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MAPPING OF REQUIRED LEADERSHIP COMPETENCY OF HR PROFESSIONALS EMPLOYED IN ITES - BPO COMPANIES IN BANGALORE CITY

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ABSTRACT

ITES/ BPO Companies have become a potential of employment in the modern era. They are offered jobs depending upon their educational qualification. ITES/BPO sector is a subsidy of Information Technology industry. They generate huge revenue to the economy of the country. The competency of the work force is very important to achieve the organization goals and targets. There is urgent need to map the competencies of the human resource professionals in these ITES/ BPO companies. It is understood that in the modern times a competent, productive and industrious persons have better demand with regard to employment. The competencies that are once needed for the HR professionals have become insufficient to face the present day HR challenges, hence there is a need to map competencies. According to the HR literature, Competency has many dimensions such as Leadership competencies (LC), Interpersonal competencies (IC), Business competencies (BC), Technical competencies (TC), Analytical competencies (AC), and Technological competencies TGC). The present study focus on presenting the study done on required competency levels of the HR Professionals employed in ITES / BPO companies in Bangalore city. The Association between the level of leadership competency and various socio economic factors of the respondents has been analyzed in the study.

INTRODUCTION

ITES companies are increasing in number due to the growth and quick development of information technology. Today everywhere there is digitalization and maximum use of media specifically in the field of. ITES / BPO companies operate on voice, non-voice and both work processes. They are increasing in number from time to time together with employment opportunities for the young generation. There is huge human resources requirement. These companies face many HR challenges also in globalized environment. Welbourne and Cyr (1999) have highlighted the role of human resource professionals as an important determinant of organizational performance. Business Process Outsourcing (BPO) is the delegation of one or more IT-intensive business processes to an external provider that in turn owns administers and manages the selected process based on defined and measurable performance criteria. Business Process Outsourcing (BPO) is one of the fastest growing segments of the Information Technology Enabled Services (ITES) industry. Competency mapping is a process to identify and describe competencies that are the most critical for success in a work situation or work role.

COMPETENCY MAPPING

Competency Mapping is processes of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It examines strengths of the individual in areas like team structure, leadership, and decision-making. Competency mapping helps employees to overcome the weakness through right measure through the available opportunities. Boyatzis (1982) defined competency as 'an underlying characteristic of a person which results in effective and/ or superior performance in a job'. A competency is the capability of applying or using knowledge, skills, abilities, behaviours, and personal characteristics to successfully perform critical work tasks, specific functions, or operate in a given position. According to Brockbank and Ulrich (2003), a competency domain refers to a broad group to which homogenous and/or similar competencies belong. Each competency domain comprises of competencies (competency factors).

LITERATURE REVIEW

Boyatzis (2007) adopted the term competency an "underlying characteristic of an individual that is casually related to effective or superior performance in a job". He identified that there were 19 generic competencies that outstanding managers tend to have. He clubbed those 19 generic management competencies into five distinct clusters as goal and action management, leadership,

human resources management, directing subordinates and focus on others. **Yuvaraj (2011)** has explained the Job Competencies required working in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extend. **Md. Ishtiak Uddin, et. al. (2012)** in his study "Competency Mapping: A Tool for HR Excellence" has explained various tools for implementing Competency Model including Job Analysis, Job Description, Job Specification, Competency Matrix, 360 degree Feedback etc. He is of the view that Competency mapping can also be used for coaching and succession planning, considering the significance of Competency Mapping for individual and organizational growth, the present study was undertaken. In this study, efforts have been made to elaborate the various competencies with minute parameters and to correlate them with the managerial competence level. **Solomon (2013)** in his study on Competency mapping has tried to explore the level of Competency prevailing among the executives of public sector. The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies. Schoonover (2003) suggested that a competency framework structured into four building blocks is vital. These include personal attributes, leadership and management competencies, HR core competencies, and HR role-specific competencies. Leadership and management category encompasses eight competencies namely visioning and alignment, strategic thinking, networking, resource management, teamwork, process excellence, performance development, and goal setting. Chen et al. (2005) advocated that the workplace learning and performance competency groups that are important for the HR practitioners in Taiwan are: business competency, interpersonal competency, analytical competency, leadership competency, technological competency, and technical competency groups. **Dr. Murlidhar and Sunetra Khatod Jain (2015)** stated in a paper that Competencies are enhanced through training and job rotation. Job rotation acts as a learning experience for the employees and it widens their horizon about the company itself. To do all this effectively and efficiently, competency mapping for each recruitment cycle will ease the work, competency based recruitment will result proper selection as per criteria found from mapping and assessment , employee will know his job and can perform his more independently and employee morale will be boost up.

RESEARCH METHODOLOGY

All human resource professionals employed in the ITES (Information technology enabled services) / BPO (Business process outsourcing) companies in Bangalore city constituted the universe. A sample of 380 respondents was selected for the present study. A

snow-ball sampling method was adopted in the selection of companies and the HR professionals from the sample companies were selected on a convenient sampling basis. 43 companies were selected for the survey and based on the employee strength they were segregated as large, medium and small companies. A well structured survey questionnaire was used in the survey along with a detailed interview with the respondents. The questionnaire carried the questions relating to the socio economic profile of the respondents namely the type of company, age of the respondents, gender, marital status, educational status, type of work process, type of manager, income, experience of the respondents etc. The questions relating to the competency were based on certain competency factors having many sub-questions.The survey questionnaire included questions under six categories namely leadership competencies, interpersonal competencies, business competencies, technical competencies, analytical competencies and technological competencies. Both primary and secondary data were collected and used for the study. The Primary Data were collected through interviews along with well structured questionnaire. The Secondary data were collected through Internet and other journal publications.

ANALYSIS OF DATA AND RESULTS

Analysis of the profile of the respondents indicated that they are employed in Indian companies. For better and in depth analysis the respondents are divided into 4 categories based on their functions namely employment and placement managers, training managers, health and safety managers and project managers

The detailed profile of respondents is presented below

Table: 1 Profile of Respondents

Factor	Group	Number of Respondents	Percentage of respondents
Type of the Company	Indian	380	100.0
	Foreign	0	.0
	Total	380	100.0
Age	<25	51	13.5
	25-30	101	26.6
	30-35	139	36.7
	35-40	80	21.1
	>40	8	2.1
	Total	379	100.0
Sex	Male	207	54.5
	Female	173	45.5
	Total	380	100.0
Marital Status	Married	231	60.8
	Unmarried	133	35.0
	Divorced	9	2.4
	Widow/Widower	3	.8
	Living-in	4	1.1
	Total	380	100.0
Educational Status	PG-Professional	116	30.5
	PG – Technical	211	55.5
	PG – PhD	53	13.9
	Total	380	100.0
Type of Work Process	Voice	107	28.2
	Non-Voice	155	40.8
	Both	118	31.1
	Total	380	100.0
Nature of Appointment	Regular	189	49.7
	Project Based	124	32.6
	Probationary	67	17.6
	Total	380	100.0
Years of Experience in Current HR Role	<2	12	3.2
	2-4	178	46.8
	4-6	140	36.8
	6-8	29	7.6
	8-10	17	4.5
	>10	4	1.1
	Total	380	100.0
Monthly Income (in Rs.1000s)	Up to20	5	1.3
	20-30	142	37.4
	30-40	132	34.7
	40 – 50	40	10.5
	50-60	40	10.5
	>60	21	5.5
	Total	380	100.0
Total experience in BPO industry	Below 1year	4	1.1
	1-2 years	55	14.5
	2-3 years	162	42.6
	3-4 years	56	14.7
	4 -5 years	45	11.8
	5 years and above	58	15.3
	Total	380	100.0
Total experience in this company	0	1	.3
	0-3 months	1	.3

	3-6 months	40	10.5
	6-12 months	123	32.4
	1-2 years	57	15.0
	2-3 years	37	9.7
	3-4 years	76	20.0
	4-5 years	30	7.9
	Above 5 years	15	3.9
	Total	380	100.0
No. of BPO companies you have worked before	0	2	.5
	1	10	2.6
	2	51	13.4
	3	156	41.1
	4	116	30.5
	5 and above	45	11.8
	Total	380	100.0
Category Managers	Employment and Placement	153	40.3
	Training	140	36.8
	Health and Safety	46	12.1
	Project Manager	41	10.8
	Total	380	100.0

Source: Primary Data Collected by the Researcher

In the above table 1 data regarding the demographic factors is presented. The respondents are from 43 ITES/BPO companies situated in Bangalore region. Among the respondents 54.47 percent are males and 45.52 percent are females, 60.78 percent of them are married and 35 percent are unmarried, rest of them are divorced and living in at 2.36 percent 1 percent respectively. Majority of the respondents belong to very young age between 25 years to 35 years and they number around 249 which is 63 percent of the respondents.85.5 percent of them are either post graduates with technical course or post graduates with professional course. The respondents are involved in voice and non-voice based type of work. Majority of them are on regular job appointment order and more than 40 percent are on project based appointment order. 72 percent of the respondents draw a salary around 20000 to 40000 in a month. The experience of respondents working in ITES/ BPO is 2-3 years only on an average; the total experience as human resource managers varies from 2 to 6 years who are 82 percent.

ANALYSIS OF THE REQUIRED/EXPECTED LEADERSHIP COMPETENCY OF HR PROFESSIONALS
As demographic factors are observed there are 4 types of categories: A) Employment and Placement managers, B) Training managers, C) Health and Safety managers, D) Project managers. The nature of the job is important, it is expected to vary. Expected competencies are laiciated from the respondents under leadership competency domain.

LEADERSHIP COMPETENCY
Leadership has been described as the process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task. A definition more inclusive of followers is that "Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen". Leadership is a matter of intelligence, trustworthiness, humane, courage, and discipline. When one has all five virtues together, each appropriate to its function, then one can be a leader. Perception statements on the various competency factors of Leadership competency, namely, Decision making, Knowledge of company's vision and mission, Inspiring and motivating others, Assembling strong teams, Process management, Conflict management, Consensus and negotiation skills, Empowering and training People employees. Primary data for these factors were collected on a five point Likert's scale a Very Low, Low, Moderate, High and Very High which were converted to corresponding numerical scores as 1,2,3,4 and 5 respectively. Based on the value of average score 'Consensus and Negotiation skills' has emerged as the top ranking leadership competency factor for the HR professionals employed in the ITES / BPO companies. Categories of rating: < 1 to 2.5 considered as Low, 2.5 to 3.5 is considered as Moderate, 3.5 to 5 is considered as High.

Table 2: Describes the required decision making competency and knowledge of company's vision and mission

Competency		1		2		3		4		5					
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Mean	S.D	KW test	p value
Decision making	Employment and Placement	1	.7	9	5.9	51	33.3	55	35.9	37	24.2	3.77	.91	1.125	.771
	Training	2	1.4	7	5.0	39	27.9	63	45.0	29	20.7	3.79	.88		NS
	Health and Safety	0	.0	1	2.2	15	32.6	20	43.5	10	21.7	3.85	.79		
	Project Manager	0	.0	1	2.4	17	41.5	17	41.5	6	14.6	3.68	.76		
	Total	3	.8	18	4.7	122	32.1	155	40.8	82	21.6	3.78	.87		
Knowledge of company's vision and mission	Employment and Placement	0	.0	11	7.2	48	31.4	58	37.9	36	23.5	3.78	.89	3.271	.352
	Training	0	.0	8	5.7	44	31.4	63	45.0	25	17.9	3.75	.81		NS
	Health and Safety	0	.0	1	2.2	16	34.8	20	43.5	9	19.6	3.80	.78		
	Project Manager	0	.0	5	12.2	16	39.0	14	34.1	6	14.6	3.51	.90		
	Total	**0**	**.0**	**25**	**6.6**	**124**	**32.6**	**155**	**40.8**	**76**	**20.0**	**3.74**	**.85**		

Source: Primary data

Decision Making
When we analyse the above table with regard to decision making 40.8percent and 21.6percent of the respondents opine that expectation towards decision making competency was high and very high respectively. And 32.1 percent of opinion that it was moderate. Rest of them (4.7percent+.8percent) 5.5percent opine that expectation was low. Over all on an average (Mean) level of expectation towards decision making competency was high with mean and SD 3.78 ± .87(SD). Further when it is considered among different categories of respondents expectation towards decision making competency was high with Mean and S.D of employment and placement managers = 3.77 ± .91(SD), training managers 3.79 ± .88, health and safety managers 3.85 ± .79, project managers 3.68 ±.76. Test shows that there is no significant difference between the different types of professins (categories) with respect to decision making.

Knowledge of companies' vision and mission:
When we analyse the above table concerning knowledge of companies' vision and mission, 40.8 percent and 20.0 percent of the respondents opine that expectation towards knowledge of companies' vision and mission competency was high and very high respectively. And 32.6 percent of opinion that it was moderate. Rest of them (6.6percent + 0percent) 6.6percent opine that expectation was low. Over all on an average (mean) level of expectation towards knowledge of companies vision and mission

competency was high with mean and SD 3.74 ± .85(SD). Further when it is considered among different categories of respondents' expectation towards knowledge of companies vision and mission was high with Mean and S.D of employment and placement managers = 3.78 ± .89(SD), training managers 3.75 ± .81, health and safety managers 3.80 ± .78, project managers 3.51 ± .90. Test shows that there is no significant difference between the different types of professions (categories).

Table 3: Describes the required competency regarding inspiring and motivating others

Competency factors		1		2		3		4		5					
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Mean	S.D	KW test	p value
Inspiring and motivating others	Employment and Placement	1	.7	9	5.9	37	24.2	73	47.7	33	21.6	3.84	.85	2.589	.459
	Training	0	.0	9	6.4	41	29.3	57	40.7	33	23.6	3.81	.87		NS
	Health and Safety	0	.0	2	4.3	14	30.	19	41.3	11	23.9	3.85	.84		
	Project Manager	1	2.4	3	7.3	13	31.7	19	46.3	5	12.2	3.59	.89		
	Total	2	.5	23	6.1	105	27.6	168	44.2	82	21.6	3.80	.86		
Assembling strong teams	Employment and Placement	0	.0	9	5.9	46	30.1	64	41.8	34	22.2	3.80	.85	3.601	.308
	Training	1	.7	12	8.6	39	27.9	59	42.1	29	20.7	3.74	.91		NS
	Health and Safety	0	.0	4	8.7	16	34.8	18	39.1	8	17.4	3.65	.87		
	Project Manager	0	.0	4	9.8	16	39.0	16	39.0	5	12.2	3.54	.84		
	Total	1	.3	29	7.6	117	30.8	157	41.3	76	20.0	3.73	.88		

Source: Primary data

Inspiring and motivating others:
When we analyse the above table with regard to Inspiring and motivating others 44.2 percent and 21.6 percent of the respondents opine that expectation towards inspiring and motivating others competency was high and very high respectively. And 27.6percent of opinion that it was moderate. Rest of them (6.1percent + .5percent) 6.6percent opine that expectation was low. Over all on an average (mean) level of

expectation towards inspiring and motivating others competency was high with mean and SD 3.80 ± .86 (SD). Further when it is considered among different categories of respondents' expectation towards inspiring and motivating others was high with Mean and S.D of employment and placement managers = 3.84± .85(SD), training managers 3.81 ± .87, health and safety managers 3.85 ± .84, project managers 3.95 ± .8. Test shows that there is no significant difference between the different types of professions (categories) with respect to conflict management competency p = .963 >0.05.

Table 4: Describes the required competency regarding process management and conflict management competency

Competency factors		1		2		3		4		5					
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Mean	S.D	KW test	p value
Process management	Employment and Placement	0	.0	12	7.8	51	33.3	60	39.2%	30	19.6	3.71	.87	4.202	.240
	Training	1	.7	15	10.7	24	17.1	71	50.7	29	20.7	3.80	.92		NS
	Health and Safety	0	.0	2	4.3	11	23.9	19	41.3	14	30.4	3.98	.86		
	Project Manager	0	.0	1	2.4	13	31.7	18	43.9	9	22.0	3.85	.79		
	Total	1	.3	30	7.9	99	26.1	168	44.2	82	21.6	3.79	.88		
Conflict management	Employment and Placement	0	.0	15	9.8	47	30.7	67	43.8	24	15.7	3.65	.86	4.011	.260
	Training	0	.0	10	7.1	47	33.6	59	42.1	24	17.1	3.69	.84		NS
	Health and Safety	0	.0	0	.0	12	26.1	25	54.3	9	19.6	3.93	.68		
	Project Manager	0	.0	3	7.3	13	31.7	14	34.1	11	26.8	3.80	.93		
	Total	0	.0	28	7.4	119	31.3	165	43.4	68	17.9	3.72	.84		

Source: Primary Data

Process Management:
When we analyse the above table concerning the process management, 44.2percent and 21.6percent of the respondents opine that expectation towards process management competency was high and very high respectively. And 21.6percent of opinion that it was moderate. Rest of them (7.9percent + .3percent) 8.2percent opine that expectation was low. Over all on an average (Mean) level of expectation towards process management competency was high with mean and SD 3.79 ± .88(SD). Further when it is considered among different categories of respondents' expectation towards process management competency was high with Mean and S.D of employment and placement managers 3.71 ± .87(SD), training managers 3.80 ± .92, health and safety managers 3.98 ±.86, project managers 3.85 ±.79. Test shows that there is no significant difference between the different types of professions (Categories) with respect to expectation towards process management competency was high with mean and SD 3.79 ± .88(SD). Test shows that there is no significant difference

between the different types of professions (Categories) with respect to process management competency p=.963 >0.05.

Conflict Management:
When we analyse the above table regarding conflict management, 43.4percent and 17.9percent of the respondents opine that expectation towards conflict management competency was high and very high respectively. And 31.3percent of opinion that it was moderate. Rest of them (7.4percent + .0percent) 7.4percent opine that expectation was low. Over all on an average (Mean) level of expectation towards conflict management competency was high with mean and SD 3.72 ± .84(SD). Further when it is considered among different categories of respondents expectation towards conflict management competency was high with Mean and S.D of employment and placement managers 3.65 ± .86(SD), training managers 3.69 ± .84, health and safety Managers 3.93 ± .68,project managers 3.80 ± .93. Test shows that there is no significant difference between the different types of professions (Categories) with respect to conflict management competency p= .963>0.05.

Table 5: Describes the required competency regarding consensus and negotiation skills and empowering and training people

Competency factors		1		2		3		4		5					
		Freq	%	Freq	%	Freq	%	Freq	%	Freq	%	Mean	S.D	KW test	p value
Consensus and negotiation skills	Employment and Placement	0	.0	13	8.5	37	24.2	60	39.2	43	28.1	3.87	.92	3.639	.303

	Training	0	.0	16	11.4	37	26.4	61	43.6	26	18.6	3.69	.90		NS
	Health and Safety	0	.0	4	8.7	9	19.6	21	45.7	12	26.1	3.89	.90		
	Project Manager	0	.0	4	9.8	11	26.8	18	43.9	8	19.5	3.73	.90		
	Total	0	.0	37	9.7	94	24.7	160	42.1	89	23.4	3.79	.91		
Empowering and training People	Employment and Placement	0	.0	7	4.6	49	32.0	61	39.9	36	23.5	3.82	.84	2.959	.398
	Training	0	.0	6	4.3	40	28.6	61	43.6	33	23.6	3.86	.82		NS
	Health and Safety	0	.0	1	2.2	16	34.8	21	45.7	8	17.4	3.78	.76		
	Project Manager	0	.0	6	14.6	14	34.1	12	29.3	9	22.0	3.59	1.0		
	Total	0	.0	20	5.3	119	31.3	155	40.8	86	22.6	3.81	.85		

Source: Primary data

Consensus and negotiation skill:

In the analysis of the above table with regard to consensus and negotiation skill 42.1percent and 23.4percent of the respondents opine that expectation towards consensus and negotiation skills competency was high and very high respectively. And 24.7 percent of opinion that it was moderate. Rest of them (9.7 percent+.0 percent) 9.7percent opine that expectation was low. Over all on an average (mean) level of expectation towards Consensus and negotiation skills competency was high with mean and SD 3.79 ± .91(SD). Further when it is considered among different categories of respondents' expectation towards Consensus and Negotiation Skills competency was high with mean and S.D of employment and placement managers = 3.87± .92(SD), training managers 3.69± .90, Health and safety Managers 3.89±.90, Project managers 3.73 ± .90, Test shows that there is no significant difference between the different types of professions (Categories) with respect to Consensus and Negotiation Skills competency p=.303>0.05.

Empowering and training people:

In the analysis of the above table with regard to Empowering and training people 40.8percent and 22.6percent of the respondents opine that expectation towards empowering and training people competency was high and very high respectively. And 31.3percent of opinion that it was moderate. Rest of them (5.3percent+.0percent) 5.3percent opine that expectation was low. Over all on an average (Mean) level of expectation towards empowering and training people competency was high with mean and SD 3.81± .85(SD). Further when it is considered among different categories of respondents expectation towards empowering and training people competency was high with Mean and S.D of Employment and placement managers = 3.82± .84(SD), Training managers 3.86 ± .82, health and safety managers 3.78 ±.76 and project managers 3.59 ± 1.00. Test shows that there is no significant difference between the different types of professions (Categories) with respect to empowering and training people competency p=.398>0.05.

FINDINGS

1. More than 75 % of the HR Professionals employed in the ITES /BPO companies are in the age of below 35 years.
2. 85.5 percent of the selected HR Professionals are Graduates
3. Age, marital Status, Educational Status, Present Position held, Nature of Appointment, Experience in Current HR Role and Monthly income of respondents have a significant association with the level of leadership competency of HR professionals.
4. There is significant difference in their levels of leadership competency among the various categories of managers
5. Male HR professionals are more compared to female HR professionals namely 54.47 percent
6. Most of the HR professionals are having 2 to 6 years experience in present ITES-BPO. It shows that the turnover rate of HR Professionals is high.

CONCLUSION

Competency of HR professionals is a vital factor in achieving the objectives and goals of the ITES /BPO companies as they face may HR challenges in the present days. Among various competency clusters of HR professionals, the Leadership competency is predominant. The study revealed that there is no considerable gap in the leadership competency among the HR professionals employed in the ITES /BPO companies located in Bangalore City.

The findings of the study would be helpful in designing specific training programs for the low competent HR professionals in future.

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