



## **Competency mapping and job performance: A case study of big bazaar, Jorhat**

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### **Abstract**

An organisation needs to utilize the available human resources with their highest competencies along with the other resources. Most of the researchers have realized that the problems of job performance arise due to the inability to identify the main factors that affect the job performance. Job Performance always demand technical, conceptual and human skills; knowledge about the environmental factors; and positive attitude from the employees of the organisation. Competency Mapping develops the human resource of the organisation identifying the gap between the existing and the standard competency level of the employees. This process helps the management of the organisation to acquire, manage and develop the competencies of the employees to achieve the objectives of the organisation. In this context, an attempt has been made to examine certain factors that affect the competency of the employees measuring the competency level of the organisation and establishing the relationship between competency and their job performance. It is believed that the study would help the readers and the practitioners to understand about the competency related human behavior at work and its application in an organisation which will help to enhance their competitive advantages over others.

To study about these objectives, sixty (60) respondents have been selected from the total seventy two (72) employees of the organisation. The responses from the respondents have been collected on three different dimensions of competencies i.e. knowledge, skill and attitude with five (5) selected attributes each. The collected data have been analyzed with the help of vital statistics, weighted average method and behavior observation scale.

**Keywords:** competency mapping, job performance, knowledge, skill and attitude

### **Introduction**

Competency Mapping is a process of identifying key competencies that are required to perform a job in an organisation. An organisation needs to exploit their available resources to the maximum level to achieve high performance. The management of an organisation always expects their employees to work with their highest potentialities. Most of the job performance problems arise due to the inability to identify the gaps between the competencies of an employee and the requirement of the job. Therefore, an organisation demands the behavior that is needed to meet the job demand of the organisation which helps to bring the desired results. Moreover, the management process based on competency helps to integrate human resource to achieve the organisational goal. Job performance is the accomplishment of a given task which is measured against the standards that are set beforehand. The performance of an employee is combined of the person's motivation, knowledge and skills and experience<sup>[1]</sup>. Job Performance results from the interaction of physical, financial and human resource. Thorough knowledge about the job is required for an efficient job performance. No organisation can hope an efficient job performance without the ability and precise knowledge of the duties, responsibilities, and qualifications of the employees and so on for the job to be performed.

In this context, an attempt has been made to examine certain factors that affect the competency of the employees, to

measure the overall competency level of the organisation and thereby to access the impact of the competency of the employees on their job performance.

### **Organisational Profile of Big Bazaar**

Big Bazaar Pvt. Ltd. was launched in September, 2001 by Kishor Laxminarayan Biyani headquartered in Mumbai, India. It operates over 16 million square feet of retail space in 1000 stores across 73 cities in India and employing over 30000 people. The company operates as a subsidiary of Future Retail Limited. It is the largest hypermarket chain in India. Big Bazaar offers fashion and general merchandise. Mr. Sadashiv Nayak is the present President and Chief Executive Officer (CEO)<sup>[2]</sup>. The organisation structure of Big Bazaar can be divided into two levels. These are operational and support service. The operational organisational structure is headed by the Store Manager. There is Assistant Store Manager who works under the supervision of Store Manager. There are two departmental Managers under Assistant Store Manager. Assistant Departmental Manger follows Departmental Manager. There are seven team leaders (TL) who are supervised by Assistant Departmental Manager. These seven (7) TL then supervised their respective team members. There are overall seventy-two (72) team members. The support service organisational structure consists of Human Resource, Administrative, Accounting, Warehousing and Logistics Executives who look after their respective departments.

**Review of literatures**

1. Many empirical researchers have proved statistically that there is always relationship between competency and job performance. Most of them expressed their views that lesser the amount of level of competencies lesser would be the job performance affecting the organisational effectiveness. According to Nair, Vigi. V (2014), Competency mapping plays vital role in Job Performance in commercial banks [3]. Campbell, John P. *et al.* [4] describes that Job Performance is an indicator of organisational effectiveness and competency is an indicator of Job Performance.
2. Edgar *et al.* (2005) [5], in the study about the importance of competencies for entrepreneurship. The paper is developed to identify the most relevant competencies for entrepreneurship. It was found that the decision making is the most important competency when starting a venture.
3. Yuvaraj, R. (2011) [6] describes about the importances of competency mapping in Human Resourch Management. The study was carried out on 1400 workmen at different units and departments were taken that comprises of all production and service departments. Permanent employees were identified by their immediate line supervisor about their performance. The gaps were identified and the appropriate training is to be imparted.
4. Celia, B.R. and Karthick, M. (2012) [7] focus on description of employees’ competencies attributes interdepartmental competencies and suggestions given to enhance the level of the competency. The study is carried out on 300 employees based on 6 behavioral segments.
5. Kumar, Ravi (2013) [8] makes a study on competency mapping of man power of five (5) Information Technology industries in South India. In his study, the author found that there is no significant difference in the variance of competencies between men and women but the difference prevails in the variance of competencies between different levels of management as well as different firms.
6. Barman, M. (2016) [9], in her study highlights about the importance of the ICT skill and competency development among the library professionals in Rural Kamrup District. The study also attempts to find out the role of education programme for the development of ICT skill and competency among the library professionals.

**Objectives of the Study**

The study has been undertaken in respect of the following objectives:

1. To identify the influence of the selected dimensions of competency on job performance,
2. To measure the overall level of the competencies of the employees on job performance,
3. To assess the relationship between the level of competency and their job performance and;
4. To suggest the remedial measures to improve competency and job performance of the employees of the organisation.

**Research Methodology**

The following methodologies have been adopted to achieve the research objectives.

- **Universe and sample of the study:** The universe includes

the members of the three categories of the employees- Managerial Level, Supervisorial Level and the Operational Level. The managerial level of employees includes seven (7) employees. The supervisorial level of employees includes nine (5) employees and the operational level of employees include all the fifty-six (56) team members. The sample size has been determined proportionately from all these stratas which is sixty (60). [Annexure-I]

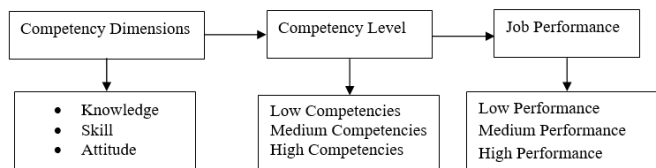
- **Selection of the variable:** The study includes three set of variables that have been selected to find out the level of competency of the employees serving in the Big Bazaar. These are attributes of knowledge, skill and attitude as shown in Annexure-II, III and IV.
- **Methods of collection of data:** In the present study, both primary and secondary data have been used. The primary data for the study have been collected through a self-designed questionnaire of Five (5) Points Likert Scale containing fifteen (15) different statements based on the three (3) selected dimensions for the managerial, supervisorial and operational employees. The secondary data are collected from the publications, research reports, books, journals, and articles.
- **Techniques of analysis:** The analyses of the study have been done through the techniques based on some of the research instruments. The research instruments are:
  - i. The collected data have been analyzed with the help of applying the weighted average method to find out the competency level of the employees. The overall level of competency of the employees is based on the formula derived by Dr. V. K. Jain [10].

$$\text{Competency} = \text{Knowledge} + \text{Skill} + \text{Attitude}$$

- ii. Then, with the help of Behavioral Observation Scale (BOS) [11], the relationship between the Competency and the Job Performance has been found out.

**Analysis and Interpretation**

Based on the model of Boyatzis, a modified Competency-Performance Model is derived as a conceptual framework for the analysis of the collected information. This is shown in figure-1



**Fig 1:** Conceptual framework of the study

The figure-1 indicates that the job performance is depended upon competency level and competency level is depended upon the competency dimensions. The attributes-Knowledge, Skill and Attitude act as the variables towards becoming a competent employee in an organisation. All the employees of an organisation are not equally competent in performing their jobs. Different people perform their jobs differently because of the effect of the different variables. Moreover, their competencies are also varying from their demographic profile

especially education background, gender differences and number of years served in the organisation.

**Assessment of the competencies**

The assessment of competency has been carried out for all the three level of employees of Big Bazaar. The chronological order consists of assessment of competency of the managerial, supervisory and operational employees of the Big Bazaar dimension wise. The select three dimension of competency that have been analyzed are Knowledge, Skill and Attitude. Knowledge means the facts, information and skill acquired through experience or education. Skill is the ability to perform a certain mental or physical task. It is the ability to carry out a task with pre-determined results often within a given amount of time, energy, or both. At the time of performing the job, the employee should be competent enough in many types of skill like conceptual, technical, and human skills. Attitude is a mental or emotional entity that inheres in, or characterizes a

person. It is the competence to perform an observable behavior or a behavior that results in an observable product. So, the organisational behavior is directly depend upon the individual behavior at the work place. In this respect, the responses received from the respondents have been analyzed in the subsequent paragraph.

**Assessment of competency level of the managerial employees**

The competencies of the employees in the managerial level are assessed based on the three select factors i.e. knowledge, skill and attitude. To study about these three factors, a group of fifteen (15) attributes have been selected which are codified as A<sub>1</sub> to A<sub>5</sub>, A<sub>6</sub> to A<sub>10</sub> and A<sub>11</sub> to A<sub>15</sub> for knowledge, skill and attitude respectively. The responses received from the managerial employees in this regards have been shown in table-1.

**Table 1:** Competency Level of the Managerial Employees [N=5]

Dimensions of Competency	Codes of Attributes	Scale of Competency					Grand Total	Weighted Average
		SD(1)	D(2)	N(3)	A(4)	SA(5)		
1	2	3	4	5	6	7	8	9
Knowledge	A <sub>1</sub> to A <sub>5</sub>	3	10	5	4	3	5	13.80
Skill	A <sub>6</sub> to A <sub>10</sub>	4	4	7	7	3	5	14.40
Attitude	A <sub>11</sub> to A <sub>15</sub>	1	3	8	11	2	5	17.00

Source: Compiled from Questionnaire and Interview Schedule

From the table-1, it is observed that the perceptual values are 13.80, 14.40 and 17.00 for the attributes of Knowledge, Skill and Attitude dimension respectively. The managerial employees' competency is found highest showing at 17.00 perceptual values in case of attitude and the lowest showing at 13.80 perceptual values in case of knowledge related attributes.

**Assessment of competency level of the supervisory employees**

To study about the competency level of the Supervisory employees, a group of fifteen (15) attributes have been selected which are codified as B<sub>1</sub> to B<sub>5</sub>, B<sub>6</sub> to B<sub>10</sub> and B<sub>11</sub> to B<sub>15</sub> for knowledge, skill and attitude respectively. The responses have been analyzed and shown in the tables 2.

**Table 2:** Competency level of supervisory employees [N=7]

Dimensions of Competency	Codes of Attributes	Scale of Competency					Grand Total	Weighted Average
		SD(1)	D(2)	N(3)	A(4)	SA(5)		
1	2	3	4	5	6	7	8	9
Knowledge	B <sub>1</sub> to B <sub>5</sub>	7	6	11	9	3	7	13.99
Skill	B <sub>6</sub> to B <sub>10</sub>	6	13	11	2	3	7	12.14
Attitude	B <sub>11</sub> to B <sub>15</sub>	7	5	3	11	9	7	16.42

Source: Compiled from questionnaire and Interview Schedule

The table-2 shows that the perceptual values are 13.99, 12.14 and 16.42 for Knowledge, Skill and Attitude respectively. The supervisory employees' competency is found highest showing at 16.42 in case of attitude and lowest showing at 12.14 perceptual value in case of skill related attributes.

**Assessment of competency level of operational employees**

To assess about the competencies of the operational level of employees, a group of fifteen (15) attributes have been selected which are codified as C<sub>1</sub> to C<sub>5</sub>, C<sub>6</sub> to C<sub>10</sub> and C<sub>11</sub> to C<sub>15</sub> for Knowledge, skill and attitude respectively. The responses are analyzed and shown in the table 3.

**Table-3:** Competency Level of operational employees [N=48]

Dimensions of Competency	Codes of Attributes	Scale of Competency					Grand Total	Weighted Average
		SD(1)	D(2)	N(3)	A(4)	SA(5)		
1	2	3	4	5	6	7	8	9
Knowledge	C <sub>1</sub> to C <sub>5</sub>	56	49	62	42	31	48	13.82
Skill	C <sub>6</sub> to C <sub>10</sub>	34	33	75	54	34	48	14.40
Attitude	C <sub>11</sub> to C <sub>15</sub>	20	69	70	57	24	48	14.91

Source: Compiled from questionnaire and Interview Schedule

In the table-3, it has been observed that the perceptual values are 13.82, 14.40 and 14.91 for Knowledge, Skill and Attitude respectively. It can also be observed that the highest perceptual value is at 14.91 in respect to Attitude and the lowest perceptual value is at 13.82 in case of Knowledge dimension.

**Measurement of overall level of competency of the employees**

The measurement of the overall level of competency of the employees has been carried out from the relationship between the competency level in weighted average value of the perception perceived by all the managerial, supervisory and operational employees to the given number of attributes under the given dimension. The measurement is shown in the table-4.

**Table 4:** Overall level of competency of the employees

Sl. No.	Level of Management	Competency Dimensions	Competency Level in Weighted Average	No. of Attributes	Average Score
1	Managerial Employees	Knowledge	13.80	5	2.760
		Skill	14.40	5	2.880
		Attitude	17.00	5	3.400
2	Supervisory Employees	Knowledge	13.99	5	2.798
		Skill	12.14	5	2.428
		Attitude	16.42	5	3.284
3	Operational Employees	Knowledge	13.82	5	2.764
		Skill	14.40	5	2.880
		Attitude	14.91	5	2.982
Overall Weighted Average			130.88	45	2.910

Source: Transfer from the table 1 to 3

From the table-4, it has been observed that the average score value of perception about the knowledge based competency are 2.760, 2.798 and 2.764 respectively for the managerial, supervisory and operational employees. The average score of skill based competency are 2.880, 2.428 and 2.880 for the managerial, supervisory and operational employees respectively. The average score of attitude based competency are 3.400, 3.284 and 2.982 respectively. The overall level of competency is found at 2.910 which is low according to the indices of the measurement scale of competency.

**Assessment of relationship between competency and job performance of the employees**

The assessment of the relationship between competency and job performance of the employees has been assessed with the help of the Behavioral Observation Scale (BOS) developed by G.P. Latham and K. N. Wesley.<sup>12</sup> According to this scale, an employee’s behavior can be rated on a scale of 1 to 5 for each dimensions and the overall rating can be determined. According to the model of this study, it has also been assumed that higher the level of competencies higher will be the job performance and vice versa. Accordingly, the required indices for both the level of competencies and job performance have been given in annexure. Based on these indices, the assessment of the relationship between competency level and job performance is shown in table-5.

**Table 5:** Relationship between competencies level and job performance of the employees

Sl. No.	Level of Management	Competency Dimension	CLI <sub>ei</sub>	Level of Competency	Level of Job performance
1	Managerial Employees	Knowledge	2.760	Low	Low
		Skill	2.880	Low	Low
		Attitude	3.400	Medium	Medium
2	Supervisory Employees	Knowledge	2.798	Low	Low
		Skill	2.428	Low	Low
		Attitude	3.284	Medium	Medium
3	Operational Employees	Knowledge	2.764	Low	Low
		Skill	2.880	Low	Low
		Attitude	2.982	Low	Low

The table-5 shows that the knowledge and the skill based competencies are found to be low for all the employees of the organisation showing the weighted average value (CLI<sub>ei</sub>) at 2.760 and 2.880 for the managerial employees, 2.798 and 2.428 for supervisory employees and 2.764 and 2.880 for operational employees. On the other hand, the attitude based competency level is found to be medium representing the weighted average value at 3.400 and 3.284 in respect to managerial and supervisory employees respectively. According to the model of the study, the low level competency leads towards low performance and high competencies level leads towards high performance. Therefore, the relationship between the level of competency and level of job performance are found at low level of job performance except against the dimension of attitude in respect to managerial and supervisory employees.

**Findings**

The assessment and measurement of the competency of the study have been carried out for all the three levels of employees of Big Bazaar based on the three dimensions. The major findings are shown below in order of the stated objectives of the study.

- The highest influencing factors are found at dimension of attitude showing the highest value at 3.400, 3.284 and 2.982 for the managerial, supervisory and operational level of management.
- The lowest influencing factor that have been identified are 2.428, 2.760 and 2.764 showing the lowest value for the skill of supervisory employees, knowledge of managerial employees and knowledge of operational employees respectively.
- The overall level of competency of the employees of Big Bazaar is 2.910 which are specified as low level of competency. It means that the employees of Big Bazaar lack adequate level of all the three dimensions of competency i.e. knowledge, skill and attitude. The employees of Big Bazaar need to practice various training and developmental policies related to their knowledge, skill, attitude and other behavioral factors so as to make the competencies of the employees as per with the standard which has been set for the competencies by the management.
- The relationship between the level of competency and the level of job performance is not encouraging for the organisation because the level of competency is found low

in most of the dimension for what the level of job performance is also found low. Of course, the level of attitude based competency is found medium in respect to the managerial and the supervisory employees.

- The level of competency in all the three dimensions are found low resulting into low level of job performance of the operative employees.

### Suggestions

The following suggestions are put forth which may enhance the competency of the employees of Big Bazaar so as to achieve the organisational objectives:

- The organisation should recruit people with the required new knowledge by monitoring the different traditional intellectual cultures for creating new business opportunities in the global market.
- The organisation should initiate the training and development programmes to improve their conceptual, technical and behavioral skill.
- The organisation should sharpen the behavioral competencies in the areas of entrepreneurial skill, creative thinking, change management, logical thinking and analytical ability so that they can perform their job effectively and efficiently.
- Adequate parking space, day care centre for the children of the employees should be provided.
- Interdepartmental and intradepartmental promotion should be practiced for the development of the various behavioral competencies.

### Conclusion

It can be concluded that competency based management is emerging as a new approach to make the employees more proficient in their work so that the organisation can achieve the competitive edge over their competitors and thrive in today's time. Competency based management have turned out to be an effective tool for human resource to improve the performance level of the organisation. To improve the performance of the employees as well as the firm, the organisation need to improve their competencies. The integration of the process of competency mapping with the human resource function has helped to enhance the performance of individual as well as the organisation.

The study on competency mapping and its relationship with the employees of Big Bazaar shows that the organisation should realize the importance of competency mapping. Big bazaar should try to acquire, manage and develop the competencies of the employees to achieve the objectives of the organisation which will enable better performance and thereby ensuring reward and recognition of the employees. The mapping of the competencies of the employees of Big Bazaar will make the way for career planning programme.

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