

Examining the Competency Mapping Interventions Impact on Enhancing Role Efficacy

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Abstract

Dynamic individuals build dynamic associations and effective employees which represent the effectiveness of the organization. Capability of the employees assumes a key part to enhance overall efficiency of the organization. In this dynamic business environment, where every organization is continuously assessing competency requirements of different individuals to enhance role-efficacy and provide chances for individuals to grow their capabilities for future performance potential. The reason of present study was to examine the relation between competency mappings, work environment and role efficacy. This study have a support of a survey to explore a conception which is competency mapping, work environment and role efficacy in banking sector of Faisalabad, Pakistan. An analytical approach was implied to get empirical evidence to understand the impact of predictors of research on criterion. A structure questionnaire used to collect the responses from employees of banks. 150 questionnaires were distributed, out of which 121 returned, have properly filled with a response rate of 80.6%. A regression technique was applied to verify the proposed hypotheses. Results suggested that proposed model is Good fit and indicated the significant and positive relationship between competency mapping and work environment. It also states that role efficacy can be enhanced or derived through providing competitive work environment and adopting the activities which enhanced the competency mapping.

Key words

Competency mapping, role efficacy, work environment, banking sector, Faisalabad

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1. Introduction

The main objective of every organization is to improve its productivity but it can never be achieved without efficient performance of employees. Every organization in present changing business environment is trying to attain high effective workforce to sustain in this competitive advantage. Any organization cannot sustain in competitive advantage without a strong human resource. Role of human resource management becomes more important. One of the most important human resource practices is competency mapping. As stated by UNIDO (2002), a Competency is an arrangement of Skills, related information and traits that permit a person to effectively perform an undertaking inside of a particular capacity. Competency mapping examines employee's SWOT for evaluation and this helps to improve his self-efficacy level and job productivity. Competency based management give support to employee to create competencies which can be utilized in different work positions and help them to think beyond the box.

1.1. Background of study

In this cutthroat competition, it has become important element for every organization to become proactive to change around them. In essence, the efficient people are key resource and success factor for the organizations. To achieve competitive advantage, organizations need to be excellent in efficient human resources. As stated by many researchers, HRM has become a dominant part of any organization. According to my point of view, Globalization is the standard of any company with international activity. Besides this competency mapping (CM) as a part of HRM, it is also an important topic for discussion. Thus, a

term “competency mapping” has to be introduced in the past in order to provide solution for all problems relating to organizational workforce and developing their level of Role-Efficacy. CM is not only beneficial for organizations but also for individual employees. Employees in Competency Based Management system are likely to be more efficient and take part effectively in achieving organizational goals. It is an old concept in which organizations believed that having qualified people is the way for accomplishing effective performance however in concept of CM large number of the organizations believe that having the right person on right place is a serious factor to gain competitive edge as well. As the organizations expanded globally, the impact of wrongly positioned put the organization in big challenging position and in relation to their competitors.

1.2. Problem definition

Nowadays, it is very difficult task for employees to identify their task, goals and level of commitment regarding their competencies. Due to such deficiencies employee turnover, poor productivity and weak reward recognition system develop. Competent employee is very important and essential element for organization as well as for individual, so in today’s business scenario competency mapping is used to enhance role-efficacy among employees and it also generate productivity improvements, waste elimination and diverse skill development to sustain in competitive advantage. In this age of continuous improvement, competency mapping is supposed as a backbone of every developing organization. Competency mapping and its aspects having an impact on employee’s role-efficacy and performance level. In every competitive organization, competency mapping has been done through well-defined characteristics and list of competencies or abilities needed to accomplished goals effectively (Yuvaraj, 2011). The purpose of this research is to explain the concept of competency mapping, role-efficacy and job/role environment and identify the impact of competency mapping on enhancement of role-efficacy.

1.3. Research motive

The current study formulated the following major objectives:

- To access current level of Role-efficacy;
- To find out the Role of job environment;
- To map the relationship between competency mapping and role efficacy.

1.4. Research questions

- Do competency mapping interventions produce a change in employee’s role-efficacy?
- What is the impact of Job Environment on Efficacy level?
- To what degree competency mapping and job environment impact on enhancing role-efficacy level?

2. Literature review

2.1. Competency mapping

Dalvi (2016) concludes that competency mapping is a process which is uses to identify knowledge, skills and ability needed to perform a task and useful in changing the attitude of employees towards work and organization. McClelland (1973) said that a “competence” in culture, is “a personal trait or set of behavior that leads to extra powerful or superior activity performance”, in different phrases, a “capability that provides clean monetary cost to the efforts of someone on the process”. In return this will create a healthy work environment which compels the employees to achieve objectives of the organization. Brockmann *et al.*, (2008) highlighted “Competency based management is a new term in human resource Management which emphasizing in utilizing specific competencies in a given job and allowing HR for more individual management and individual competency development within career path. From this point of view, competencies are specific to organization or a given job”. According to Hogg B (1989) “competencies are the traits that result in the verification of skills and abilities, which conduct overall productivity within working area, Competency additionally represent the capacity of shift knowledge and abilities from one place to any other”. Gaspar (2012) observed that Competency based selection method is healthy,

established and complete. Applicants are evaluated at the capabilities they need to illustrate, while inducted into the agency. Overall performance control competency machine diagnoses the future education and improvement of the personnel and it allows the HR executives to help personnel in choices like promotions and transfers.

In this era of knowledge-based economy, every organization should evaluate their workforce on competency bases and continually improve them to meet the global cutthroat competition. Competency mapping is an essential tool for organization to maximize utilization of their workforce to achieve competitive advantage (Krishnaveni, 2013). Hiring someone on based on qualification only has not proved to be a good technique as the competencies of the candidate are not taken into consideration, so here comes competency mapping tool to help HR experts to choose who should work on what position (Cernusca and Dima, 2007). Every HR job required different competencies to play each HR role effectively. Thus, competencies and competency model can be used to train and develop workforce and retain efficient workforce to achieve individual as well as organizational goals (Chouhan and Srivastava, 2013). Yuvaraj (2011) said that this is a time period for multi-skill development in workforce so all the HR experts must be seen competency mapping as an opportunity for long term growth not as a reward.

2.2. Work environment

Ajala (2012) defined work environment a place in which employee perform a task. According to Akinyele (2010) about 86% of productivity problems reside in the work environment of organizations. Awan (2015) studied the impact of working environment on employee's efficiency as found that factors like training and development, supervisor support and recognition plans are helpful in developing a positive work environment that enhance employee's level of efficiency in organization. Leblebici (2012) employees have larger number of job alternatives then the work environment become an important factor for retaining competent workforce and quality of work environment determine the level of employee's effectiveness. (Jain and Kaur, 2014) says that work environment have both positive and negative impact on intellectual as well as success of employees' helpful environment guarantees the betterment of employees which always enable them to utilize themselves to their roles with all strengths that may translate to higher efficiency (Akinyele, 2007). Brill (1990) evaluated that enhancement in the physical design of the workplace may increase in employee productivity. Significant medical studies conducted with the aid of as stated by Govindarajulu (2004), in this twenty-first century, organizations are taking more strategic key techniques to control environment and to design their productiveness through upgrading the performance level of the employees.

2.3. Role efficacy

The performance of an employee depends upon his own potential efficacy, self-abilities and experience and in addition the role that he performs in the association is called Role Efficacy (A. K. and N, 2014). According to Pareek (1987) greater efficiency is more likely when the worker goes beyond completing job requirements to taking on roles within the work environment. Pareek identified ten components of role efficacy, which when present, will enable the employee to be maximally efficient. They are self-role integration, pro activity, creativity, confrontation, centrality, influence, personal growth, inter-role linkage, helping relationship and super ordination. Role Efficacy is the possible effectiveness of an individual engaged in a specific role in an organization. Role Efficacy can be perceive as the psychological element which fundamental part in role effectiveness Pareek (1997).research has been found that individual with high role efficacy face less role stress, anxiety and job related tension (Sen, 1982).Friedman and Podolny (1992) stated that those organization who has competent service employees they has high stake in market. Employee's role efficacy "evaluates potential effectiveness of a person in his function as he perceives it within the constellation of various considerable roles" (Sayeed, 2000). Waddar and Aminabhavi (2012) performed studies on topic "Role Based Performance and Role Efficacy of Aircraft Employees In Relation To Their Emotional Labor: A have a look at For developing Employability ability" maximum dialogue concerning nowadays paintings force sooner or later flip to employability talents. Discovering laborers who have employability or activity readiness abilities that help them to fit in the work

surroundings is an actual problem. Employers need valid, accountable skills and mindset to work with other workers, mostly in provider interactions the control of carrier worker's emotion via emotional labor.

2.4. Hypotheses

H₁: There is an expressive relationship between Competency mapping and investment Role Efficacy.

H₂: There is an expressive relationship between work environment and employee's role efficacy.

2.5. Conceptual framework

On the basis of above hypothesis, the present study formulated the following conceptual framework for better understanding of the model.

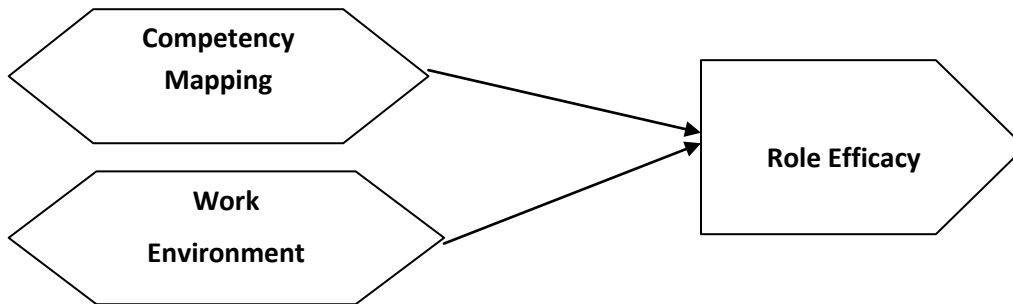


Figure 1. Conceptual framework

3. Methodology of research

The study will explore the discussion of how Competency Mapping plays a role in identifying the Role Efficacy? Population of the Study reveals the employees of Banking Sector of Faisalabad. Sample size consists of 120 respondents who are from banking sector and well aware from the concept of the study. To test the proposed hypotheses, data was collected from banks employees using convenience sampling technique. The respondents responded the structure adapted questionnaire focusing on competency mapping, work environment and role efficacy. A total of 150 questionnaires were distributed to the employees of bank who have knowledge of competency mapping and role efficacy and received 121 properly filled questionnaires having a response rate of 80.66 %. At the start, questionnaire was checked by conducting a pilot study of 60 employees of banks Faisalabad. The respondents did not show any confusion regarding responding the questions stated in questionnaire. Following were the details of research instruments, on the basis of which variables were measured.

3.1 Competency mapping

The construct of Competency Mapping was measured using Scale developed by (Cian Farrell 2014). The scale consisted of six dimensions of Competency mapping i.e. Communication skill, problem solving, decision making, people management, business awareness and technical competence. The scale consisted of 6 items having (Cronbach's $\alpha=.820$). Responses on these scales were measured by applying 05 point Liker scale where 1= not important at all and 5=very important.

3.2 Work environment

The instrument is a questionnaire which has appropriate psychometric properties. It was buildup of six questions that were adapted from "Work Environment Survey by Newfoundland and Labrador Statistics Agency (2009)" having (Cronbach's $\alpha=.751$).

3.3 Role efficacy

Role efficacy measured by a RE scale, designed by UdaiPareek (2002). The scale consisted of 6 items having (Cronbach's $\alpha=.750$). Responses on these scales were measured by applying 05 point Likert scale where 1= strongly disagree and 5=strongly agree and respondents marks the statement that describe his role accurately. SPSS 20.00 was used to verify the relationships between variables.

4. Results and findings

Table 1 indicating the demographic characteristics of the respondent.

Table 1. Demographic characteristics of participant

Characteristics	Frequency	Percentage
Gender		
Male	90	74%
Female	31	26%
Age		
16-25	34	28%
26-35	62	51%
36-45	15	13%
45 and above	10	08%
Education		
matriculation	09	7%
Intermediate	11	09%
Bachelors	46	38%
Masters and others	55	46%
Experience		
0-2 years	26	22%
3-5 years	41	34%
6 -10 years	32	26%
10 years and above	22	18%

4.1. Correlation analysis

Table 2 shows the correlation matrix which indicating the relationship between or among the variables.

Table 2. Correlation Matrix

Constructs	Mean	SD	CM	WE	RE
Competency Mapping (CM)	4.02	.667	1		
			121		
			.415**	1	
Work Environment (WE)	3.74	.618	.000	1	
			121	121	
			.359**	.581**	1
Role Efficacy (RE)	3.56	.634	.000	.000	1
			121	121	121

** Correlation is significant at the 0.01 level (2-tailed)

Table 2 indicates that correlation between competency mapping and role efficacy was .359 with a p value of .000 which states that both variables are significantly associated with each other (H1 Accepted). There was a weak positive correlation between competency mapping and role efficacy found. The relationship between work environment and role efficacy was .581 with a p value of .000 which indicates that both variables are positively correlated with each other (H2 Accepted). There was a moderate positive correlation between work environment and employee’s role efficacy at the level of .581. The result of the correlation analysis was supported that the hypothesis O2 there is a significant relationship between work environment and role efficacy.

4.2. Multiple linear regressions

Before we go for the analysis, data was checked for multicollinearity issue, auto correlations. Results found in this regard was good and did not find any multicollinearity and autocorrelation issue. The rule of

thumb for VIF is that value must be less than 10 (Gujarati, 2004). As Table 3 shows the values which are less than 10. Value of tolerance must be less than 1 and the table 3 states that value is less than 1. So, there is no multicollinearity among the explanatory variables. Durban-Watson test value indicates the autocorrelation between or among the variables. As the rule of thumb, value of Durban Watson test, which is close to 2, shows no correlation between the variables. F statistic Value shows the overall significance of the model. To test the hypothesis, multiple linear regression technique was applied to verify the proposed relationships using SPSS 20.0. Following were the results of the analysis.

Table 3. Regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	Multicollinearity Diagnoses	
	B	Std. Error	Beta			Tolerance	VIF
Constant	1.012	.375		2.69	.008		
Competency Mapping	.341	.090	.359	3.80	.000	.828	1.208
Work Environment	.536	.092	.522	5.82	.000	.828	1.208
R ²	.355						
Adj. R ²	.341						
Standard Error of Estimate	.5150						
F Statistic	26.640						
P value (F Stat)	.000						
Durbin-Watson	1.825						

Dependent Variable: Role Efficacy

Table 3 Regression analysis indicating a significant regression model ($p < .01$) and 35.5% variation accounts for dependent variable (Role Efficacy) by the independent variables (Competency Mapping and Work Environment). All predictors of the study indicating significant and positive impact on dependent variable. Competency mapping influencing on role efficacy by 34% and work environment having 53.6% influences on role efficacy. Results of the study draw the following regression equation.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_n X_n \dots + E \quad (1)$$

$$\text{Role Efficacy} = 1.012 + .341(\text{Competency Mapping}) + .536(\text{Work Environment})$$

The above regression equation stating that one unit increase in competency mapping, is expected to bring an increase in role efficacy by .34 times and one unit increase in work environment is, expected to bring an increase in role efficacy by .536 times.

The value of standardized beta (.522) shows that work environment is the strongest predictor of the research.

5. Conclusions and recommendations

Competency mapping is the key component for efficient role performance. It increases the work force and organizational competency. It helps in removing the gap. It means what is going on and what should be done for achieving the targets and standards set by organization. Any deficiency in the employee's performance remedied by the appropriate Competency mapping and positive work environment. After considering the past studies and conducting research we came to know employee Competency mapping is a fastest technique for making employee more effective in their role. There is a drastic change in customers so that organizations need to identify their employee's set of competencies for achieving customer's expectations. Different literatures shows that different Competency methods effect on performance but in our research , data collected through questionnaires concluded that within the Organization Competency mapping and work environment has more significant.

The present study use to analyze the effect of Competency mapping and Work environment on employee's Role efficacy in different banks of Faisalabad. The result reveals that Competency Mapping and

Work environment has positive effect on Role Efficacy. As results stated that an employee of bank of Faisalabad favors the Competency mapping and Work environment than his ability for working will be enhanced. Following are the some recommendations for banks management to give more attentions for their employees.

- i. The top management in banks has to take appropriate steps towards identification and development of required competencies.
- ii. The company has to concentrate on developing the competency models.
- iii. Companies need to develop favorable work environment for employees so that they give their best in task roles.
- iv. Organizations should create friendly work environment with high learning opportunities and effective flow of communication between supervisors and subordinates.
- v. Organizations should Keep and evaluate the past records.
- vi. Organizations must understand the primary contribution made by way of employee's role to the organizational goals.

6. Limitations and future study

The present study only limited to city Faisalabad. Other city can be employed in future study. Sample size was 121. Big sample size can be used for more representation and generalizability of the study. This study did not include all variables that effects the employees' role efficacy. Comparative study can also be conducted as the impact on role efficacy in public and private banks.

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