A Study on Competency Mapping in Power Sector, Odisha

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Abstract: In order to increase the productivity of the organization, the productivity of its employees required to be enhanced. Employees are the most valuable assets of any organizations. As this fact is realized by the management, they take enormous efforts to know their employees well. Assessing the employees is a best way to know the strength and weakness of the employees so that companies can take subsequent efforts to utilize or develop its employee. In this regard, competency mapping has its own importance. Whether possessing such competency makes the employees to enhance their productivity is the main aim of the study. Indian power sector is a manpower intensive sector which requires adequate competent manpower. Therefore it is essential on the part of the organization to ensure the competencies possessed by the employees in order to effectively execute their jobs. In this regard, in this paper an attempt has been taken to find out the impact of competency mapping on productivity of the employees in the power sector, Odisha. A sample of 24 executives was taken. Convenient sampling was used to select the sample.

Keywords: Competency, competency mapping, employee productivity.

I. INTRODUCTION

Development of power and energy plays a vital role in development of the country. Government has set State Electricity Boards for overall responsibilities of generation, transmission and distribution of electricity to different parts of the state. Indian government started power sector reforms in 1990. In Odisha, power sector reform started in 1994. The Orissa State Electricity Board (OSEB) was formed in 1962 with the provision of Electricity Supply Act 1948. The objective of this board is to carry out the generation, transmission and distribution of electricity is the state. With the enactment of Orissa Electricity Regulatory Act 1995, OSEB was dissolved and three new corporations were formed. They are: Grid Corporation of Orissa (Gridco), Orissa Hydro Power Corporation (OHPC), and Orissa Power Generation Corporation (OPGC).

With the fastest growing of the Odisha power sector effective utilization of its manpower and creating synergies to achieve result is highly essential. Competency is the underlying characteristics of a job. It is the collection of the success factors of a job. These success factors are the clusters of skill, knowledge ad attitude to perform a job effectively. Competency mapping is a systematic process to identify the competency possessed by the employees. Through competency mapping, organization ensures that its employees possess the core competencies derived from the organizational vision and mission. Cellia and Karthik (2012) have highlighted competency mapping in power sector.

II. COMPETENCY MAPPING

The word competency has been defined by many researchers in various ways. Balaji and Vimala (2012) have defined competency as the capability to use knowledge, skill and attitude to perform the critical task successfully.

Knowledge: It refers to the information a person possesses about specific areas, knowledge comprises many factors like memory, numerical ability, linguistic ability, and is, therefore, a complex competency.

Skill: It represents intelligent application of knowledge, experience, and tools. This is the procedural “know how” knowledge (what one can do), either covert (e.g., deductive or inductive reasoning) or observable e.g. ”active listening” skill in an interview. They are demonstrated abilities or proficiencies, which are developed and learned from past work and life experience.

Attitudes: Attitudes are predispositions to other individuals, groups, objects, situations, events, issues, etc.

2.1 Classification of Competency:

Kartz and Kahn (1986) discussed three areas of competency. Those are:

Generic Competencies: Competencies which are considered essential for all employees, regardless of their function or level. - Communication, teamwork, result oriented, interpersonal.

Managerial Competencies: Competencies which are considered essential for employees with managerial or supervisory responsibility in any functional area including directors and senior posts - Management skills, team player, people skills.

Technical / Functional: It includes those knowledge, skill and attitude which are essential to perform a job within a defined technical or functional area of work.
According to Sanghi (2004), competency can also be categorized into

Threshold Competency: Such type of competence refers the essential characteristics required to be minimally effective in a job.

Differentiating Competency: These are the competencies which differentiate the superior performers from the average performers.

III. REVIEW OF LITERATURE

Boyatzis (1982) defined competency as the underlying characteristic of an individual for effective performance. According to Hogg B (1989) competencies are the characteristics of a manager for effective performance within an occupational area. The above description indicates that the underlying meaning of competency is the required knowledge, skill and attitude to perform a job effectively. According to David McClelland (1973), competency is the underlying characteristic of an individual that is casually related to superior performance in a job.

According to 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. Sinchu and Bhuvaneswary (2015), competency mapping is about identifying the technical, managerial, behavioral and conceptual knowledge, attitude and skill required to successfully perform a job. Patil and Mastan (2014), have studied competency mapping of bank managers. They found that majority of bank managers possess high level of competency in the identified managerial competencies.

George Boak & Diane Coolican (2001) discussed the development of competency model for middle-senior managers in a fashion retailing company. They discussed about the benefits of custom based model against generic model. Nair (2012), has highlighted the advantages of using competency mapping for talent management in educational system.


IV. RESEARCH GAP

The various literatures reviewed for this paper focuses on the concept, benefits, impact on work environment and career development. Therefore a gap was felt about the impact of competency mapping on productivity of the employees. In this regard this paper is designed to study this missing link.

V. OBJECTIVE

The purpose of this paper is to understand the practices of competency mapping pertaining to theoretical perspective of the study and to find out the impact of competency mapping on productivity of the employees in power sector, Odisha. The various constructs of competency mapping identified from literature are: alignment with vision, identifying competency and competency based selection.

VI. RESEARCH METHODOLOGY

It is an exploratory study where sample of 24 executives of the power sector organization of Bhubaneswar were taken. Convenient sampling method was used to select the sample. The constructs of competency mapping such as shared vision, identifying the competency and competency based selection were identified from literature review. The study was conducted from a preset questionnaire where the overall coefficient of Cronbach’s Alpha was found to be 0.812.
Therefore, the reliability and validity of the instrument is deemed to be sufficient.

VII. ANALYSIS

Table 1: Descriptive

<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alignment with vision</td>
<td>3.3375</td>
<td>0.635926</td>
</tr>
<tr>
<td>Identifying Competency</td>
<td>3.208333</td>
<td>0.74712</td>
</tr>
<tr>
<td>Competency based Selection</td>
<td>0.569939</td>
<td>0.569939</td>
</tr>
<tr>
<td>Productivity</td>
<td>3.196667</td>
<td>0.94084</td>
</tr>
</tbody>
</table>

Table 1 reflects the mean and standard deviation of the various responses towards the various constructs such as alignment with vision, identifying the competency and competency based selection and the productivity.

Table 2: Department wise Distribution of Sample

<table>
<thead>
<tr>
<th>Department</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>EE</td>
<td>1</td>
<td>4.2</td>
<td>4.2</td>
<td>4.2</td>
</tr>
<tr>
<td>Valid</td>
<td>20</td>
<td>83.3</td>
<td>83.3</td>
<td>87.5</td>
</tr>
<tr>
<td>HR</td>
<td>1</td>
<td>4.2</td>
<td>4.2</td>
<td>91.7</td>
</tr>
<tr>
<td>IR</td>
<td>2</td>
<td>8.3</td>
<td>8.3</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>24</td>
<td>100.0</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Table 2 represents the department wise distribution of the sample.

Table 3: Impact of Competency Mapping on Employee Productivity

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.682a</td>
<td>.466</td>
<td>.386</td>
<td>.73751</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), alignment with vision, identifying the competency and competency based selection

In table 3, the value of R Square (0.466) in the above table can be interpreted that around 47% of the dependent variable (i.e. employee productivity) is explained by the independent variables. (i.e. alignment with vision, identifying the competency and competency based selection).

Table 4: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-.919</td>
<td>1.039</td>
<td>-.885</td>
<td>.387</td>
</tr>
<tr>
<td>1</td>
<td>Alignment with vision</td>
<td>.488</td>
<td>.276</td>
<td>.330</td>
</tr>
<tr>
<td>1</td>
<td>identifying the competency</td>
<td>.347</td>
<td>.256</td>
<td>.276</td>
</tr>
<tr>
<td>1</td>
<td>competency based selection</td>
<td>.402</td>
<td>.339</td>
<td>.243</td>
</tr>
</tbody>
</table>

a. Dependent Variable: productivity

Table 4 reflects that the productivity is dependent on all the other variables in the following way:

Productivity = -0.919 + 0.33(Alignment with Vision) + 0.276(identifying the competency) + 0.243 (competency based selection)

VIII. CONCLUSION

In the turbulent and dynamic business environment, organizations performance excellence is a major concern. Therefore organizations strive to find out various ways through which it can enhance performance of its employees and organization as well. For increased performance it is required to develop the competency as required to perform the job. As in this study it is found that the various constructs of competency mapping has positive impact on employee productivity, therefore organizations can focus on maintaining a well planned competency mapping process which ultimately will raise the productivity of the employees and the organization as well.

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