



ORIGINAL RESEARCH PAPER

Management

ANALYSES OF THE BUSINESS COMPETENCY GAP BETWEEN REQUIRED COMPETENCY (RCL) AND EXISTING COMPETENCY OF HR PROFESSIONALS OF ITES-BPO IN BANGALORE CITY

KEY WORDS:

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ABSTRACT

Competencies can be considered as Clusters of behaviors, skills and knowledge which are needed to undertake a job effectively. ITES/ BPO Companies have become important source of employment for youngsters today. There are a variety of jobs available depending on the qualification and skills of individuals. Information Technology enabled services in Business Process Outsourcing companies are a subsidiary of Information technology industry. BPO sector due to the ITES has attracted global companies to India. Today world looks for specialization. ITES- BPO companies demand competency among the workforce especially among the human resource professionals who are managers. Competency of the HR professionals is very important in the modern era to earn revenue and reach set goals and targets. The IT industry through its subsidiary ITES- BPO is generating huge sum of revenue to the economy and contributing its important share to the economy. There is urgent need to fill the competency gaps of the human resource professionals in these ITES/ BPO companies. It is understood that in the modern times a competent and productive and industrious persons have better demand with regard to employment. To remain successful a company has to map the competencies of its employees from time to time. The present study focuses on bringing out the competency gap between the existing business competency and the required business competency of human resource professionals in ITES-BPO companies in Bangalore city.

INTRODUCTION

A Competency is an underlying characteristic of a person which enables him/ her to deliver superior performance in a given job, role or situation. They consist of clusters of knowledge, attitudes and skills that affect an individual's ability to perform. Competency gap is defined as the difference between the current competency level and required competency level of the employees. This competency is also called by terms such as expected competency and perceived competency. It involves the comparison of the actual performance with potential or desired performance. Business competency is a set of particular abilities and knowledge that sets a company apart from its competitors. Here below it is presented the competency gap analysis done between required level of business competence (RCL) and the existing level of business competence (ECL) from the primary source data provided by the respondents through the questionnaire.

SCOPE OF THE STUDY

The present study will confine to the HR professionals working in the ITES and BPO companies located in the geographical area of Bangalore city only. The study attempts to investigate to evaluate the gap in the required competence level (RCL) and existing competence level (ECL) on the business competencies of HR professionals in the ITES-BPO companies. For the study of the business competency gap the human resource professionals were divided into 4 major categories namely Employment and placement, Training managers, Health and Safety managers and

Project managers.

HYPOTHESIS

H1: There is no significant competency gap between the required level of business competencies (RCL) and existing level of business competencies (ECL) of human resource professionals of ITES-BPO. This hypothesis will be tested in this chapter.

SAMPLE SIZE AND METHOD

Researcher has compiled the list of 600 BPO/ITES companies located in Bangalore as per the NASSCOM and other internet sources. The population is considered to 6000 human resource professionals in 600 companies. For the present study 10 percent of the population i.e. 60 companies were targeted to be covered under the survey. In choosing the companies snowball sampling method is used. Survey questionnaire was distributed to 60 ITES-BPO companies. Researcher was able to collect data from human resource professionals of 43 companies only. The reason behind the remaining human professionals in not participating in the process was that they were bound by non disclosure clause. Hence researcher was able to analyze data from 43 companies only.

Analysis of Business Competency Gap between required and existing competency levels among Human Resource Professionals of OTES-BPO

The data collected through questionnaire from 380 ITES-BPO human resource professionals was analyzed through SPSS statistical process.

TABLE 01: Describes Business competency gap between required and existing Competency

Competency Factor	Category Managers	E_P	Mean	Std. Deviation	Mean difference	Difference(%)	Wilcoxon signed rank test Z value	p value	
Business Competencies	Employment and Placement	Expect	3.79	.69	-.03	-.69	.23	.817	NS
		Percept	3.81	.70					
	Training	Expect	3.73	.63	-.11	-2.94	1.74	.081	NS
		Percept	3.84	.61					
	Health and Safety	Expect	3.64	.59	-.19	-5.17	1.72	.085	NS
		Percept	3.83	.57					
	Project Manager	Expect	3.74	.55	-.16	-4.35	1.42	.156	NS
		Percept	3.90	.60					
	Total	Expect	3.74	.64	-.09	-2.44	2.13	.033	sig
		Percept	3.84	.64					

Source: Primary data

Business Competencies (BC) With regard to the Business Competencies HR Professionals the results show that all the categories of Managers namely employment and placement, training, health and safety managers and project managers there

exists no significant gap in the competencies as required and as perceived by them. Hence the $p < 0.05$ not significant. The p values are .817, .081, .085, .156 respectively. But on an average it is significant $p > 0.05$

TABLE 02: Describes competency gap between analyzing needs - proposing solutions and driving results competency

Competency Factor	Category Managers	E_P	Mean	Std. Deviation	Mean difference	Difference (%)	Wilcoxon signed rank test Z value	p value	
Analyzing needs and proposing solutions	Employment and Placement	Expect	3.76	.91	-.05	-1.39	.62	.536	NS
		Percept	3.81	.95					
	Training	Expect	3.64	.89	-.26	-7.06	2.23	.026	sig
		Percept	3.90	.85					
	Health and Safety	Expect	3.57	.69	.02	.61	.12	.903	NS
		Percept	3.54	.86					
	Project Manager	Expect	3.63	.77	-.07	-2.01	.42	.674	NS
		Percept	3.71	.87					
Total	Expect	3.68	.86	-.12	-3.29	1.89	.059	NS	
	Percept	3.80	.90						
Driving results	Employment and Placement	Expect	3.82	.98	.05	1.37	.44	.663	NS
		Percept	3.77	.99					
	Training	Expect	3.68	.89	-.15	-4.08	1.55	.120	NS
		Percept	3.83	.87					
	Health and Safety	Expect	3.65	.87	-.22	-5.95	1.21	.225	NS
		Percept	3.87	.88					
	Project Manager	Expect	3.71	.90	-.12	-3.29	.65	.513	NS
		Percept	3.83	.83					
Total	Expect	3.74	.93	-.07	-1.97	1.22	.222	NS	
	Percept								

Source: Primary data

Analyzing needs and proposing solutions

Analyzing needs and proposing solutions competency factor to a greater extent shows no significant competency gap except in the case of training managers where $p < 0.05$ which is .026 and there is significant gap between the perceived competency level and existing competency levels by the Human Resource personnel. Hence there is need for skill/ competency development. In the case of employment and placement managers, health and safety managers, project Managers $p > 0.05$ which is not significant. Hence there is no significant competency gap between the perceived and the existing values as they are .536, .903 and .674 respectively. As on average the Competency gap is not significant $p > 0.05$ which is .059

Driving results

As in the case of Driving results competency factor, the employment and placement managers, training managers, health and safety managers and project managers competencies are concerned the analysis shows that there is no significant gap between the perceived and existing competencies by human resource managers with values as .663, .120, .225, .225, .513 where $p > 0.05$ no significant competency gap existing. On an average also there is no significant difference in the competency gap with value .222

Applying business acumen

TABLE 3: Describes the competency gap between applying business acumen and strategic-customer orientation

Competency Factor	Category Managers	E_P	Mean	Std. Deviation	Mean difference	Difference (%)	Wilcoxon signed rank test Z value	p value	
Applying business acumen	Employment and Placement	Expect	3.81	.92	-.07	-1.89	.97	.331	NS
		Percept	3.88	.99					
	Training	Expect	3.79	.89	.00	.00	.38	.703	NS
		Percept	3.79	.96					
	Health and Safety	Expect	3.78	.66	.07	1.72	.36	.717	NS
		Percept	3.72	.81					
	Project Manager	Expect	3.80	.87	-.10	-2.56	.47	.642	NS
		Percept	3.90	.89					
Total	Expect	3.80	.87	-.03	-.83	.95	.342	NS	
	Percept	3.83	.95						
Strategic and customer orientation	Employment and Placement	Expect	3.73	.95	-.06	-1.58	.60	.549	NS
		Percept	3.78	.99					
	Training	Expect	3.72	.95	-.18	-4.80	1.44	.149	NS
		Percept	3.90	.89					
	Health and Safety	Expect	3.50	.86	-.41	-11.80	2.29	.022	Sig
		Percept	3.91	.84					
	Project Manager	Expect	3.71	.84	-.27	-7.24	1.66	.096	NS
		Percept	3.98	.96					
Total	Expect	3.69	.93	-.17	-4.56	2.54	.011	Sig	
	Percept	3.86	.93						

As we analyze 'applying business acumen competency' factor, the employment and placement managers, training managers, health and safety managers and project managers competencies are concerned, the analysis shows that there is no significant gap between the perceived and existing competencies by human resource managers with values as .331, .703, .717, .642 where $p > 0.05$ no significant competency gap existing. On an average also there is no significant difference in the competency gap with value .222

Strategic and customer orientation

The competency consisting of Strategic and customer orientation brings us to the interpretation that the employment and placement managers, training managers, project managers competencies are .549, .149 and .096 respectively whereby the $p > 0.05$ no significant competency gap existing between the perceived level of competency and existing level of competency. Hence no much attention be given to these factors. At the same time health and safety managers level of competency is .022 hence the $p < 0.05$ which is significant. There exists competency gap. There is need of development in skill development to ensure effective performance. On an average the competency level is .011, $p > 0.05$ not significant.

Findings:

The analysis of the competency gap will bring to these conclusions

- 1 There is no significant competency gap existing between the required level of business competency and existing level of business competency of HR professionals of ITES-BPO
- 2 There is significant competency gap difference between the competencies of different categories of managers
- 3 The difference in competency gap between managers is due to the age gap of the professionals
- 4 Ongoing training in skill development is required for all the categories of managers to build skills, abilities and knowledge that set a company apart from its competitors.
- 5 Not significant business competence gap shows that there is healthy competitive edge among ITES-BPO companies.

CONCLUSION:

Many leading companies are looking at ways to link skills development to strategic objectives as well as to demonstrate compliance with industry regulations. The greatest cost of learning is the time people are not working at their jobs. The solution is to minimize the time spent in training and focus people specifically on just the skills they need. It is important, therefore, to identify the skill gaps of employees in terms of the organization's specific business goals and strategies. Business Competency management is now recognized as a key process to ensure that the individual and organization training plans are linked to business goals. Skill gap identification is a important aspect to be considered while imparting training. The identification of business skill gaps and training based on such modern methods instead of traditional training methods will lead human resource personnel for the utilization of resources.