A Study On Relationship Between Demographic Variables Of Employees And Different Dimensions Of Competency Mapping With Reference To The Public Sector Banks Of Guwahati, Assam, India

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Abstract: In today’s competitive world, the major aim of all the organizations especially the service providing ones like the banks is to possess the extremely talented and competent manpower. The reason behind this is to emerge as the best by providing prompt services to the customers. To remain strong in the competition, the banks need to have employees who possess all types of abilities and skills like interpersonal skills, technical skills and behavioural skills which are required to perform the organizational tasks. These skills of the employees are affected by various personal and professional factors. In this situation, competency mapping plays an important role in identifying these factors and the way they affect the tasks performed by the employees. Thus, the present study makes a sincere attempt to find out whether any relationship exist between the demographic variables of the employees of the public sector banks of Guwahati, Assam and the different dimensions of competency mapping.

Keywords: Competency, Competency mapping, Banks, Analytical ability, Productiveness

1 INTRODUCTION

In the present era of globalization, the organizations are focusing more and more in increasing their productivity and the overall performance. For this they are concentrating the most on having the human resources that have the requisite skills and abilities. For any organization, the human resource is the most important asset of all. It is very much essential to have the right match between the tasks to be performed and the competencies that will be required to perform these tasks for confirming success of the organization. It is important for all the organizations to enhance the competencies of this asset to perform the various organizational tasks. Competencies are the traits possessed by the employees of an organization that results in the showcasing of abilities and skills which leads to better results in the workplace. Competency mapping plays a vital role in enhancing the employee competencies by integrating the various HR functions like recruitment and selection, performance appraisal, succession planning, training needs analysis and so skills and abilities required to perform a given task successfully at a given point of time are identified.

1.1 Competency Mapping in Banks

Being a service providing industry, the main strength of the banking sector is to have well-educated, highly talented and competent staff. As the bank employees have face-to-face interaction with the customers on a regular basis, the ultimate success of the organization depends on the type of relationship they maintain with the customers.

The banking industry should try to find out ways to provide better and prompt service to the customers and this is possible only if it has superior technology and highly skilled and competent manpower. Competency mapping can be very useful and effective for this if used appropriately in the relevant situations. It serves as an effective tool for evaluating the abilities of the individuals and helping the organizations to set appropriate career advancement for each and every employee mainly at the strategic position.

2 REVIEW OF LITERATURE

Solomon (2013) evaluated the competency levels that are existent within the executive employees of the public sector organizations. From the study it was revealed that managerial, HR and general competencies were present in half of the employees. Suguna P.et.al. (2013) revealed from the conducted study that competency mapping influences the organizational performances. Johri, A. (2014) explained that the process of competency mapping can be used as HR strategic tool for achieving better results for the organizations which can be later used for training need analaysis. Bhavanishree, A. et.al. (2016) explained that the factors considered for undergoing competency mapping like work knowledge, skills, ability and behavior contribute for the organizational productivity. Mallika Worlikar and Dr. Artee Aggarwal (2017) in their study explained that the various models of competency mapping which can be used by the organizations for the benefits of the employees. Swetalina Mishra and Dr. RKS Mangesh Dash (2017) from their study revealed that competency mapping has a favorable effect on the productivity of the employees and the organizations can emphasize in developing a well-defined competency mapping process which will increase the productivity of the employees and the organization. Nisha Ann Jacob (2018) in her study identified nine dimensions viz. skill assessment, intellectual skills, service efficiency, learning orientation, promotive nature, empowerment, team building, cognitive competency and...
administrative competency that were used to examine the performance level and find out the performance gap of the bank employees. Out of the nine dimensions, performance gap was found to be present in four dimensions viz. empowerment, team building, cognitive competency and administrative competency which could be corrected by imparting training and personality development sessions to the employees. P. Akhtar (2018) found out that variation exist in the demographic factors of the employees of the textile mills in Andhra Pradesh in relation to their managerial competencies.

3. RESEARCH METHODOLOGY
The research methodology that would be used in this research is empirical as well as descriptive. The employees of the various branches of public sector banks in Guwahati, Assam are considered as the respondents for the study. Keeping in mind the objectives of the study a questionnaire has been designed with the help of a 5-point Likert scale. It contained questions on the demographic profile of the respondents followed by the questions on the various aspects of competency mapping. The data was collected from 40 respondents within Guwahati.

3.1 Objectives of the Study
i) To examine the dimensions used for competency mapping in the public sector banks of Guwahati, Assam.
ii) To analyze whether there is any relationship between the demographic variables of the employees of the public sector banks of Guwahati, Assam and the different dimensions used for competency mapping.

The various dimensions of competency mapping that are considered for the study are:

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Dimensions</th>
<th>Factors considered</th>
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<tbody>
<tr>
<td>1.</td>
<td>Ability planning and organization</td>
<td>i) Each task is planned and prioritized according to their importance.</td>
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<td></td>
<td></td>
<td>ii) Time and additional resources are utilized efficiently as per the planning.</td>
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<td></td>
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<td>iii) Changes are integrated smoothly by setting appropriate goals and objectives.</td>
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<td></td>
<td>iv) Adequate awareness about the new schemes that have come up.</td>
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<td>2.</td>
<td>Analytical ability</td>
<td>i) Problems are identified and solved within the stipulated time.</td>
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<td></td>
<td></td>
<td>ii) Problems are usually solved at the initial stage jointly with colleagues/seniors.</td>
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<td></td>
<td></td>
<td>iii) Voluntary steps are adopted for problem solving.</td>
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<td>3.</td>
<td>Productiveness</td>
<td>i) Minute description about the job is known.</td>
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<td></td>
<td></td>
<td>ii) Factors leading to the interruption of the work are identified easily.</td>
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<td></td>
<td></td>
<td>iii) Targets can be fulfilled within the deadline.</td>
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<tr>
<td>4.</td>
<td>Technological expertise</td>
<td>i) Technology is used appropriately in the given situation.</td>
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<td></td>
<td></td>
<td>ii) Latest technology can be easily adopted.</td>
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<td></td>
<td></td>
<td>iii) Technical knowledge remains updated.</td>
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<td>5.</td>
<td>Interpersonal skills</td>
<td>i) Patient listening to customers.</td>
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<td></td>
<td></td>
<td>ii) Ideas and solutions are presented clearly.</td>
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<td></td>
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<td>iii) It is known about the prevailing situation in the workplace.</td>
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<td></td>
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<td>iv) Receptive to feedback</td>
</tr>
</tbody>
</table>

For achieving the objectives of the study, following hypotheses were formulated.

Hypothesis I
H_{01}: There is no relation between the age of the employees and their productiveness

Hypothesis II
H_{02}: There is no relation between the gender of the employees and their productiveness.

Hypothesis III
H_{03}: There is no relation between the number of years of service of the employees and their analytical ability.

Hypothesis IV
H_{04}: There is no relation between the age of the employees and their productiveness.

Hypothesis V
H_{05}: There is no relation between the number of years of service of the employees and their ability of planning and organizing.

Hypothesis VI
H_{06}: There is no relation between the gender of the employees and their interpersonal skills.

3.2 Need of the Study
The study would provide a clear understanding and analysis of the various dimensions of competency mapping and the type of relationship that exist between the demographic variables of the employees of the public sector banks and the different dimensions of competency mapping. Apart from this, the present study can be used as the basis for conducting further research work on competency mapping.

3.3 Scope for Further Research
The literature reviewed up till now has a detailed explanation about competency mapping in various professions across the globe. But no studies have been revealed that explains about the relationship between the demographic variables of the employees of the public sector banks of Guwahati, Assam and the different dimensions of competency mapping. So, the present study would be an attempt to conduct a research work to find out whether there is any relationship between the demographic variables of the employees of the public sector banks and the different dimensions of competency mapping.

4 DATA ANALYSIS AND INTERPRETATION

Hypothesis I
H_{01}: There is no relation between the age of the employees and their productiveness.
interpretation
The hypothesis (H₀₁) is rejected. The coefficient value of the various factors of productiveness i.e. 0.713, 0.516 and 0.592 are significant at 1% level. Therefore, it can be said that there is a correlation between age of the employees and their productiveness.

Hypothesis II
H₀²: There is no relation between the gender of the employees and their productiveness.

| Correlations |
|--------------|-----------------|-----------------|
|              | Number of years | Problems are     | Voluntary steps are adopted for problem solving |
|              | of service on   | identified and solved within stipulated time | jointly at initial stages |
|              | Sig. (2-tailed) | N               | N               | N               | N               |
| Gender       | -0.106          | 1               | 0.217           | 0.15            |
| Correlation | 0.515           | 0.341           | 0.664           |
| N            | 40              | 40              | 40              | 40              |

Interpretation:
The hypothesis (H₀₂) is rejected. The coefficient value of the various factors of productiveness i.e. 0.713, 0.516 and 0.592 are significant at 1% level. Therefore, it can be said that there is a correlation between gender of the employees and their productiveness.

Hypothesis III
H₀³: There is no relation between the number of years of service of the employees and their analytical ability.

Interpretation:
The hypothesis (H₀₃) is accepted and it can be concluded that there is no relation between the number of years of service of the employees and their analytical ability.

Hypothesis IV
H₀₄: There is no relation between the educational qualification of the employees and their technological expertise.

Interpretation:
The hypothesis (H₀₄) is rejected. The coefficient value of the various factors of productiveness i.e. 0.713, 0.516 and 0.592 are significant at 1% level. Therefore, it can be said that there is a correlation between gender of the employees and their productiveness.
Interpretation:
The hypothesis \( H_{04} \) is rejected. The coefficient value of the various factors of educational qualification i.e. 0.581, 0.806 and 0.667 are significant at 1% level. Therefore, it can be said that there is a correlation between the educational qualification of the employees and their technological expertise.

Hypothesis V
\( H_{05} \): There is no relation between the number of years of service of the employees and their ability of planning and organizing.

Hypothesis VI
\( H_{06} \): There is no relation between the gender of the employees and their interpersonal skills.
Interpretation:
The hypothesis (H_06) is rejected. The coefficient value of the various factors of interpersonal skills i.e. 0.538, 0.416, 0.637, 0.772 and 0.684 are significant at 5% level and 0.369 is significant at 1% level. Therefore, it can be said that there is a correlation between gender of the employees and their interpersonal skills.

4.1 Summary of the Findings

- The dimensions used for competency mapping in the public sector banks of Guwahati, Assam are Productiveness, Analytical ability, Technical expertise, Ability of planning and organizing and Interpersonal skills.
- There is a positive relation between the age of the employees and their productiveness.
- There is a positive relation between the gender of the employees and their productiveness.
- There is a no relation between the number of years of service of the employees and their analytical ability.
- There is a positive relation between the educational qualification of the employees and their technical expertise.
- There is a positive relation between the number of years of service of the employees and their ability of planning and organization.
- There is a positive relation between the gender of the employees and their interpersonal skills.

5 CONCLUSION

From the study it has been observed that competency mapping serves as a very important tool for determining whether the person is place in the right job in the organization.

It is revealed that the demographic variables like age, gender, number of years of services and educational qualification has a strong influence in the different dimensions of competency mapping like productiveness, analytical ability, technical expertise, ability of planning and organizing and interpersonal skills.

REFERENCES