



COMPETENCY MAPPING AMONG THE MIDDLE LEVEL MANAGERS IN BHARAT ELECTRONICS LIMITED, CHENNAI

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ABSTRACT

In this paper researcher has attempted to provide detailed information regarding Competency mapping. At present Competency mapping has assumed a greater importance. According to the study, it is being observed that Competency mapping can be implemented since it is very well responded. In the near future a proper competency mapping technique is required to assess the employees potential because there should be a good rapport between the employer and employee. In this paper great emphasis is given in understanding the perception of employees towards the Competency mapping. The major objective of this paper is to know the various aspects of Competency mapping. the researcher has drawn certain conclusions, which are based on the analysis of data .in addition researcher has made an attempt to suggest some areas to improve the gray areas of Competency mapping .after analyzing the feedback the conclusion has been made that the respondents are satisfied with the implementation of Competency mapping.

Key words: Competency, Competency mapping, middle level managers, competency mapping methods, employees potentials.

Introduction

Competency mapping operates on the underlying principle that behavioral and knowledge attributes can be learned, and that the behaviors and knowledge sets people outwardly exhibit are only a small portion of the behaviors and knowledge sets that people are capable of showing. Those who use competency mapping believe that if a person knows what characteristics are critical to performing well in a given role or situation at work, he can work at developing those characteristics and bringing them to the surface.

Need for the study

Ongoing and unrelenting economic, social and technological changes have spurred the need for flexible, skilled workers who can help their organizations succeed and sustain a competitive advantage. To be relevant within organizations and indispensable to clients and customers alike, workplace learning and performance professionals must continually reassess their competencies, update their skills and have the courage to make necessary changes. Businesses and managing business has and always will be complex. The company's need to sustain in a competitive environment, gave rise to the need to understand and learn to establish the context of competency mapping. The study presents the meaning and history of competency approach in the first section.

Objectives of the study

Primary objective:

- To access the level of competencies among the middle level managers in BEL Ltd.

Secondary objectives:

- To bring into light the broad outline about the term competency.
- To identify the factors of competency.
- To analyse the individuals strength and weaknesses among the employees in the light of competency.
- To identify the level of competencies among the employees in the BEL

Scope of the study: The study was conducted depending upon the opinions of the employees and the questionnaires are collected on the same. Based upon the survey collected and the opinion of the employees the perception towards the Competency Mapping in the organization through the study. The findings from the data are analyzed using mathematical

and statistical tools qualitative information has been provided using various techniques. Various suggestions have been provided to improve the competencies of the employees.

Limitations of the study

- The study has been restricted only to certain aspects that are involved in assessing the level of competencies among the employees in BEL Ltd.
- The time limit used for the study is three months.
- The study has been conducted towards the academic purpose so it cannot be generalized.
- The study was restricted to only middle level managers.

Review of literature

Ralph Tench et al (2015)¹, study benchmarks the educational and practice landscape in six key regions of Europe to demonstrate that the elements focusing on skills, knowledge and personal attributes of European communication professionals can be synthesised using competences as the foundational element.

Rodrigo Valio Dominguez Gonzalez et al (2014)², paper is to identify the factors that companies in the Brazilian automotive industry must develop in order to promote KM. Furthermore, the research shows the relationship between these factors and KM process .

Atri Sengupta et al (2013)³, paper enables organizations to systematically manage their employee competences to enhance high-performance level and competitive advantage.

Geoff Ryan et al (2009)⁴, study was originally initiated as applied consulting projects and the findings of the research applied to human resource practices within each organization. Although competencies are ubiquitous in today's global workplace, the number of published studies with data to support the validity of competency-modelling techniques has been limited.

Tobias Ley et al (2008)⁵, paper connects the latest research in cognitive psychology and in the behavioural sciences with a formal approach that makes it appropriate for integration into technology-enhanced learning environments.

Bai-Chuan Yang et al (2006)⁶, The model, procedures and tools proposed in this paper can help most companies quickly and precisely identify their specific core competencies. The POCCE model that emphasizes interdisciplinary integration and practical usage has never

been thoroughly investigated in the previous literature and could serve as a prototype for further explorations.

Riitta Viitala (2005)⁷, paper provides useful information on the development needs of management. This study revealed that there are a lot of managers who do not have any specific development intentions for themselves. In organizations where management development was both well organized and connected to strategic management, managers were more consciously aware of the development needs at a personal as well as at a general level. Additionally the study revealed that the development intentions of the managers differed from the ideas presented by the scholars in literature on management competencies.

Mark Home (2001)⁸, 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 minimise 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 organisation's specific business goals and strategies. Competency management is now recognised as a key process to ensure that the individual and organisation training plans are linked to business goals.

Sampling technique:

Stratified random sampling has been used in this study.

Sampling size: The sample size has been taken as 122.

Data collection methods:

- 1) *Primary data:* It is collected through a structured questionnaire from the employees of Bharat Electronics Limited, in Chennai.
- 2) *Secondary data:* This has been collected from published books, articles and reports and from various sites, search engines. Company's brochures and websites also provided valuable information.

Tools used for data analysis:

- Simple percentage analysis.
- Factor Analysis.

Data analysis and interpretation:

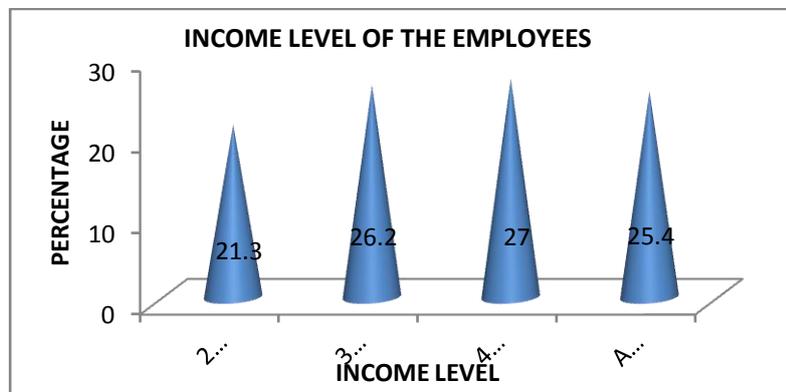
Income level decides the level of monetary motivation that the employee holds in the organization which is shown below:

Table 1 Income level of the employees

Income Level Of Employees	Frequency	Percent
25000-35000	26	21.3
35000-45000	32	26.2
45000-55000	33	27.0
Above 55000	31	25.4
Total	122	100.0

Source: Primary Data

CHART 1



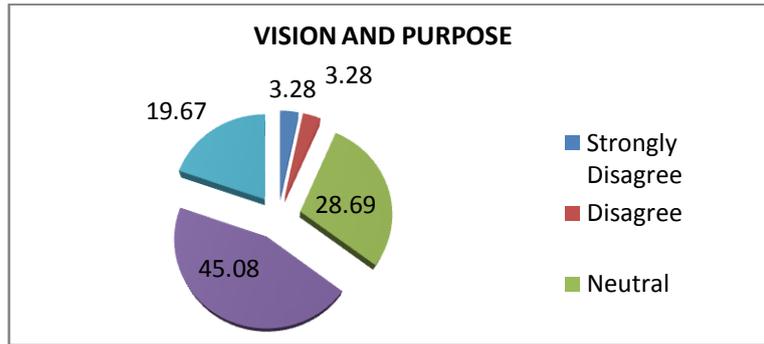
Inference: It is inferred that from the above table and chart the high majority of (27%) of the employees come under the income group of 45000-55000.(26.2%) of the employees come under the income group of 35000-45000.(25.4%) of the employees are above the income group of 55000.(21.3%) of the employees are at the income group of 25000-35000. It can be interpreted that in public sector organization middle level managers come under the income level of 45000-55000.

TABLE 2 VISION AND PURPOSE

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	4	3.28
Disagree	4	3.28
Neutral	35	28.69
Agree	55	45.08
Strongly Agree	24	19.67
Total	122	100

Source: Primary Data

CHART 2



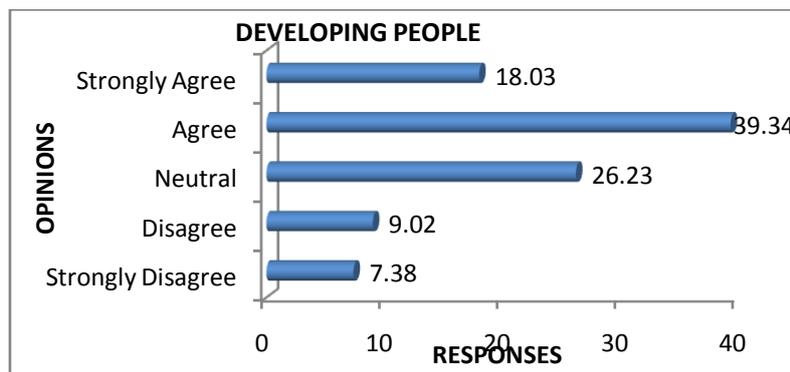
Inference: From the above table and chart it is quite evident that (45.08 %) of the total respondents are supported towards the vision and purpose policy, (3.28%) of the total respondents disagree with the company’s vision and purpose policy.

TABLE 3 DEVELOPING PEOPLE

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	9	7.38
Disagree	11	9.02
Neutral	32	26.23
Agree	48	39.34
Strongly Agree	22	18.03
Total	122	100

Source: Primary Data

CHART 3



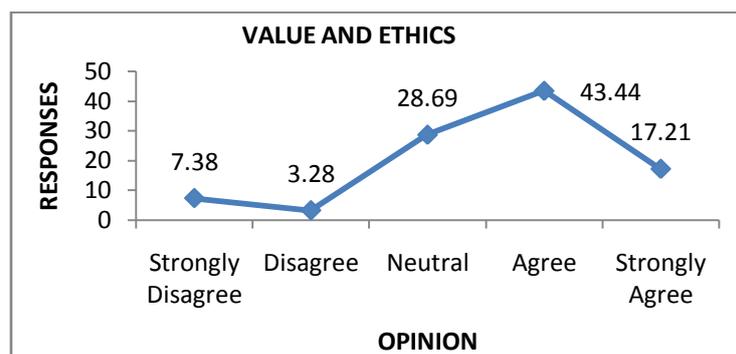
Inference: From the above table and chart it is bring into sharp focus that (39.34%) of the total respondents agree that the company has the practice of developing people , (7.38%) of the respondents strongly disagree that the company follows the practice of developing people.

TABLE 4 VALUES AND ETHICS

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	9	7.38
Disagree	4	3.28
Neutral	35	28.69
Agree	53	43.44
Strongly Agree	21	17.21
Total	122	100

Source: Primary Data

CHART 4



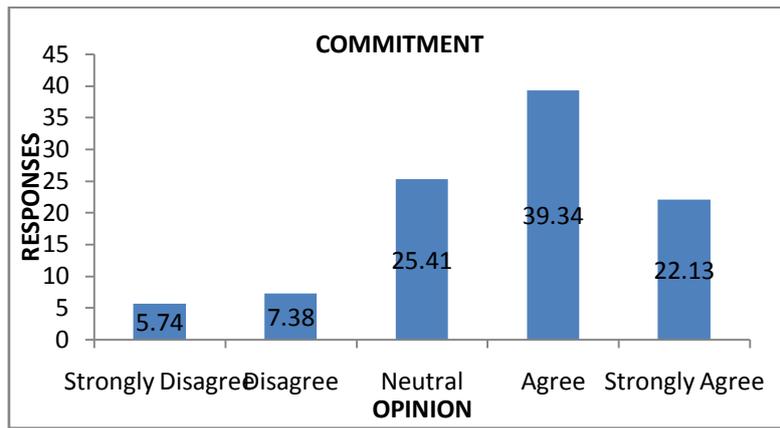
Inference: The above table reveals that (43.44%) of the respondents agree that total respondents are supported towards the values and ethics policy of BEL Ltd,(3.28%) of the total respondents disagree with the company’s values and ethics policy.

TABLE 5 COMMITMENT

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	7	5.74
Disagree	9	7.38
Neutral	31	25.41
Agree	48	39.34
Strongly Agree	27	22.13
Total	122	100

Source: Primary Data

CHART 5



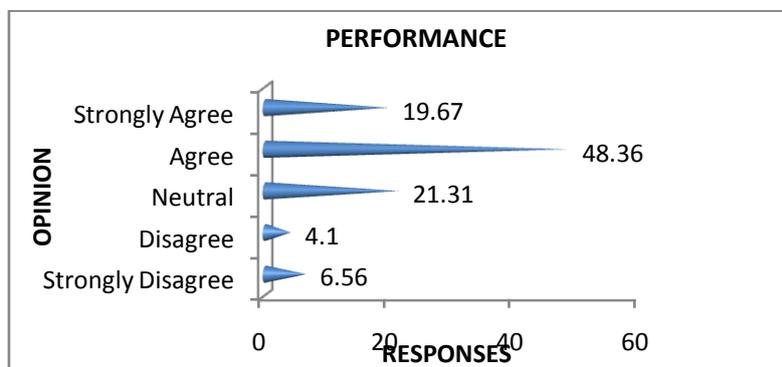
Inference: It is observed that the majority of (39.34%) of the respondents agree that commitment is one of the factor seen in the company, (5.74%) of the respondents strongly disagree that they are having less commitment towards the work.

TABLE 6 PERFORMANCE

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	8	6.56
Disagree	5	4.1
Neutral	26	21.31
Agree	59	48.36
Strongly Agree	24	19.67
Total	122	100

Source: Primary Data

CHART 6



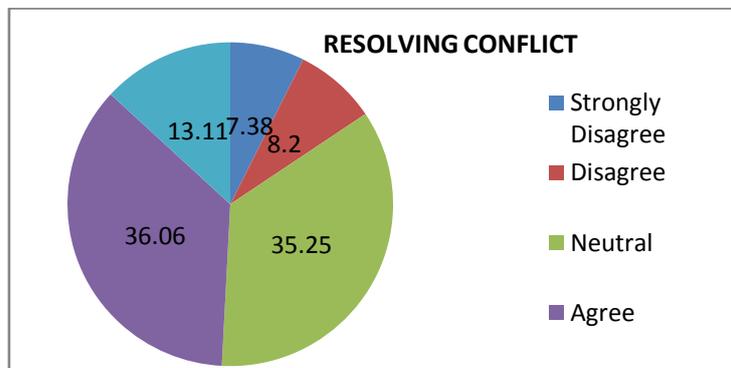
Inference: It is inferred from the above table and chart that (48.36%) of the respondents agree that performance is seen in the organization,(4.1%) of the total respondents disagree that performance is not accepted in practice.

TABLE 7 RESOLVING CONFLICT

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	9	7.38
Disagree	10	8.2
Neutral	43	35.25
Agree	44	36.06
Strongly Agree	16	13.11
Total	122	100

Source: Primary Data

CHART 7



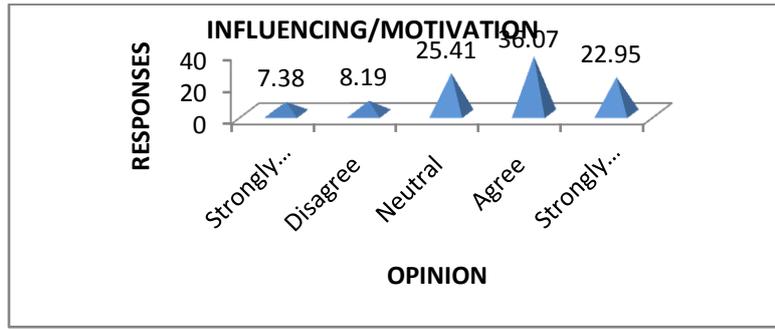
Inference: From the above table and chart it can be understood that (36.06%) of the respondents agree that the company follows the practice of resolving conflict, (7.38%) of the total respondents Strongly Disagree with the company’s practice of resolving conflict.

TABLE 8 INFLUENCING/MOTIVATION

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	9	7.38
Disagree	10	8.19
Neutral	31	25.41
Agree	44	36.07
Strongly Agree	28	22.95
Total	122	100

Source: Primary Data

CHART 8



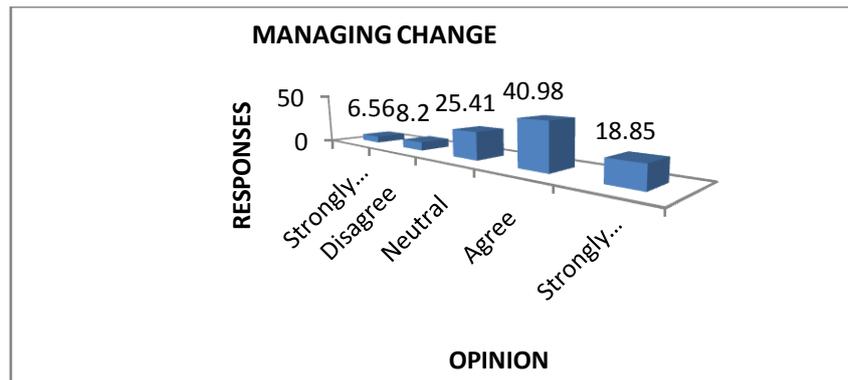
Inference: It can be known from the above table and chart that (36.07%) of the respondents agree with influencing/motivation as one of the practice followed in the company,(7.38%) of the total respondents disagree with the practice of influencing/motivation followed in the company

TABLE 9 MANAGING CHANGE

OPINION	RESPONSES	PERCENTAGE
Strongly Disagree	8	6.56
Disagree	10	8.2
Neutral	31	25.41
Agree	50	40.98
Strongly Agree	23	18.85
Total	122	100

Source: Primary Data

CHART 9



Inference: It is inferred from the above table and chart that (40.98%) of the respondents agree that managing change is one among the tools seen in the company,(6.56%) of the total respondents opted that managing change cannot be the tool for estimating competency mapping.

Factor analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.887
	Approx. Chi-Square	3583.347
Bartlett's Test of Sphericity	df	378
	Sig.	.000

Communalities

	Initial	Extraction
sees new possibilities to take the organisation to a higher realm	1.000	.709
optimistic sees everything with a positive outlook	1.000	.547
creates or communicates compelling vision or direction	1.000	.629
inspires and motivates others with enlightened insights	1.000	.725
aligns with company values	1.000	.772
adheres to code of conduct	1.000	.756
ensures that the standards and specifications are kept	1.000	.787
rewards right behaviour	1.000	.714
widely trusted	1.000	.843
takes ownership on the assigned responsibilities	1.000	.734
impartial and fair in exercising responsibilities	1.000	.721
delivers result on commitment	1.000	.746
sets and achieves ambitious goals	1.000	.652
drives for continuous improvement	1.000	.793
ensures that health, safety and social objectives are integrated into business activity	1.000	.640
get result consistently	1.000	.795
in an uncertain ambiguous environment, taking an appropriate decision without much delay	1.000	.689
analysing and solving the un expected events effectively	1.000	.624
balance between the management decision and colleagues expectation	1.000	.619
resolving the conflicts with the trade unions	1.000	.643
encourage people to work towards goals	1.000	.800
identifies the skill of the subordinate to match with the requirement of the job	1.000	.801
easy acceptability of the subordinates view leads to positive motivation	1.000	.729
friendly approach to the subordinates towards the organisational goals	1.000	.815
responds to the needs of the instant situation and make decision for long term goals	1.000	.699
consider the scope of work changes	1.000	.760
consider employees participation	1.000	.823
adapts to the change in management structure	1.000	.673

Extraction Method: Principal Component Analysis.

Inference: From the above analysis we have performed factor analysis and the analysis revealed the following:

- **KMO and Bartlett's test**- From the analysis it shows that the calculated value is less than 0.05 level of significance for all the variables. Thus the NULL hypothesis is accepted.
- **Communalities**- From the analysis it is estimated that 18 variables are having communalities between them.
- **Rotated Matrix**-From the analysis we had identified four factors namely organisation structure represents 14 variables, Position & jobs represents 6 variables, core competencies represents 6 variables and Role competencies represent 4 variables.

Suggestions:

From the analysis and findings the following suggestions are been derived such as:

In order to map the competencies of middle level managers, Performance plays a vital role and it is suggested that competencies can be mapped with individual capacity & performance. The vision & purpose of BEL Ltd shows a significant part in identifying the competency mapping. It is suggested that vision & purpose and developing people are the factors to be concentrated in order to achieve the level of right man for right job. From the findings of the study it is suggested that the relationship between developing people and corporate vision & purpose can be established through the competency level of employee. It is suggested that the company have to concentrate on the development of core competencies and role competencies for mapping the job & individual.

Conclusion:

The study has been designed to identify the competencies among the employees of Bharat Electronics Limited. The study covers ample number of literature, application of statistical tools in order to identify the areas of mapping the individual competencies with the organizational needs. The study reveals that there is a high influence in organizational structure as it is one of the main factors in determining the competencies however the study was conducted only for a limited period and the opinions elicited from the respondent's forms the base for identifying the right man for the right job. Thus it can be concluded that the competencies can be mapped from both the sides that is employee as well as job.

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