competency Mapping and Gap Analysis Among the Middle Level Managers of Banking Sector



### Management

**KEYWORDS :** Competency, managers competency, gap analysis, acquired skill and required skill

**S.Murugaia**

Research scholar, Bharathiar School of Management and Entrepreneur Development  
Bharathiar University, Coimbatore, Tamil Nadu

**Dr.V.Kubendran**

Professor, Bharathiar School of Management and Entrepreneur Development  
Bharathiar University, Coimbatore, Tamil Nadu

### ABSTRACT

*In the emerging world of business, there is necessity to the organization to build and develop the management framework on the basis of competency. This high-level category architecture assists in organizing the competencies and showing how these competencies relate to one another in the organization. A competency can be defined as "a cluster of related knowledge, skills and attitudes that affects a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development" (Parry, 1996, p.50). The study was conducted from the middle level managers of nationalized banks both government and private in Chennai city. The Non probability Sampling techniques were adopted for selecting the sample of the respondent. The main findings of the study were, there is a gap between the acquired competency and required competency among the managers in all kind of skills.*

### Introduction

Competency is essentially a comprehensive set of skills of a person that are required and the Core skill expected for a job profile of the individual or organization concerned. This differs from organization to organization, job to job and also among individuals. This will allow them to focus their attention on right set of core values and the systematic usage of competencies for the betterment of work. Competency will help the individual to sustain their transformation in agreement with the challenges in present and future. Competency model is useful in facilitating an organization to identify the skill gap between the availability of skill and the skill to be acquired.

Through this model, an organization can bring the unified approach in human resource management systems for the improvement in strategic planning for recruitment, redesigning of job description, career development, talent management, organizational learning, performance appraisal and the total sum of human capital management. Organizations such as business, public and private service sectors adopting the competency model to incorporate the business and world of work with their human capital requirements.

Adopting a healthy competency model will guide the management and their employees to strengthen their managerial and technical abilities to reach their expected level with hassle free shift. The competence approach boosts employees to develop the competencies to be used in various work situations rather than being particular job. Enhancing of employees competency and focused skills helps them to cope up with organizational change. Competency is combination of knowledge, attitude, skill, behaviour, core values and others. In addition of these, it may also include the individual characteristics, motives and self-conception.

### History and Literature review

In 1959 Robert White has identified a human trait that he called 'competence'. Building on and extending White's work, Harvard psychologist David McClelland (1973) is often called the father of the US-based approach to competency modelling in his article 'Testing for Competence Rather than for Intelligence' in 1973 raised questions about the reliability of intelligence tests as a predictor of job success and stated that 'the correlation between intelligence test scores and job success.

David McClelland the famous Harvard Psychologist has

pioneered the competency movement across the world. His classic books on "Talent and Society", "Achievement Motive", "The Achieving Society", "Motivating Economic Achievement" and "Power the Inner Experience" brought out several new dimensions of the competencies. These competencies exposed by McClelland dealt with the affective domain in Bloom's terminology. The turning point for competency movement was the article published in American Psychologist in 1973 by McClelland, wherein he presented data that traditional achievement, 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 using a variety of tests. This article combined with the work done by Douglas Brey and his associates at AT&T in the US where in they presented evidence that competencies can be accessed through assessment centers on the job success can be predicted to some extent by the same has laid foundation for popularization of the competency movement.

Latter McBer a Consulting Firm founded by David McClelland and his associate Berlew have specialized in mapping the competencies of entrepreneurs and managers across the world. They even developed a new and yet simple methodology called the Behavior Event Interviewing (BEI) to map the competencies. With increased recognition of the limitations, performance appraisal in predicting future performance potential appraisal was focused. In addition, Assessment centers became popular in seventies.

### The oretical concept

Competency is a set of related talents, responsibility and commitment, attitudes and knowledge that makes the person to perform his job effectively is called as competency. It measures a person's adequacy of knowledge and skill to perform his tasks in a variety of situations in an organization. Because each level of responsibility has its own requirements, competence can occur at any time of an individual career. In other words competency is a standard requirement of individual to perform a job. It is combination of knowledge, skill, attitude and behaviour of the individual to understand his ability for his performance enrichment. It gives the clear picture on one's ability or quality to perform for a specific job. An individual action on the prescribed job is measured by his competency levels. Therefore every individual needs certain level of pre-requisite skills of competency to perform his given job. It is life long process one can learn every time to improve or add the new

competencies required for the change of job. According to Boyatzis (1982)1 "A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results". According to Dr.G.C.Mohanta, 'competence means any attitude skill, behaviour, motive or other personal characteristic that is essential for an individual to perform a job or more importantly, differentiates solid form of outstanding performance.

### Research Gap

In the recent years the banking industries made a quantum increase into new and unpredictable changes in the environment and culture, categorized by deregulation, product innovation, globalization and expansion in technology and concentrated competition. The function of banking segment has increased economic development through financial intermediation is considerable (Sanusi, 2011). Many Studies have been carried out on use of competency mapping in banking sector specifically focusing on framing a competency model or identifying the importance of competency management. Therefore banking sector has been taken into consideration for this research work.

### Research Methodology

The study is a descriptive in nature. Primary data collected with the help of structured questionnaire administrated to middle level managers of private sector banks and nationalized banks in Chennai. The Non probability Sampling techniques were adopted for selecting the sample respondent by snowball method sampling in the study. 663 questionnaires were used for analysis after deletion of biased and non-responsive questionnaires. The proposed model were developed and proved with hypothesis framed in the research. The main objectives undertaken in the study were

- Assess the various competency acquired by the respondents and competency required by the employers.
- Assess the gap between various competency acquired by the respondents and competency required by the employers in the banking sectors.

### Findings of the research

Among the dimensions managerial core competency, the overall gap exists between acquired skill and required skill on all variables of functional competency with a difference mean value of 2.27. the overall skill gap exists on basic managerial competency of the respondents with a mean difference value of 2.15., the overall gap skill exists on human relation competency with a difference mean value of 2.15.and the overall skill gap on competency of conceptual ability exists with a difference mean value of 2.15.Thus the overall mean difference gap between acquired competency and required competency on managerial core competency of the respondents have a difference mean value of 2.23.

The acquired functional competency explains 0.1 percent of it variance, when influenced by acquired business skills, acquired technical skills and acquired analytical skills. Whereas the required functional competency explains 38.3 percent of it variance, when influenced by required business skills, required technical skills and required analytical skills. The acquired basic managerial competency explains 30.5percent of it variance, when influenced by acquired planning and organizing skills, acquired leadership skills and acquired decision making skills. Similarly the required basic managerial competency explains 35.2 percent of itvariance, when influenced by required planning and organizing skills, required leadership skills and required decision

The acquired human relations competency explains 0.2 percent of it variance, when influenced by acquired communication and interpersonal competency skills, acquired team building skills and acquired customer oriented skills. Whereas the required human relations competency explains 44.4 percent of it variance, when influenced by required communication and interpersonal competency skills, required team building skills and required customer oriented skills. The acquired competency of conceptual ability explains 48.9 percent of it variance, when influenced by acquired innovative and creating thinking skills, acquired strategic thinking skills and acquired change management skills. Similarly the required competency of conceptual ability explains 78 percent of it variance, when influenced by required innovative and creating thinking skills, required strategic thinking skills and required change management skills.

The acquired managerial competency explains 1.4 percent of it variance, when influenced by acquired functional competency, acquired basic managerial competency, acquired human relations competency and acquired competency of conceptual ability. Whereas the required managerial competency explains 35 percent of it variance, when influenced by required functional competency, required basic managerial competency, required human relations competency and required competency of conceptual ability.

### Suggestion

On the basis of overall analysis on the perceptions of the respondents about the levels of competency requirement the following recommendations are drawn. Many of the study suggested that educators should review and redevelop their curriculum and change delivery methodology to support the development of these skills and attributes. It is the need of an hour to assess the need of competency development in the workforce of tomorrow and help them plan their future. New courses can be introduced in the curricula, which address the need to develop particular competency required for banking operation. In order to improve the efficiency of employee in the present job and prepare himself for the higher level job- the effective training programmes are necessary on the part of banking policies, new technology and the changing environments. For the development of the existing skills of the employees, there should be well structured training program to be included.

### Conclusion

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. The retail and banking sectors are the major business professions which required more graduates every year to meet the need of business expansion and growth. Many research studies have revealed a consistent core set of desirable attributes, such as communication skills, interpersonal skills and team working, problem solving, analytical skill, creativity and innovative ability, etc., are often independent of the degree subject. The university has to incorporate extra-curricular activities into the regular programme and changing the subject to develop specific skills through specialist modules. The sector concerned has to offer training on the domain and department concerned.

### Reference

1. Ajay Kaushik, (2014)-Competency Mapping of Project and Delivery Management, Sai Om Publications, Vol.1, Issue 7, July 2014.
2. Angela Stooft (2005) Tools for the identification and description of competencies, Open University Netherland, Heerlen,
3. Badmapriya, M. R.Harihara Sudhan- Survival Skills of Business Management Professionals: A Study with Reference to Banking Sector

4. Bernthal P.R., & Wellins, R.S. , (2003)-Leadership forecast: A benchmarking study, Pittsburgh, PA: Development Dimensions International, 2003
5. Carrie B. Lenburg, (1999)-The Framework, Concepts and Methods of the Competency Outcomes and Performance Assessment (COPA) Model, The Online Journal of Issues in Nursing, Vo.4, No.2, Sept. 1999.
6. Celia. B.R (2012), Competency Mapping of Employees in the Power Sector with special reference to Chennai, International Journal of Multi-disciplinary Research, Vo.2, Issue 1, Jan. 2012, ISSN 2231 5780.
7. Daniel Solomon.M, (2013) Competency Mapping - A Holistic Approach For Industries -PARIPEX - Indian Journal of Research, P.329 - Vol.2, Issue:3, March 2013 - ISSN-2250-1991.
8. Jaideep Kaur & Vikas (2013),Competency Mapping: A Gap Analysis -International Journal of Education and Research, Vol.1 No. 1, January P.2
9. Kak A (2002). Sustainable Competitive Advantage with Core Competence. J.Flex.ysts.Manage
10. Katz, R. L. (1955). Skills of an effective administrator. Harvard Business Review, 33(1), 33–42.
11. Kodwani, Amitabh Deo (2009) "Competency Mapping". Paradigm (Institute of Management Technology) Vol. 13 Issue 2, p117-118, 2p.
12. Korossy, K(1997), "Extending the theory of knowledge spaces: A competence performance approach"; Zeitschrift für Psychologie, 205, 53-82. 1997.
13. Lucian Cernusca & Cristina Dima, (2007)- Competency and Human Resource Management, Aurel Vlaicu University, Arad, Romania, 2007