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Abstract

The study was conducted in March 2010 at Bank of Khyber Main Head office, Peshawar with an object to assess competency based job performance. A stratified random sample of 60 employees from a total of 200 employees was taken for this study. Out of which 9 respondents were from top level, 36 from middle level and 15 respondents were from lower level of management. Competency of the respondents was judged in term of knowledge, skill and attitude using Likert scale. Further, a chi-square test was used to assess the association between competency (knowledge, skill, and attitude), job analysis and performance. The estimated results showed that performance and job satisfaction were strongly associated. Similarly knowledge (shared and priorities) and skill (training and willingness) were strongly associated with job performance. However, attitude (tolerated and productive) of the respondent were insignificantly associated with job performance. Finally, it is recommended that organization may focus on knowledge, skill and particularly on attitude by arranging training to improve performance level of the respondents.
Keywords: Competency, Job Performance, Knowledge, Performance, Training

Introduction

Competency is the combination of knowledge, skills, abilities, values and interest. The use of the term competency as applied to the world of work is most commonly thought to have been first used by David McClelland, a psychologist in the early 70s. At that time, he argued that conventional tests of intelligence and abilities did not predict job performance or success in life and that they were biased against different groups. He invited the term competencies to overcome these defects, suggesting that they made possible the development of valid and unbiased predictors of performance. His approach included interviewing superior performers, identifying what they did differently from average performers and using the competencies identified for selection purposes. Competencies included motivation such as achievement, orientation, traits and specialized knowledge or skills McClelland Company, McBer eventually became part of a large human resource

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consulting firm. A number of prominent speakers on the subject of competencies, including Lyle Spencer and Richard Boyzatis, have their roast in the Mcbers work.

Knowledge is defined variously as expertise, and skills acquired by a person through experience and education. The theoretical or practical understanding of a subject, what is know in a particular field or in total, facts and information or awareness or familiarity gained by experience of fact or situation. Philosophical debates in general start with Plato's formulation of knowledge as justified true belief. 7'here is however no single agreed definition of knowledge presently or any prospect of one and there remain numerous competing theories.

Skills are the practice of understanding, developing and deploying people and the skills. Well implemented skills management should identify the skills that jobs roles require, the skills of individual employees, and any gap between the two. The skills involved can be defined by the organization concerned, or by third party institution. They are usually defined in terms of a skills framework, also known as a competency framework or skills matrix. This consists of a list of skills, and a grading system, with a definition of what it means to be a particular level for a given skill. To be most useful, skills management need to be conducted as an ongoing process, with individual.

Job Analysis

Job analysis is the basic and important part of human resource management (HRM). It covers the job analysis activity under the sub process of human resource planning. Job analysis is conducted after work-force analysis and availability analysis, (Hellriegel and Slocum, 1993). It also indicates what activities and accountabilities the job entails. It is an accurate recording of the activities involved. Every job is multifaceted and there are several methods in preparing job analysis. Most organizations prepare job analysis, statements of performance and expectations of employee at floor and at the managerial level. The content of these statements varies considerably from one company to another, depending in large part on the uses to which the information is put.

People performing a job may be observed and questioned. Various training manuals and other job-related materials may be made available to job holders, supervisors, and others who are knowledgeable may be interviewed or asked to complete written questionnaires. On occasion, photographs and films of the work, examination of tools and equipment, and actual performance of the job by a job analyst.

Background of the Study

Job analysis is a term used by human resource managers for the processes of collecting information related to job contents. Schuman and AhJburg (1994) compared tasks performed on the job with knowledge, skills and abilities of the jobholders. The information provides job description that becomes summary report of each job in the organization. Job descriptions are the basic inputs to job evaluation, which are used to assess the characteristics along with the working conditions of each job by assigning numerical points to the duties, responsibilities and efforts required for each job. This numerical score (job points) measures the relative value of each job lo the organization (Sehuman et. al., 1994).

A job analysis provides an objective picture of the job, not the person performing the job, and as such, provides fundamental information to support all subsequent and related HR activities, such as recruitment, training, development, performance management and succession planning. Job analysis serves two critical functions with respect to these processes.

Job analysis helps ensure that decisions made with respect to HR processes are good decisions, i.e. fair and accurate (e.g. selection of the right person for the job, appropriate decisions about training, performance management, development, etc) and it helps ensure the defensibility of decisions made to employees (resulting in good HR management) and to the court (resulting in savings of costs, time and reputation). Job analysis provides information about jobs currently being done and the knowledge, skills and abilities that individuals need to perform the jobs adequately. It involves the identification and description of what is happening on the job accurately and precisely identifying the required tasks, the knowledge and the skills necessary and the conditions under which these duties are performed. An important concept of job analysis is that analysis is conducted of the job not of the person. People performing a job may be observed and questioned.

Statement of the Problem

Job analysis practices are not meticulously followed in the organization, which subsequently creates problems for the organization. Many employees are inducted in the organizations which do not comply with the skills required and therefore the efficiency and effectiveness of the employees result decreased. So with this point of view the following study was designed to determine the gaps between and to improving the system.

Objectives of the Study

1. To evaluate the competency (knowledge, skill and attitude) of the employees.
2. To study the relationship between competency of employee and job performance.
3. To suggest policy recommendations based on findings of the study.

Literature Review

Hack man and Oldham (1975) developed a job design theory with 5 core job characteristics: skill variety, task identity, task significance autonomy and feed back. These job characteristics give rise to corresponding critical psychological states experienced by the employees. Skill variety, task identity and task significance together lead to feelings "experienced meaningfulness, autonomy leads to experienced responsibility and job feedback leads to knowledge of results. Peter (1979) article is concerned with the research results of a study, which investigated the perceived job satisfaction of personnel in the volunteer section. A comparative analysis with other selected occupational groups is also provided. Data were collected via a job satisfaction questionnaire, which allowed the investigator to determine the perceived deficiency on particular need items. Average satisfaction scores for personal in the volunteer sector were lower on almost ever need when compared with other occupational groups. Reasons are presented in an attempt to explain the results.

Stewart and Rosemary (1982) worked on a model having for understanding managerial jobs and behavior was convinced in one study and developed and applied in 3 others. Some forms of flexibility are common to many managerial jobs. The need is to move on form mint bergs (1973) roles and propositions about managerial work to an analysis that takes into account the variations in behavior and the differences in jobs before attempting to generalize the managerial work. Gist and Marilyn (1987) described that self efficacy (ones capability to perform a task) affects task effort, persistence, expressed interest and the level of goal difficulty selected for performance. Despite this, little attention has been given to its organizational implications. He reviewed the self efficacy concept and then explores its

theoretical and practical implications for organizational behavior and human resource management.

Methodology of Research

In this chapter presents the results of the analysis conducted in the light of objectives outlined for the study Necessary discussions have also been added along with findings at appropriate places.

Population and Sample Size

There were 20 commercial banks in district Peshawar. Due to time and financial constraints the Bank of Khyber was purposively selected for this study. There were 36 branches of Bank of Khyber in Khyber Pakhtunkhwa. Out of which 15 branches were working in District Peshawar. Keeping in view the objectives and limitations of the study the Bank of Khyber Main Head office was selected for data collection purpose. There were 200 total employees in Main Head office. Out of total 30 employees were in top level Management, 120 in Middle level and 50 employees were from lower Management. A sample of size 60 respondents was selected using the following stratified random sampling procedure.

Using stratified random sampling, N the Break up of the employees was as under.

Table 1. Management wise sample distribution of the respondents

Category	Number of Employees Ni	Stratified random sample
Top level Managers	30	9
Middle level staff	120	36
Lower level staff	50	15
Total numbers of employees	200	60

Theoretical framework. Competency Variables

Knowledge is an important aspect of job and majority of people believe that they have full understanding of their jobs until they are asked to fully explain it. This module sets out to examine employee professional, specialist or expert knowledge and understanding that are specially required for a job. It is this type of expertise that combine with an employee knowledge and understanding in relation to job objective, priorities, authorities limits, resources and time to form the focus of achieving good results. The employee must have theoretical and practical understanding of subject.

Acquisition of skills is important for an employee to perform a job. Every employee is looking for a specific set of skills from job seekers that match the skills necessary to perform a particular job. Communication skills are the ability to listen, write and speak effectively. Successful communication is important while performing job. Computer skills such as hardware, software, word processing and so many other tools are necessary. Leadership also deals with employee ability and hence employee must have leadership skills. Three managerial skills are essential to successful management, technical skills, human skills and conceptual skills. Attitude is a mental position consisting of a feeling, emotion or opinion evolved in response to an external situation. An attitude can be momentary or can develop into a habitual position. Employee shows different position either positive views, negative views or neutral views. Emotions are the attitude which may be shown as positive or negative.

Employee performing a task may show negative attitude which falls bad impression on the organization.

Data Collection Tools

The primary data were collected through well structured questionnaires (Annexure-l) that include questions assessing various demographic and background characteristics of competency and job analysis of the respondents. The later portion of the questionnaire consisted of 20 Likert-styled items, (e.g. 1 = disagree, 2 = undecided, Schirmer et. al., (2005) stated that the actual number of choices on Likert scale may be left to the tastes of the individual researchers. In practice researchers often do assign the number of arbitrary choices according to the personal taste or past convention. So for this study three alternative choices (as mentioned above) were assigned on Likert scale.

Data Analysis

Data collected through questionnaire were analyzed using a statistical package for social sciences (SPSS) version 16. Sometimes, the actual measurements or counts of individual or subjects were either not available or accurate assessment was not possible. They are then arranged in order according to some characteristics of interest. Such an order given to an individual or object is called its ranks. But only Likert scale was used in the present study in collecting the required information. All the results were presented in counts and percentages in different tabular form under the needed sections. In order to test the association between different variables/attributes a Chi-square test was applied at 5% level of significance.

In addition to the Chi-square test, appropriate statistical measures were also applied for addressing the major findings of the research.

Results and Discussions

The results of the data analysis conducted in the light of objectives outlined for the study necessary discussions have also been added along with findings at appropriate places.

Distribution of Respondents

The information regarding different characteristics of the sampled respondents of the Bank of Khyber (BOK) are given in table 2. The male respondents were 48 and the remaining 12 were female. Maximum respondents were on ad-hoc basis that were 35. Limited numbers (6) were on contract while 19 were permanent employees, ft was also revealed that showed the educational level of the respondents that they achieved during their careers were MBA degree holders were 25, BBA 6, MA 9, BA 5, M.COM 10, and B.COM 5. Ages of the respondents were in the range of 28 to 50 years.

Table 2. Distribution of Sampled Respondents

Variable	No. of responds	Percentage
Gender		
Male	48	80
Female	12	20
Total	60	100
	Mode of job	
Ad-hoc	35	58.3
Permanent	19	31.7
Contract	6	10
Total	60	100
	Qualification	
Post Graduate (Master)	44	73.33
Graduate (Bachelor)	16	26.66
Total	60	100
	Ages	
Ages from 28 to 39	40	66.66
Ages from 40 to 50	20	33.33

1 or less than 1: Unfavorable attitude of the respondents towards the given statements
1 to 2: Neutral attitude/undecided
2 to 3: Favorable attitude

Table 3. Descriptive summary of various attributes of the sampled respondents

Attributes	Minimum	Maximum	Mean
Shared	1.00	3.00	2.4667
Priorities	1.00	3.00	2.3833
Measurements	1.00	3.00	2.4833
Training	1.00	3.00	1.9500
Willingness	1.00	3.00	2.4500
Proficiency	1.00	3.00	1.7833
Self confidence	1.00	3.00	1.7000
Drastically	1.00	3.00	2.4000
Tolerated	1.00	3.00	1.6000
Productive	1.00	3.00	1.5667
Destiny	1,00	3.00	2.5167
Exposure	1.00	3.00	2.2833
Decreasing	1.00	3.00	2.4167
Autonomy	1.00	3.00	2.2667

Where: 1 = disagree; 2 = undecided; 3 = agree might believe that they have authority
somewhat equal to that of their' boss. Finally it is concluded that too much autonomy may
reduce productivity.

Table 4. Response regarding employee dissatisfaction regarding autonomy

Category	Numbers	Percentage
Disagree	19	31
Undecided	6	10
Agree	35	59
Total	60	100

Association between knowledge and job analysis

Data pertaining to the association between knowledge and job analysis are displayed in table 5. The results indicated a significant (P<0.05) association between the studied attributes i.e. knowledge and job analysis. It suggested that shared and priorities are dependent variables. Majority of the respondents showed there concerned to category "A" of the shared and priorities respectively. The result reflected that 41.7 percent were agreed with the suggestion. However, the percentage of those who were undecided was very low i.e. (1.7%).

Table 5. Association between knowledge and job analysis

Shared	Priorities			Total
	Disagree	Undecided	Agree	
Disagree	2 (3.3)	3(5.0)	6(10.0)	11(18.3)
Undecided	3 (5.0)	1(1-7)	6(10.0)	10(16.7)
Agree	9 (15.0)	5(8.3)	25(41.7)	39(65.0)
Total	14 (23.3)	9 (15.0)	37(61.7)	60(100.0)

Chi square value = 1.844, P value =0.04, the values in parenthesis or the percentages.

Association between Skill and Job Analysis

Results regarding the association between skill and job analysis are displayed in table 5. It shows a significant association between the skill and job analysis. This is suggested that skill and job analysis are two dependent attributes and can be explained

Summary, Conclusions and Recommendations
Summary

The study was conducted to determine a relationship between skill, attitude and/job analysis. To obtain the required objectives, the data were collected through a questionnaire from 60 out of 200 employees of Bank of Khyber Main Head office Peshawar during 2010. The data about knowledge, skills and attitude were collected and analyzed using Likert scale (1=disagree, 2=undecided, 3=agree). Chi square test was also applied to determine the relationship among these factors.

The following main results obtained from the study are given as under.

1. Result showed that knowledge was strongly associated with job analysis (P=0.04) the strong association between two variables reflected that increase one variable, it will also affect other variable.

2. Similarly skill and job analysis were also associated with each other (P=0.03).The strong association between two variables reflected that, if we increase one variable it will also affect other variable.

3. However, attitude and job analysis were not associated with each other (P=0.639), which showed that these two variables were not dependent on each other.

4. Results regarding performance and job analysis reflected that the two variables are strongly associated with each other (P*= 0.04), which reflected that if Increase in one variable will affect other variable accordingly.

Conclusions

From the study it is concluded that three factors i.e. KSA are important for competency based job analysis. Results revealed that skills and performance were strongly associated, which indicated that these two factors are important for competency based job analysis. Results also reflected that knowledge and job analysis were also associated with each other and that these two variables are dependent and cannot be addressed separately. Results further indicated that attitudes and job analysis were not associated with each other.

Recommendations

Based on findings, the following recommendations are forwarded:

1. Performance and skill were strongly correlated with job analysis, so

2. Organization may work on these factors in order to enhance job analysis.

3. Organization may focus on the knowledge, skills and attitude and can arrange training for the employees to increase the motivation.

4. Training and employees willingness are associated with each other this reflects that management need to train employees to enhance organization commitment.

5. Organization need to appraise employee's performance against the standard and may consider knowledge, skills and attitude as key performance indicators.

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