

“Competency Mapping of Bank Employees in Jabalpur Division”**Dr. Atul Dubey**

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Abstract: - Behavioral attributes, knowledge and skills required at different levels as well as job positions have been identified which are later grouped in assets of competencies. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment.

Keywords: Competency, Competency Mapping.

Introduction :- HRM plays a very important role in equipping organization in meeting challenges related to expansion and increasing competition. Increase in the staff numbers, diversification on contractual basis and also changes in the demographic profile that compels HR managers for reconfiguring significance and role of HRM. HR management could be thought as various interlinked functions that take place in an organization. In addition, the external forces i.e. economic, legal, global, technological, cultural/geographic, environmental, social and political could affect significantly how the HR functions have been managed, changed and designed.

Competency Mapping Process :- Behavioral attributes, knowledge and skills required at different levels as well as job positions have been identified which are later grouped in assets of competencies. Simple and clear scale of measurement scale can be established. All the managers and associates are then mapped against pre-determined competencies set by trained people panel.

The process involved in mapping of competencies with end result about job evaluation includes following:

- 1) Conducting job analysis through incumbents for completing position information questionnaire (PIQ). It could be provided to complete either one-on-one interview could be conducted with the use of PIQ as guide. Primary goal indicates gathering from the incumbents about their feeling become key behaviors which are necessary for performing irrespective jobs.
- 2) Using results of job analysis, a person becomes ready for developing competency which is based on job description. It could be developed after a careful analysis of input from presented incumbents group and converting them towards standard competencies.
- 3) With job description based on competencies, one is a way for beginning competency mapping throughout human resources process. Competencies of respective description of job become factors for assessing on performance evaluation. Use of competencies helps in guiding a person for performing more objective evaluation that is based on behavior some of which are displayed and some are not displayed.
- 4) Taking mapping of competencies ahead one could use evaluation results for identification of the individual need of competencies that are required for additional training and development. This would help them in focusing on training need on goals of position, company as well as would help employees for developing toward ultimate success in organization.

Objectives of the Study

1. To map the competencies of Bank Employees;
2. To analyze the training and development needs of employees in Banks;
3. To locate the gaps in competencies of employees in banks to formulate their training needs.

Hypothesis of the Study :- H_{02} - There is no significant gap in mapping of competencies among Bank employees in their work area H_{22} - There is a significant gap in mapping of competencies among Bank employees in their work area For testing the above hypothesis, Kruskal Wallis test has been applied. Kruskal Wallis Test is a non-parametric test which is based on ranks. In this question, the employees have been asked to respond based on ranks ranging from “very high” to “very low”. The employees of SBI and HDFC Bank were asked about their feeling about competencies. There have been consideration of 6 work areas where the stress among the employees was understood based on mapping of their competencies. These work areas are mentioned below:

- Managing Work Load and Resources
- Dealing with Work Problems
- Process Planning and Organization
- Managing Conflict
- Operational functions

- Taking Responsibility

The response of the bank employees of SBI and HDFC indicated whether mapping of competencies cause stress in their work life or not. In this study, two groups considered are employees of SBI and HDFC Bank.

Ranks: Kruskal Wallis Test

Ranks

	Bank	N	Mean Rank
gap in mapping of competencies	SBI	534	295.99
	HDFC	72	359.23
	Total	606	

The above table indicates the mean rank and this table has been a result of the application of Kruskal Wallis Test from SPSS 20. Kruskal Wallis test results in mean ranks i.e. 295.99 for SBI and 359.23 for HDFC Bank. The mean rank is high among employees of HDFC Bank. This indicates that majority employees working in HDFC Bank have indicated that mapping of competencies cause lesser stress while working in Bank. Higher mean rank indicates that the employees of SBI are facing higher stress while working. There should be proper mapping of competencies and the workload among the employees should be distributed properly so as to reduce the stress while working.

Test statistics: Kruskal Wallis Test

Test Statistics^{a,b}

	gap in mapping of competencies
Chi-Square	9.401
Df	1
Asymp. Sig.	.002

a. Kruskal Wallis Test

b. Grouping Variable: Bank

The significant value in the table above is 0.002 which is less than 0.05 (5% level of significance), this indicates that null hypothesis has been rejected i.e. H_{02} - There is no significant gap in mapping of competencies among Bank employees in their work area and the alternate hypothesis has been accepted i.e. H_{22} - There is a significant gap in mapping of competencies among Bank employees in their work area.

Findings:

- The resources which are available in their banks are sufficient for handling any kind of banking operation. Still, there exists a gap in mapping of competencies among the bank employees.
- For the customers, the time which is being taken for completion of any service and urgency is very important and hence the employees should take proper care for informing the customers clearly about the time which will be required for completion of any task.
- There are many problems which arise during the working being carried out in bank. Every customer has a different set of knowledge, education level, experience etc. and hence they look at a banking issue in a different way.
- The employees need to understand that with their level of competency and their experience they should deal with work related problems in an easy way and in case there is some kind of confusion then it should be clearly informed to their seniors and subordinates. The customers should not suffer due to any negligence from the employees end.

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