

Mutual Perception of Competency As Experienced By Executives and Non-Executives in a Leading Public Sector Manufacturing Industry

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ABSTRACT: In recent days, HR professionals are entrusted with the responsibility for selection, training and development, administration, deployments support, performance appraisal, and performance diagnostics of the employees and recruitment of employees with required competencies for an organization. Nowadays it is not possible to show a good financial or operating report unless your talents and personnel relations are in order. And, in years to come highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian Public sector organizations are also witnessing a change in systems and in the competencies required.

Competence is the ability of an individual to do a job properly. The researcher has studied and mapped the current level of competencies of executives and other's perception of competencies of non-executives. A sample of 90 employees (45 Executives and 45 Non-executives) were taken for the study. The data was systematically processed and analyzed. The analysis explicitly reveals that there is a good interpersonal relationship between executives and non-executives of the organization. Based on the findings, the researcher had suggested to develop a competency model for the organization.

Keywords: Competency, Competency mapping, Recruitment, executives, Non-executives, Competency model.

I. Introduction

Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping 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. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role.

All the industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition. Industry is basically classified into production and service sector. The study was carried out in a manufacturing sector in a leading Public sector industry taking into account of the current level of executive employees and other's perception of non-executive employees. The executive employees are people with designations of, **Officer, Assistant manager, Manager, Deputy Manager, Senior Manager**. The non-executive employees are people with designation of **Staff, Assistant Officer, Junior assistant officer grade II, Executive Assistant, Senior Assistant**.

II. Review of Literature

M.Daniel Solomon (2010). A study entitled that "Competency mapping at Bharat Heavy Electricals Limited, Trichy" with objectives of the study understand and analyses the socio-demographic characteristics of employees, Determined managerial, human resource and general competency of employees, own assessment of their performance and suggest measures for competency enhancement of executives. The research found that nearly half of the employees had moderate level of managerial, human resource and overall general competencies.

Yuvaraj (2011) has explained the Job Competencies required to work in a manufacturing industry, professionals for knowledge, ability and attitude. Gap analysis was also made to a limited extend. Sylvia Horton (2000) conducted a study on "Competency management in the British civil service". International Journal of public Sector Management, 13, 4, 354_368. This article states that Competency management is an idea that was developed in the private sector and transposed to the public sector during the 1990s. First this article examines the concept of competency-based management, its claimed advantages over traditional

approaches to personnel management and the problems associated with its use. Second, it describes and analyses the extent of its use in the British civil services based on an empirical survey of 130 civil service departments and agencies carried out in February 2000. Third, it looks in detail at the way that five civil service organizations have developed, and are using, holistic approaches to competency management. Finally, it concludes that although the approach to introducing competency +management has, unto now, been fragmented, ad hoc and pragmatic central government pressure to adopt benchmarking and Investors in people personnel strategies is resulting in a more holistic practice of competency-based management throughout the civil service.

III. Research Strategy

3.1 Objectives of the Study

- ❖ To study the gaps in actual and desired competencies.
- ❖ To analyze the competency mapping of the organization.
- ❖ To suggest various measures to overcome deficiencies in competencies.
- ❖ To study the various competencies possessed by the employees as per their job roles.

3.2 Limitations of the Study

- ❖ This study is restricted only to the administrative area of the organization. So the results may not be applicable to other departments of the organization.
- ❖ Time allocated the research work was very limited.
- ❖ Respondents were reluctant to give unbiased opinion fearing of the management.

3.3 Research Design

The research design used in this study is descriptive. Descriptive studies are concerned with describing the characteristics of a particular situation, group or community. Therefore, the researcher adopted the descriptive design to describe the present competency level of executives and other's perception of non - executives to know the level of relationship and understanding between the executive and non – executive employees.

3.4 Sample Size And Universe Of The Study

To undertake this study sample size of 90 employees (45 executive and 45 non – executives) employees has been selected from the universe.

The universe of the study is the employees of the leading public sector manufacturing company. Simple random lottery method has been used to undertake this study.

3.5 Method of Data Collection

The tool used to collect the data was a pre structured questionnaire. The researcher slightly modified the scale developed by **Walter** that comprises of 43 questions for Executives and Non-Executives. It has two parts. The first part consists of 12 questions explaining the personal details of the respondents. The second part comprises of 43 questions pertaining to the present and desired level of various dimensions of competency management and the questionnaire has 5 points likert-type scale.

Reliability statistics

Cronbach's Alpha	No. of Items
0.847	40

The result indicates that cronbach's alpha reliability coefficient of the variables were obtained. In this study, it is found to be 0.847, which is the level of 80%. Thus the internal consistency reliability of the measures used in the study is considered to be good.

IV. Data Analysis & Interpretation Of The Study

4.1 Student 't' test – Gender, Type of family – Executive & non-executive employees

S.No	Independent Variable	Dependent Variable	't' Value	Statistical Inference
1	Type of Family	Current Intermediate competency of executives	2.146	Significant
2	Type of Family	Overall current level total of executives	2.052	Significant
3	Gender	Current Foundational competency of executives	0.031	Not Significant
4	Type of Family	Overall other's perception total of non-executives	0.323	Not Significant

The above table highlights :

- ❖ There is a significant difference between family type of respondents with regard to current level competency in the dimensions of intermediate competency.
- ❖ There is a significant difference between family type of respondents with regard to overall current level competency.
- ❖ There is no significant difference between gender of respondents with regard to current level competency in the dimensions of foundational competency.
- ❖ There is no significant difference between family type of respondents with regard to other’s perception in the dimension of overall total.

Vadivel., (2015) examined the relationships between type of the family and current level competencies and other’s perception of non – executives. The results of the study revealed that there is a relationship between type of family and current level of competency and other’s perception of non – executives.

4.2 Karl Pearson’s Co-efficient of Correlation – Age & Monthly Income – Executive & non – executive employees.

S.No	Independent Variable	Dependent Variable	Correlation Value	Statistical Inference
1	Age	Intermediate competency current level total of executives	0.399	Significant
2	Age	Overall current level total of executives	0.305	Significant
3	Years of experience	Intermediate competency current level total of executives	0.398	Significant
4	Years of experience	Overall current level total of executives	0.322	Significant
5	Monthly Income	Foundational competency current level total of executives	0.336	Significant
6	Monthly Income	Intermediate competency current level total of executives	0.492	Significant
7	Age	Foundational competency others’ perception total of non-executives	0.309	Significant
8	Age	Information gatherer role others’ perception total of non-executives	0.356	Significant
9	Years of experience	Intermediate competency others’ perception total of non-executives	0.350	Significant
10	Years of experience	Analyst role others’ perception total of non-executives	0.344	Significant
11	Monthly Income	Information gatherer role others’ perception total of non-executives	0.341	Significant
12	Monthly Income	Overall others’ perception total of non-executives	0.298	Significant

The above table highlights :

- There is a significant correlation between the respondents’ age and current level of Intermediate competency and overall current level total of executives.
- There is a significant correlation between the respondents’ years of experience and current level of Intermediate competency and overall current level total of executives.
- There is a significant correlation between the respondents’ monthly income and current level of foundational competency, Intermediate competency of executives.
- There is a significant correlation between the respondents’ age and Foundational competency others’ perception total, Information gatherer role others’ perception total of non-executives.
- There is a significant correlation between the respondents’ years of experience and Intermediate competency others’ perception total, Analyst role others’ perception total of non-executives.
- There is a significant correlation between the respondents’ Monthly Income and Information gatherer role others’ perception total, Overall others’ perception total of non-executives.

Praveen S et al.,(2012) examined the relationship between employees of different cadre working in manufacturing sector. The results of the study revealed that there is a positive relationship between employees of different cadre.

4.3 i. One-way analysis of variance – Department and Designation - Executive employees

S. No.	Source	Df	SS	MS	\bar{X}	Statistical Inference
1.	Analyst role current level total(Department)					
					G1 = 15.82	F = 2.642
	Between Groups	3	9.656	3.219	G2 = 15.23	P < 0.05
	Within Groups	41	205.544	5.013	G3 = 14.80	Significant
				G4 = 16.00		
2.	Intermediate competency current level total(Designation)					
					G1 = 53.62	F = 7.092
	Between Groups	4	1090.297	272.574	G2 = 58.17	P > 0.05
	Within Groups	40	1537.347	38.434	G3 = 68.67	Significant
					G4 = 63.44	
				G5 = 61.00		
3.	Overall current level total(Designation)					
					G1 = 155.17	F = 3.648
	Between Groups	4	5347.744	1336.936	G2 = 164.17	P > 0.05
	Within Groups	40	14659.500	366.487	G3 = 192.33	Significant
					G4 = 173.00	
				G5 = 174.67		

Where,

G1 = HR G2 = PURCHASE / MATERIALS G3 = ACCOUNT G4 = ICT

**G1 = OFFICER G2 = ASSISTANT MANAGER G3 = MANAGER
G4 = DEPUTY MANAGER G5 = SENIOR MANAGER**

The above table highlights :

- There is a significant difference among various departments of respondents with regards to competencies in the dimensions of Analyst role in current level of executives.
- There is a significant difference among various designations of respondents with regard to competency in the dimension of Intermediate competency and overall current level of executives.

4.3 ii. One-way analysis of variance – Department and Designation – Non-Executive employees

S. No.	Source	Df	SS	MS	\bar{X}	Statistical Inference
1.	Foundational competency other's perception total(Designation)					
					G1 = 39.38	F = 3.763
	Between Groups	4	319.556	79.889	G2 = 38.67	P < 0.05
	Within Groups	40	849.244	21.231	G3 = 42.38	Significant
					G4 = 45.25	
				G5 = 45.12		
2.	Information gatherer role other's perception total(Designation)					
					G1 = 14.00	F = 0.026
	Between Groups	4	64.811	16.203	G2 = 13.67	P < 0.05
	Within Groups	40	210.167	5.254	G3 = 14.50	Significant
					G4 = 18.00	
				G5 = 15.25		
3.	Evaluator role other's perception total(Designation)					
					G1 = 10.77	F = 0.022
	Between Groups	4	35.728	8.932	G2 = 10.08	P < 0.05
	Within Groups	40	110.849	2.771	G3 = 11.88	Significant

					G4 = 12.75	
					G5 = 12.00	

Where,

G1 = STAFF II G2 = ASSISTANT OFFICER G3 = JUNIOR ASSISTANT GRAND
G4 = EXECUTIVE ASSISTANT G5 = SENIOR ASSISTANT

The above table highlights :

- There is a significant difference among various designations of respondents with regard to competency in the dimension of Foundational competency other’s perception total, Information gatherer role other’s perception total, Evaluator role other’s perception total of non-executives.

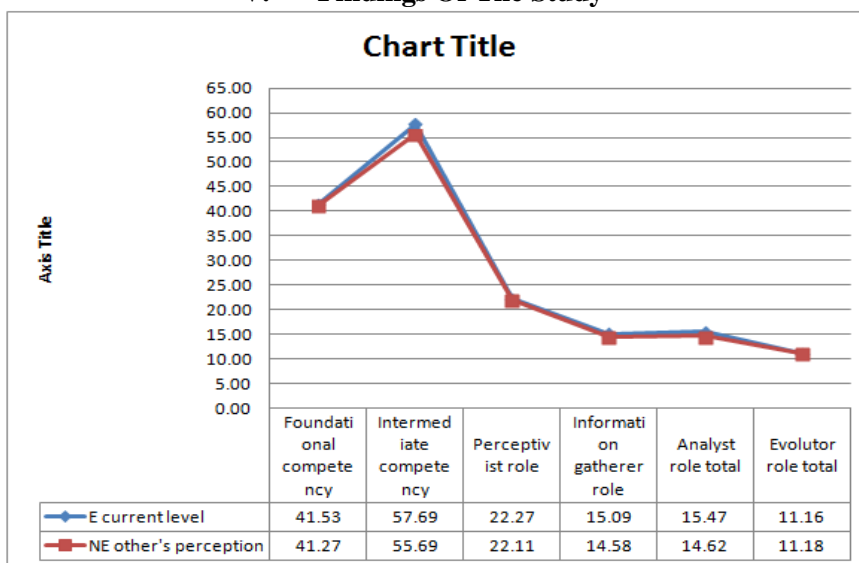
Yuvaraj R et al., examined the competency mapping of employees with special reference with Indian industries. The results of the study revealed that the skills of competency are mapped which are required to perform a job effectively and efficiently.

4.4 Association test – Educational Qualification and Marital Status

S.N	Independent Variable	Dependent Variable	‘X ² ’ Value	Df	Statistical Inference
1.	Educational Qualification	Overall current level total of executives	9.489	2	Significant
2.	Educational Qualification	Analyst role other’s perception total of non-executives	7.045	2	Significant
3.	Marital status	Foundational competency other’s perception total of non-executives	3.492	1	Significant
4.	Marital status	Evaluator role other’s perception total of non-executives	3.972	1	Significant

- There is a significant association between educational qualification and overall current level total of executives.
- There is a significant association between educational qualification and Analyst role other’s perception total of non-executives.
- There is a significant association between marital status and Foundational competency other’s perception total of non-executives.
- There is a significant association between marital status and Evaluator role other’s perception total of non-executives.

V. Findings Of The Study



The findings from the above graph are, The executive employees and non-executives employees are in good interpersonal relation.

VI. Recommendation And Suggestion

- ❖ Training programme can be gives for all employees.
- ❖ The training programme can be given in the specific area of recent technologies in the organization.
- ❖ Competency model can be developed to increase the commitment of the employees so that in turn the productivity can also be enhanced.
- ❖ Counseling can improve a good working atmosphere.
- ❖ Team building programme can be organized.
- ❖ Competency required for performing a job can be kept as guideline in the selection process itself.
- ❖ Reward can be given on the basis of performance.

VII. Conclusion

A Competency is something that describes how a job might be done excellently. Competency mapping allows an organization / company to improve the employee who can succeed on a sustained basis in the job and also the innovative thinking would give greater excellence in the company activities. Fulfilling the competency gap is wellness for the company short term and long term vision. So we should concentrate on the six dimensions of competencies for executives.

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