



An study on impact of competency mapping in creating organisational culture in KPO industries in Shivamogga city

Yeshwant Rao N¹, R Hiremani Naik²

¹ Research Scholar, Institute of Management Studies and Research in Management, Kuvempu University, Karnataka, India

² Chairman, Institute of Management Studies and Research in Management, Kuvempu University, Karnataka, India

Abstract

There has been lots of transformation going around the organisations as to transform the companies from best to excellent and in this regard the role of employees are inevitable. In the recent period of time it has been observed that there is lot of issue regarding turnover of employee, work place adoption issue, workforce diversity, stress management which has been a pivotal problem creator for the firm. In this regard the role of competent employee has been ever increasing as the competency level of employees enables the employees to undertake flexibility, emotional intelligence and work load management in their respective tasks. In the recent period the another aspect which the organisation is very worried about is stimulating the culture in the organisation in such a way that it can create organisation growth for the longer period of time. In this paper the researcher is trying to focus on the influence of competencies of individual in upbringing the organisational culture which is necessary for growth and development of organisation. Organisational culture refers to the existing approach of employees towards work in the organisation. Organisational culture is the output of employee's perceptions towards the jobs. As the perceptions of employees influence the attitude of employees and in the same proportional behaviour towards jobs are influenced. This paper tries to examine the role of competency mapping in creating organisational culture of the firms.

Keywords: transformation, examine, organisations

Introduction: Review of Literature

McClelland (1973)^[1] was the first to challenge the value of intelligence testing and the resultant. use of an "intelligence quotient" or IQ score, as a predictor of successful living. McClelland said that IQ and personality tests were poor predictors of competency. He observed that although performance is influenced by a person's intelligence, other personal characteristics, such as motivation and self-image, operate within the individual to differentiate successful from unsuccessful performance in a job role.

Spencer and Spencer (1993) in the study identified five types of competency characteristics consisting of motives, traits, self-concept, knowledge and skills. Motives are the psychological features that an individual consistently thinks about or wants that stimulate action. Motives, drive, direct and select behaviour towards certain specific actions or goals and away from others. The traits are physical characteristics and consistent responses to situations or information. The self-concept is an individual's attitudes, values or self-image. Knowledge is the information that an individual has in specific content areas. The skill is the ability to perform a certain physical or mental task. Knowledge and skill competencies tend to be visible and relatively surface characteristics, whereas self-concept, traits and motive competencies are more hidden, deeper and central to personality. Surface knowledge and skill competencies are relatively easy to develop and training is the cost-effective way to secure the employee abilities. Expectations form opinions with respect to the likely performance of a product or service.

Kumari Anitha and Sita V (2010) empirically investigated the role of competencies for employees development in IT and pharma industries. They found that the competencies of

possessed by the employees had an impact on organisation success. The study also found that developing and implementing competency-based approach was crucial effective human resource management.

Yuvraj (2011) have explored the mapping the technical competencies for the employees in different departments of a Textile Machinery Industry. The study focus on finding the parameters and ways through which competencies are mapped for textile industries and various training needs were identified for the employees in the company. The study enabled the organisation to find the key competencies required for the different jobs in the IT textile industries.

Jaideep Kaur and Vikas Kumar (2012)^[9] in the study stated that the manger in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level. Implications: The implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives. Originality/value: Explains how and to what extent competency mapping facilitates the organization to function effectively.

Shama Yasmeen (2017). The study was to identify the competencies of middle level executives in small and medium enterprises to function at its best. It helps the employees to understand the process and requirements of the enterprise more effectively and thus will be of direct help to develop the training schedule of the executives in such a way that the training program suits better to meet the needs. The study focus on the fact that the competencies present among the executives of small and medium

enterprise and the demand of the enterprise so that the enterprise performs as per the expectations and conduct training programs to them for their development and also helps the economy on a large scale.

Dr Gyathri and Purshotoman (2018) conducted a study to understand different types of competencies required by IT professionals and they came with a model which explained the various level of competencies required by IT professionals and provided the guideline in a view to enhance those competencies by virtue of training and development in employees deficient areas.

Shivanjali, Mitushi Singh, Tripti Singh (2019). The study was conducted to understand the competency factors among IT professionals that effect the retention of the employees. The study further analysed the various sources of those competencies and influence of those competencies in employee retention of the IT companies. The study further came to conclusion that to enhance the competencies and retain the employees the only way is the conduction of frequent training and development programmes as that will enable the organisation to have high growth in IT companies

Objectives of the Study

1. To understand the role of competency mapping in creating organisational culture
2. To understand the role of managerial competencies in creating behavioural and attitudinal changes among the other employees.

Research Design

The research was conducted at various BPO industries in Shimoga Region. The study was undertaken at Shimoga region by providing questionnaires to various middle and lower level employees and were duly analysed and tested by using simple random technique. The study was conducted at DXC, Cross domain and Gallagher in Shimoga and following is the sample distribution for the same.

Table 1: Demographic Profile

Particulars	Category	Count	Percentage
Age	Upto 25 Years	38	22.22
	26-35 Years	22	44.44
	36-45 Years	15	22.22
	46-55 Years	15	11.11
Gender	Male	40	44.44
	Female	50	55.55
Educational Level	Graduate and Below	40	44.44
	Post Graduate	30	33.33
	Professional	20	22.22
	Qualification		
Period of Association with the Company	0-3 Years	40	44.44
	3-6 Years	20	22.22
	7-9 Years	20	22.22
	9 & Above	10	11.11
Positions in the Organisation	Manager	20	22.22
	Project Leaders	28	31.11
	Supervisors	22	24.44
	Others	20	22.22

Sources: Primary Sources

The above table signifies that the age of respondents have a huge bearing on the competencies of the individuals. The above table signifies that the majority of the respondents age who are working for the company is less than 25 years which signifies that the company has got young and energetic staff to deliver the goods and these young and vibrant people have got high enthusiasm for doing the job. This is due to the fact that majority of the people who joined the organisation they are the people who are young graduates and after completion of there degree they prefer the employment in there home district due to family attachment and commitment. As it is evident from table that majority of the respondents who are aged between 26 to 35 years are young graduates

Table 2: Showing the influence of competencies in creating organisational culture of organisation

Factors Influencing Organisational Culture	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Influences employees to take challenge	23	21	20	10	16
Creates Urge For Growth	22	20	20	18	10
Ensures Employee Development	18	22	20	15	15
Motivation of fellow employees	27	21	20	12	10
Creates role efficacy	29	22	20	10	9
Organisational development	25	19	16	18	12
Ability to manage stress	27	20	13	15	15
Creates Learning Environment	29	21	10	16	14
Influence approach towards job	28	21	20	11	10

Sources: Primary Data

There has been frequent discussion about the role of competencies and its impact on the organizational culture. In the recent period of time, the variables influencing organizational culture has been an matter of due concern. In the same paradigm there has been increased emphasis on identifying the variables which have long term bearing in undertaking these changes. In this study the impact of employee’s competencies on creating organizational culture has been studied and analyzed in the descriptive manner. There has been significant debate to analyze that whether competencies of individual employees influences negative or positive trend in the organization. The competent employees though are asset to the firm, but the role of these

competent employee on creating organizational culture has been an restrictive part of the study. As the table analyzes 23 of 90 employees are of the opinion that competencies of individuals enables the employees to take challenge which stimulates the employee for better performance and performance enhancement. The competencies of individual create urge for growth and due to this enhancement of competencies, employees are stimulated to work for organizational growth and ensure that the firms undertake those initiatives through which there is growth in employee prospectus. As per the further analysis it can be identified that competencies possessive stimulates employees to further grow and develop themselves for meeting the

organizational and individual requirement. Further the competencies helps other employees to motivate each other and extract the best of each other. Competencies of individuals enables them to look at the positive side of the study rather than observing the another part. It makes employees stimulate for higher challenge and thus enhances employee exposure which in long run makes employee productive and stimulating growth for the employees. Further it enables the employee to reduce role conflict and enhances organizational development and individual development and the competencies of individuals helps in managing stress within the organization which further stimulates the employee to undergo various challenges in their respective fields. The competencies of employees enable firms for learning environment which creates positive vibes in the mind of the people. Further it has been analyzed that employee competencies makes the employee

to feel better about the job and it stimulates employees to perform higher for meeting the organizational growth. The organizational culture and competencies are variables which closely related to each other. As the competencies enhances whether that stimulate individuals to enhances performance or whether it stimulates the employees to go for other organization. Whether enhancement of competencies ensures the employees to work by coordinating each other efforts or the result of the same is that it ensures the employees to less flexible and stimulates the employee alone in the organization. Whether enhancement of competencies creates positive approach among the employees or with the growth of competencies makes him less flexibility. Whether the enhancement in competencies provides higher simulation of performance or he creates conflicts in the organization.

Table 3: Impact of Managerial Competencies on Behavioural Changes Among the Employees

Influence of Managerial Competencies	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Does manager influences to improve your performance	24	28	17	15	6
Does Manager motivates you in hardships	27	22	21	10	10
Does Managers caters your training needs	30	23	17	10	10
Does Manager Creates aspiration for success	27	23	8	12	20
Does Manager gives you higher responsibilities	24	26	10	15	15
Does manager communicates career development opportunity	28	22	18	12	10
Does manager behaviour helps you feel comfortable in the organisation	29	21	20	12	18
Does manager is able to bring best in you	28	22	15	15	10

Sources: Primary Sources

The role of supervisor in estimating the influence of competencies are of para amount interest. It can be observed that as managers are working in the organization their impact on the employees is of para amount importance. In the study it has been tried to bring out the impact of managers competencies on employee’s behavior. The study is estimated to understand that whether the competencies of manager stimulates the employees to perform or behave positively for meeting the organizational needs. As the behavior of the employees changes the organization ways of performing their tasks changes. It is in this parameter that the firm should estimate the zeal created by the manager to their employee which stipulates the employees to perform to their best capabilities. In this regard the change in employees job behavior due to influences of managers competencies in discussed in detail. It can be observed that majority of the employees thinks that managers competencies have positively influence the performance of individuals and it can be observed that manager competencies have resulted in motivation of employees in the hardships in the organization. In this regard it can be further observed that mangers competencies have influenced the employee to concentrate in the area where they feel they are less competent and thus help for organizing training programme as per the need of the organization. The study further provides the view that managers are able to create aspirations for success in the mind of the employees. The analysis communicates that managers provides higher

responsibility by decentralizing his authority as a way to learn more about the job and makes employees more exposed to different challenges in the organsiation. The study further notified that manager tries to communicate the career development opportunity to its employees. This enables the employees to grow and prosper in their respective work environment. Apart from that the study was helpful in analyzing that managers behavior makes employees feel comfortable in the organization. They feel the managers behavior creates an spirit of growth and urge to succeed in the mind of the employee’s. This stimulates the employees to work effective and create positive environment for the growth of the employee. The main reason behind this is the fact that employees performance and job behavior is correlated to the leadership style and the way employees are taken care of in the organization. In this study it was observed that employees learn many types of behaviors and attitudes from there employee. Hence it become mandatory for the firms to have a leader who should be create the prosperous among the employee and should be able to create growth and higher achievement zeal in the employees. It is the way the leader blossom there subordinates which creates behavioral changes about job and stimulates the employees for higher performance in the organsiation. The study further motivates the employees to work in a sphere where employee productivity and mental happiness both can enhance which can provide positive vibes for the development of the organization

Table 4: job Impact of Managerial Competencies on Attitudinal Changes Among the Employees

Influence of Managerial Competencies	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Do you think manager has improved your image towards organisation	27	23	12	18	10
Job Satisfaction	22	28	20	6	4
Job Involvement	26	24	18	12	10
Employee engagement	25	32	10	10	19
Organisational commitment	26	30	10	14	10
Goal oriented action	25	21	21	6	7
Better platform for growth	22	24	20	14	10
Development of skills	24	25	13	15	15
Do you think Job perception has improved	22	23	25	10	10
Initiation of Job Responsibilities	23	25	12	15	15

Sources: Primary Sources

The role of competent managers is significant as it creates the growth opportunity for the growth of the firm. The manager has an influential role in improving the perception of the employees for the job. It is the significant contributor towards initiating the attitudinal changes towards the employees. In this regard it can be mentioned here that organizations have been striving very hard to make ensure that employees feel as comfortable as possible and should have positive perception towards goals of the organization. The above table further observes that employees are very influenced by the managers and it have stimulated the employees the performance above their expectations. From the above-mentioned table, it can be observed that manager have influence to a very large extent on the attitude of the employees. It can be observed that organizations managers attitude helps in building the requisite amount of image on the mind of the employee which further stimulates the employees to work harder for the organization. In this regard it can be observed that employees job satisfaction has enhance and it is due to the fact that the employees are feeling more motivated and more secured towards the need of the organization. In fact the managers from virtue of their behaviors have created positive ray of commitment on the mind of the employee which is further stimulating the employees to work up to their potential. It can be observed that many organizations have tried their level best to initiate responsibility and it had increased organizational commitment on the part of the employee’s. The above table also observes that job involvement has increased on the part of the employee after seeing the behavior dimension from the manager. It has brought to the notice of the managers that the level of job involvement is due to the direction and communication provided by the managers. It has been further observed that there has been significant increase in the job involvement and employee engagement with couple of enhancement in organizational commitment. It has been further observed that there is enhancement of job perception and job responsibility undertaken by the employee due to the initiatives taken by the employees for the betterment of the employers

Recommendations

For any organization to succeed in the long run, the role of employees and organization culture plays an important role. This study has tried to analyze the relationship between competencies of the employees and organizational culture. The study has investigated the procurement, enhancement of competencies with their corresponding impact on the

influencing organizational culture. The competent employees provide flexibility, motivation and leadership which influences the employees to act for the betterment of the organization. The study was able to figure out that the competencies have got huge bearing on the culture of the organization. Competencies of employees provides chances of growth for employees and organization and it motivates the employees to undertake more responsibilities on the job, creates more exposures and brings more flexibility for the employees in the job. It improves coordination among the employees, provide more chance for growth of the employees and in return create more positivity among the work environment and people started to enjoy the work. People starts to work for the organization rather working in the organizations. As the ray of positivity blossom, further it provides lot of fragmentation and blossom of the organization and employee’s. Hence organization should ensure that competencies of employees have got huge impact on culture of the organization. People starts taking initiatives, work for the upliftment of each other, have got consistent feeling for each other works helps in reduction of conflict and makes the working conditions optimistic for the current employee and for the prospective employees. For any employee to provide his best of ability and potentiality the role of work environment, group cohesiveness, work culture and positive attitude signifies to a large extent. The employee growth and organization growth is clearly dependent on the environment in which the people are working, the perception, types of personality possess by the people, values held by each other towards each other and morale plays an important ingredient in influencing organizational culture of the organization. Apart from that it has been an frequent point of discussion that what makes the employee to enhance competencies, for which various studies have been undertaken earlier and various demographic factors like age, education, geographic area, interest, passion, an urge for achievement might incur strong influence but still the role of managers or top level management in modification, framing or changing behavior and attitude of the employee have been least topic discussed it,

References

1. McClelland DC. “Testing for competence rather than intelligence”, American Psychologist. 1973; 28(1):1-40.
2. Boyatzis R. “The Competent Manager: A Model for Effective Performance”, New York: John Wiley & Sons, 1982, 46-48

3. Dr. R Gayatri, Purushothaman. "A Study on Competency Mapping For IT Professionals Working In Indian It Companies, With Reference To Chennai", *Journal of Management (JOM)*. 2018; 4(2):1-8.
4. The Impact of Elaborated feedback on competency assessment of IT Professionals by Elena-Alexandra Toader, Mircea-Alexandru Lungu, Romania, Published in *Informatica Economica*, 2015, 19(3). ISSN 14531305
5. Gowrishankka RV, Iyppan K. A Study on Effectiveness of Comptency Mapping in IT industry, *International Journal of Scientifice Research*, 2017, 6(5). | Issn No 2277 – 8179
6. Report on IT industry by Indian Brand Equity Foundation for 2018-19
7. Sahu RK. *Competency Mapping*, Excel Books, New Delhi, 2009. ISBN (13): 978-81-7446-745-4 Pages: 302.
8. Jain VK. *Competency Mapping in Indian Industries-A Case Study* published in *International Journal of Emerging Research in Management and Technology*. 2013; 2(10):16.
9. Kumar CR. *Man Power Competency Mapping with special reference to IT industries in South India*; Ph.d Thesis-Kuvempu University, 2013, 125-149.
10. Yuvaraj R. *Competency Mapping*; *International Journal of Scientific and Engineering Research*. 2011; 2(8):1-7.
11. Nair VV. *Behavioural Competency Management with special reference to Commercial Banks headquartered in Kerela* Ph. D. Thesis, Cochin University of Science and Technology, Kochi-682022, 2014, 51-65.