Mapping competencies of managers- A Gap Analysis to propose training and development strategies

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Abstract
At the back of any superior or successful activity lies a competence. Great leaders in business strategy have identified core competencies, generic competencies that a business firm has to focus to achieve success in all specific environments. Competency mapping is a strategic HR management for monitoring measuring, developing, training, and retaining the powerful human resource in the organisation. In this paper the researcher has collected data from 361 managers who are working for manufacturing companies in Coimbatore and Kerala. The employees existing competencies were studied in depth to bridge the gap of the lacking competencies which help them to get trained and also the firm in future human resource planning and development. The gap is found using the average sub scores in the core competency areas considered for the study. To assess the competency of the managers in the textile industry researcher has identified 33 competencies which are related to four broad categories such as functional analytical, potential and Behavioural. A rating of 3 and above is not considered for training. A t-test is also done to check the significant difference between male and female managers. The result shows that male managers are performing better than female managers in this unit. Hence a suitable training program for female managers will remove the existing performance gap and also makes them more effective.
Key words: *competencies, competency mapping and performance.*

I. Introduction

Globalisation of economy throws a lot of challenges to every industry which penetrates from the top to bottom levels of the management .Of all the challenges managing the work force is the inevitable and the toughest . The changes that take place in the demography and social system have been playing a vital role in renewing the HR practices related to employee productivity, performance and growth. One of the most commonly used HR practice is competency mapping for the development of employees.Identifing and developing the competencies in organisation enable better performance management as well as help the recruitment and selection, training and development,compensation,career and succession planning of the employees and also positions the company in this competitive environment. Competency mapping is a strategic HR framework for monitoring the performance of employees at all levels.

II. Literature Review

Arthasastra written by Arya chanakya the great royal adviser of the Vedic period was probably the first Indian to speak about Competency Mapping. This book speaks about human aptitude, intelligence quotient, emotional quotient, competency mapping models, thesis and theories related to human behaviour regarding work, logic and emotions. This management book is more than 3000 years. It is the great book in which you find the basics and applications of Management Sciences, Chemistry, Physics, Military and War techniques, Basic Engineering and Technologies, Ethics, Legal and Judiciary and Fiduciary system, Values, Psychology, and Anthropology, Organization Behaviours, Human Resource Management. The major basic concepts of Marketing Management, Human Resource Management, Management Models, are dealt in this book in a beautiful manner

David McClelland, a Harward University psychologist in the late 1960's,pioneered competency-based methodology to analyse the jobs. In 1973, David C McClelland published a paper "testing for competence Rather than intelligence" which launched competencies to the business world.

Hayes (1979) a behavioural scientist, defined competencies as generic knowledge,motive,trait,social role or a skill of a person linked to superior performance on the job.Later,Elliot Jaques provided a normative model of effective hierarchical organisations with an emphasis on competencies.

C.K.Prahlad and Hamel wrote the famous book "competing in the future", where in improving the organisational competencies, provide potential access to a wide variety of markets, make a significant contribution to perceived customer benefits for any end product and also to make products difficult for competitors to imitate.

Peter Senge's in his "learning organisation" has introduced an organisation competency model for survival &learning through performance and practice.

Spencer and Spencer (1993) identified five types of competency characteristics consisting of motives, traits, self-concept, knowledge, and skill. Knowledge and skill competencies tended to be visible and relatively surface characteristics of people whereas self-concept, trait and motive competencies were hidden, deeper, and central to personality.

In 1982, Richard E.Boyatis,DavidMcclelland's partner at Hay-mcber company published "The Competent manager":A model for effective performance" making the competency profiling a popular HRD tool in American,Briton,Canada and japan,etc.

In 1993, another influential work "competence at work: Models for Superior performance" by Lyle.M.Spencer & Signe M.Spencer summarised 20 years of research using the Mcclelland methodology. The book includes 286 studies of entrepreneurial, technical and professional and professional, sales, human service, and managerial jobs from industry, government, military, healthcare, education and religious organisations.

2.1 Definitions
According to Boyatzis (1982)
"A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that in turn brings about desired results."
According to Unido (2002)
"A competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or a job."
According to Rankin (2002)
"Competencies are definitions of skills and behaviours that organisation expects their staff to practice in work."
Ansfield (1997)
"Underlying characteristics of a person that results in a effective superior performance."
Woodrufee (1991)
Competency: A person related concept that refers to the dimension of behaviour lying behind competent performer.
**Competence:** A work-related concept that refers to area of work at which a person is competent.
Competencies: Often referred as the combinations of the above two.
Albanese (1989)
Competencies are personal characteristics that contribute to effective managerial performance.
Competency is an underlying characteristic of an individual that is related to effective performance in a job or situation.
Competency: A person-related concept that refers to the dimension of behaviour lying behind competent performer.
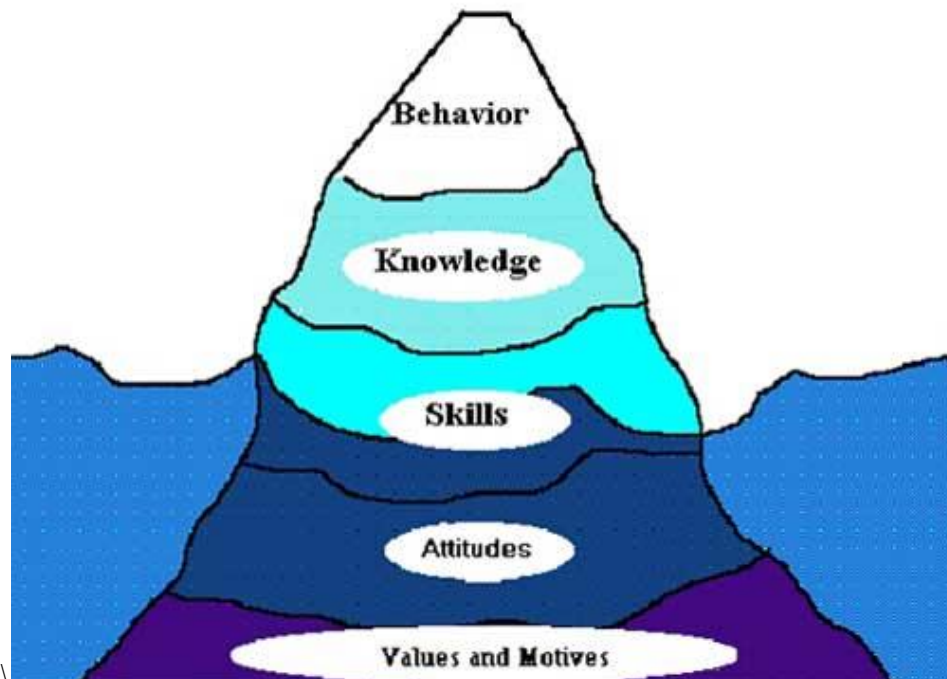
Central and Surface Competencies-Iceberg Model
Source: Spencer and Spencer (1993:11)

Competencies include the collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Success factors are combinations of knowledge, skills, and attributes (referred as "KSA's") those are described in terms of specific behaviours, and are demonstrated by superior performers in those jobs or work roles.

Attributes include personal characteristics, traits, motives, values or ways of thinking that impact an individual's behaviour. Competence is a standard requirement for an individual to properly perform a specific job. It consists of knowledge, skills and behaviour used in such a way to improve performance. In general, competence is the state or quality of being adequately or well qualified, having the ability to perform a specific role. Management competency includes the traits of systems thinking and emotional intelligence, and skills in influence and negotiation. A person possesses a competence as long as the skills, abilities, and knowledge that constitute that competence are a part of them, enabling the person to perform effective action within a certain workplace environment.

The competencies have five characteristics, they are

Motives: A person consistently thinks about cause action, motives drive, direct and select behaviour towards certain actions.

Traits: Physical characteristics and consistent responses to situations.

Self Concept: A person's attitude value or self image.

Knowledge: Information a person has in a specific work area.

Skill: Is the ability to perform certain mental or physical tasks.

The four general competences are relation competence, learning competence and change competence.

Types of Competencies

1. Organizational competencies are unique factors that make an organization competitive

2. Job/Role competencies of an individual must demonstrate to be effective in a job, role, function, task, or duty, at an organizational level, or in the entire organization.

3. Personal competencies consists aspects of an individual that imply a level of skill, achievement, or output

2.2. Managerial Competency

Competencies are considered essential for staff with managerial responsibility in any service or program area, including directors and senior posts. Some managerial competencies could be more relevant for specific occupations, however they are applied horizontally across the Organization, i.e. analysis and decision-making, team leadership, change management, etc.

Generic Competencies

Competencies are considered essential for all staff, regardless of their function or level, i.e. communication, program execution, processing tools, linguistic, etc.

Technical/Functional Competencies

Specific competencies which are considered essential to perform any job in the Organization within a defined technical or functional area of work, i.e. environmental management, industrial process sectors, investment management, finance and administration, human resource management, etc.

Competency Mapping

Competency mapping is the process of identifying the key in an individual that are the most critical to succeed in a work role or situation. It also identifies the key competencies for a particular position in an organisation and then and then using it for job-evaluation, recruitment, training and development, performance management, succession planning etc.,

Success of any **o**rganisation depends on identifying its strengths and weakness. Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work. Effectiveness for an organisation is the summation of the competencies such as gap analysis, role clarity, selection, potential identification growth plans, succession planning, restructuring and inventory of competitions for future planning.

Statement of the problem

To successfully run an organisation in this globalised set up it is necessary to investigate the difference that exists between employee and job competency expectations held by the manufacturing company for their managers and the actual competency levels that exists in managers which results in effective performance.

Scope of the study

Over the last 10 years, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies identify the factors for success in jobs (i.e., work) and work roles within the organization, assessing the current performance and future development needs of persons holding jobs and roles, mapping succession possibilities for employees within the organization, assigning compensation grades and levels to particular jobs and roles, Selecting applicants for open positions, using competency-based interviewing techniques. This study will help the managers to become more effective in their job performance through training and development.

Objectives

To identify the competency gap that exists between the managers' current performance level and that of with the standards of the manufacturing firm.

To know the current performance level of male managers.

To know the current performance level of female managers.

To understand if any difference exists in the current performance of male and female managers.

III. Methodology

The research design applied in this study is a descriptive research, as it includes, surveying and fact finding. The research explores details for further studies. The primary data was collected from the managers using a questionnaire. The secondary data sources such as company manual, records were used.

Samples of 361 managers were selected using convenience random sampling technique. The reliability and validity check was done for the instrument used in the study. The reliability test value (cronbach's alpha) of the instrument was found to be .79.

The self prepared job Analysis questionnaire was administered to the managers of the department to check the core competencies in the four categories. The respondents answered in the five point likert rating scale. To assess the competency of the managers in the textile unit researcher has identified 33 competencies which is related to four broad categories such as functional, analytical, potential and Behavioural. The dimensions are tabulated below:
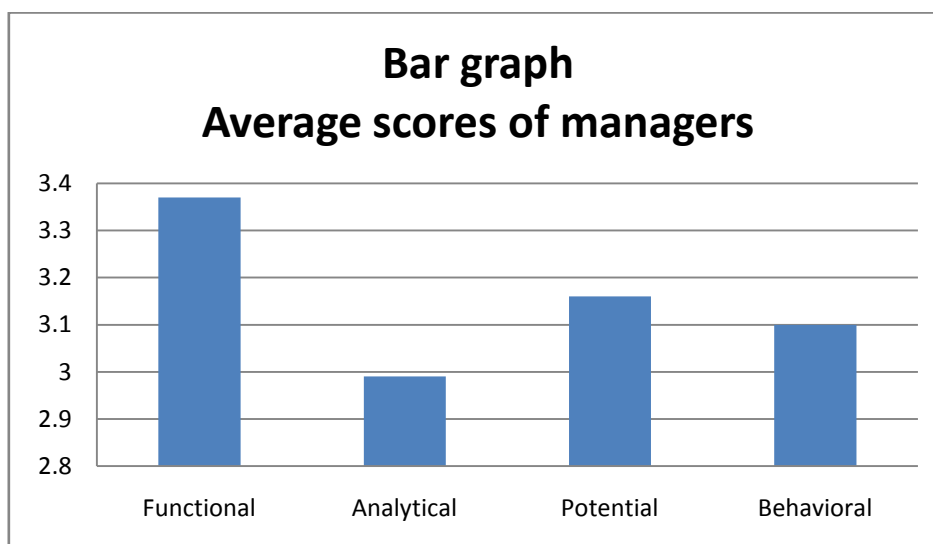
Table:1

1.Functional competencies	Sales force management	Strategic integration of R &D	Creativity and innovation
Overall knowledge	Business plan development	Customer focus	Conflict management
Directing	Account maintenance	Science and Technology expertise	Customer focus
Research and development	Product line management	New idea generation	Process and product improvement
Science and technology	Logistics	3.Potential competencies	Initiative and leadership
New idea generation	2.Analytical competencies	Adaptation to change	Managing and developing teams
Project	Information	4.Behavioral competencies	Team building
Supply chain support	Planning	Communication	Relational influence
Marketing operations	Problem analysis	Flexibility	

IV. Data analysis

The 33 dimensions were measured for each manager and the gap is identified for the purpose of future training and skill development.

Table 2

Competencies	Average scores
Functional	3.37
Analytical	2.99
Potential	3.16
Behavioural	3.1

Figure:1

Graphical representation of the table is presented for easy understanding and analysis.

4.1 Interpretation:

The average scores were calculated for an overall interpretation. And it was found that the analytical skills for the managers were found to be lower than the other skills in the competency cluster. All managers at different departments may require analytical training to perform to the expected standards of the company. Individual gap analysis and training required in respective areas were communicated to the superiors. A rating of 3 and above is not considered for training.

4.2. Hypothesis testing

Null Hypothesis: There is no significant difference between the performance of male and female managers.

Alternate Hypothesis: There is significant difference between the performance of male and female managers.

This hypothesis was tested using t-statistic to draw the inference. The following table is the output using spss software.

Table:3 The difference in male and female managers on factors of competencies

	gender	N	Mean	Std. Deviation	t-value	P- value
performance score	male	186	3.67	.4151	4.323	.043*
	female	175	3.30	.5972		

Note: * denotes significant at 5% confidence levels.

4.3. Interpretation

Since the p-value is less than .05 the null hypothesis is rejected at 5% level of significance. Hence conclude that there is significant difference in the performance level of male and female managers in the organisation.

From the table based on the mean values, it is clear that male managers (3.67) perform better than female managers (3.3).Hence this information helps the human resource department to further plans the training and development program. This would definitely position the organisation in the global market and also strengthens its core competence.

Limitations

Future studies could compare the competencies of employees in two or more similar units.
The focus of this study is on the manager's job competency .Future studies can identify the competency gap of employees at all levels of the organisation.

V. Conclusions:

This study helps to set the performance level to improve the accuracy of selection process, provides more objective performance standards, planning training and development develops communication and employer employee relationship and provides career and professional growth for the employees of the organisation. Competency mapping helps in improving the performance standards of the employees and hence increases the competitive position of the company in its market. This also helps in retaining the superior performers who are a real asset to any organisation.

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