Competency Assessment - a Training Tool

Dr. C. Selvaraj, Dr. G. Arasuraja & Mr. S. Vijayakanthan
Department of Management Sciences,
Velammal Engineering College Chennai, India.

Received: March 09, 2018
Accepted: May 09, 2018

ABSTRACT
Employees are the primary sources of the corporation in acquiring an aggressive benefit. Land, constructing, or substances cannot yield organization productiveness by way of themselves. Rather, it is human beings capital that runs a business and produces cost from current sources. Hay group (2004) talked about that an agency’s best source of aggressive advantage became its humans. Strategies, enterprise models, merchandise, and services could all be copied through competition; however proficient group of workers represented a sustainable source of differentiation. The demand for powerful people has constantly multiplied among public and private businesses. This is because the dynamic international and growing foreign competition have pushed organizations to be more powerful and bendy in reaction to the changing surroundings. Corporations attempt to increase their skills via making an investment greater in education and management improvement. The study has a look at how competency assessment is used as the training device.

Keywords: Competency assessment, sustainable source, competitive advantage, training and development.

1. Introduction
In this point in time, stiff opposition, generation development and the globalization of markets, maximum of the companies were forced to recall and put into effect a large variety of innovative control philosophies, strategies, and techniques. The globalization of markets, developing inter-diffusion of economies, and expanded inter-dependence of financial sellers are reshaping national and global aggressive environment and economics. Those essential modifications are prompting the some distance-sighted agencies to re-take a look at and adjust their aggressive strategies. To live to inform the story of the worldwide competition and the ever-developing customer needs, nearby commercial enterprise organizations ought to show the capability to recognize and confirm things speedy like their global competition.

Within the present context, tapping on the skills and enhancing them for the industries do now not stay simply an trouble for effectiveness as a substitute is a necessity for survival. With the competitive business surroundings, the group of workers skills is continuously converting. To sustain opposition for efficiency and increase of the business enterprise, it has become important apprehend, examine and update/refurbish the present day competency tiers, as talents impact all components of man or woman and organizational functioning. Identifying competencies on an organizational basis affords a way for pinpointing the most crucial abilities for organizational success.

The set of skills gives management and personnel with unusual information of the abilities and behavior which are crucial to the business enterprise. Consequently, it plays a key position in decisions for selection and recruitment of new personnel, succession making plans, career development, activity rotation and switch, challenge unique team development, performance dimension, and education wishes evaluation. Talents are demonstrated in a job context and as such are influenced through a company’s culture, enterprise goals and targets and work environment.

Competencies have become a frequently used and written approximately car for organizational programs including defining the factors for success in jobs and paintings roles in the agencies, assessing the current performance and future improvement wishes of persons maintaining jobs and roles, mapping succession opportunities for employees in the employer, assessing compensation grades and levels to specific jobs and roles and selecting candidates for open positions, the usage of competency based totally interviewing strategies. Thus, competency is a combination of observable and implemented expertise, abilities, and behaviors that create a competitive gain for an agency and it makes a specialty of how a worker creates fee and what he certainly accomplishes.

Many corporations today are the use of the system of 360-diploma remarks to examine an man or woman’s self-assessment of his / her personal overall performance towards key position and company abilities to the assessment of key “stakeholders” that the character interacts frequently with. The 360-degree feedback acquired is then used as enter to the individual development plan. The remarks records additionally
presents a basis for career counseling or explaining why someone ought to or should no longer be promoted.

Training is an tool to alternate personnel' behavior at work via the software of getting to know precept. This behavioral trade typically has a focus on understanding, skills, attitudes and belief or value systems. It advantages individuals via presenting suitable opportunist to grow and develop and consequences in task performance and in flip job satisfaction. In contrast, the business enterprise receives benefits of progressed productivity from personnel, lower in wastage, low turnover, greater flexibility, high quality attitudes, and pleasure. The performance and productiveness of the enterprise and the high-quality of the products or offerings are measurably increased with schooling.

Training calls for a massive enter of resources-time, people, and money. The resources applied for training can be treated as an funding in employees. To identify and to justify whether the funding has verified its price to the business enterprise, schooling must be systematically evaluated. It gives remarks to the education professionals and to the training managers approximately the cost of training and their own performance.

Training spawns in the realms of mastering inside the context of human and corporation improvement. Education is recognized as one of the simplest cars for gaining knowledge of which in-flip will contribute to fine and overall performance enhancements of human beings of their process. The effectiveness of training pivots at the motive of the schooling and a success schooling undertakings are hallmarked via the benefits derived together via the trainee, the organization, the task. As it's far focused on people, the understanding the human conduct within the scope in their task and the enterprise need to be the muse of any education assignment.

Training is associated with the performance of people of their process and overall performance 'gaps' suggest that there are a shortfall someplace of their expertise and/or competencies to undertake sure roles or duties. Training needs evaluation (TNA) is a crucial a part of the schooling layout manner which endeavors to reduce the 'gap' via locating out what desires to be found out. Without TNA, there may be no solid prognosis to diagnose if the complete training manner changed into efficiently designed. Converging literature endorse that for training to be holistic, the 3 TNA approaches of; (i) identifying the range and volume of education wishes from enterprise needs, (ii) specifying the desires precisely, and (iii) reading how best schooling wishes should be determined, need to be executed at the organizational level, on the process-stage and the man or woman level inside the employer.

TNA methods need to be carefully articulated. The 'deliver-led' method that is commonly instructor-pushed can be misguided as running shoes may want to lack management enjoy or expertise on real operational troubles; the 'call for-led' technique is enterprise orientated and normally emphasize on backside-line which regularly leads to forget of employees needs; the 'procedure-led' method is too localized for divisions or departments to be delivered in an effective way, and; 'trainee-targeted' approach which is predicated on self-assessment has drawn strong complaint as they've the tendency to mirror more of worker wishes in place of desires. An integrated technique combining these techniques annul out any weak spot might be ideal but can be highly-priced and time-consuming.

One of the most systematic and medical strategies of trained needs evaluation is thru competency mapping in which, the starting point is to recognize the task necessities i.E., to assess the abilities wished for the job. Thereafter, measuring the competency stages of the personnel, gaps can be diagnosed between the skills preferred and the contemporary nation of capabilities. Even as the designing the education guides, designers first need to invite," What do employees want to be capable at, to do that activity?" Having the competency database the clothier precisely knows what preferred behaviors are wished.

If schooling department is aware of the competency degrees of the group of workers, the schooling priorities may be successfully diagnosed and finalized. With the competency database, it can be ensured that only wanted capabilities are being built. This protects and optimizes organizational sources. At the same time as this sounds simple and systematic, that an company have to construct the talents that it desires and not build the abilities that it doesn't, the general public of agencies to our know-how aren't doing this, and thereby main to an effective schooling competency-based totally programme.
2. Review of Literature

Employees are the principle resources of the organization in acquiring competitive gain. Land, building, or materials cannot yield organization productiveness through themselves. As a substitute, it's miles humans' capital that runs enterprise and produces price from current assets. Hay organization (2004) pointed out that an company's great source of aggressive benefit become its humans. Techniques, enterprise fashions, merchandise, and offerings may want to all be copied by competitors; however proficient personnel represented a sustainable source of differentiation.

Carretta (1992) referred to that the satisfactory manner of matching human beings and jobs are through competency modeling. Competency fashions helped businesses take a greater unified and coordinated method in designing upgrades to human resource control structures, inclusive of task remodel, recruitment, organizational studying, profession management, performance enhancements and repayment systems (United international locations commercial improvement organization, 2002).

The term competency was probably first brought to psychology literature in 1973 whilst David McClelland argued in his article 'testing for competence as opposed to for intelligence’ that conventional tests of instructional flair and knowledge content material, in fact, expected neither job overall performance nor fulfillment in lifestyles. Consequently, the search for theory and tools that would reliably predict effectiveness inside the place of job started out (McClelland, 1973). In 1982, it turned into Boyatzis who first drew collectively complete facts that were accrued in the U.S. Considering then, competency has emerge as a big aspect in HR development practices (Simpson, 2002).

The phrase competency comes from a Latin word meaning “suitable” (Bueno and Tubbs, 2004). Boyatzis (1982) defines a competency as “an underlying function of someone which leads to powerful and/or advanced overall performance in a task”. According to Boyatzis (1982), a activity competency represents ability. An character's set of competencies mirror their functionality or what they are able to do.

A job competency can be a cause, trait, ability, aspect of one’s self-photograph or social function, or a frame of knowledge that an person uses, and the existence and possession of these characteristics may also or may not be known to the individual. In addition, Mitrani et. Al. (1992) country that competencies may be motives, developments, self-principles, attitudes or values, content knowledge, or cognitive or behavioral skills.

A competency is an character feature that can be measured or counted reliably and that may be proven to differ drastically between superior and common performers, or between powerful and ineffective performers. Meanwhile, competency can be defined as a set of conduct patterns that an incumbent needs to carry to a role for you to carry out its obligations and features inside the transport of favored results or consequences (Bartram, et. Al, 2002; Woodruffe, 1992).

Spencer and Spencer (1993) viewed competency as “an underlying feature of an individual that is causally related to criterion-referenced effective and/or advanced overall performance in a process or situation”. They diagnosed five varieties of competency traits inclusive of motives, developments, self-idea, expertise, and competencies. First, reasons are the things that an individual always thinks about or desires that stimulate movement. Reasons drive, direct and pick out behavior in the direction of certain actions or dreams and far from others. 2d, developments are bodily characteristics and steady responses to conditions or statistics. Third, self-idea is an character's attitudes, values or self-photo.

In other words, seen abilities like expertise and capabilities can be extremely technical competencies essentially required via the job while hidden capabilities as self-idea, trait, and motive are behavioral capabilities which drive an person's overall performance inside the job. Boyatzis (1982) said that reason and trait degree of skills had a maximum direct effect on the self-idea and also had an impact at the skill.

From multiple previous sorts of literature, the definition of competency can be summarized as an underlying function of a man or woman this is causally related to criterion-referenced powerful and/or superior overall performance in a process or scenario. An activity competency is a set of conduct styles that a activity incumbent needs to carry to a function with a view to perform its responsibilities and features with competence.

A activity competency can be a purpose, trait, talent, self-concept, a body of information, or attributes that permit an person to perform a assignment or an pastime within a specific feature or task. Skill and know-
how are surfaces or technical capabilities that can be advanced effortlessly through education. However, motive, trait, and self-concept are hidden or behavioral talents which can be hard to expand.

3. Research Methodology
Research Type: Descriptive Research
Sources of Data: Primary and Secondary Data
Sample Size: 50 (in an automotive company, Chennai)
Data Collection Tool / Method: Questionnaire – Personal Interview
Duration: 3 Weeks
Data Analysis Tools: Chi-Square Test, One Way ANOVA

4. Data analysis and interpretation
Table no 4.1 Chi Square-analysis - significant relation respondents neither agree nor disagree to the statements

<table>
<thead>
<tr>
<th>S.NO</th>
<th>Particulars</th>
<th>Observed value (Oi)</th>
<th>Expected value(Ei)</th>
<th>(Oi-Ei)</th>
<th>(Oi-Ei)^2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Competencies is important tool for PMS</td>
<td>3</td>
<td>17.5</td>
<td>-14.5</td>
<td>210.25</td>
</tr>
<tr>
<td>2</td>
<td>Training is important to understand the organizational standards</td>
<td>19</td>
<td>17.5</td>
<td>1.5</td>
<td>2.25</td>
</tr>
<tr>
<td>3</td>
<td>Training is based on competency mapping</td>
<td>38</td>
<td>17.5</td>
<td>20.5</td>
<td>420.25</td>
</tr>
<tr>
<td>4</td>
<td>Competency mapping is important for career development</td>
<td>5</td>
<td>17.5</td>
<td>-12.5</td>
<td>156.25</td>
</tr>
<tr>
<td>5</td>
<td>Job rotation enhances the competencies</td>
<td>10</td>
<td>17.5</td>
<td>-7.5</td>
<td>56.25</td>
</tr>
<tr>
<td>6</td>
<td>Competency mapping is given adequate importance</td>
<td>34</td>
<td>17.5</td>
<td>16.5</td>
<td>272.25</td>
</tr>
<tr>
<td>7</td>
<td>Interpersonal compencies are essential to perform your job better</td>
<td>14</td>
<td>17.5</td>
<td>-3.5</td>
<td>12.25</td>
</tr>
</tbody>
</table>

\[ \chi^2 = \sum (O_i - E_i)^2 / E = 1129.75 / 17.5 = 64.5 \]

Ho - Null Hypothesis: There is no significant relation between the statement and the respondents
H1 – There is a significant relation between the statement and the respondents.
Level of Significant =5%

Test Statistical Value = 64.5

Table value is more than calculated value. Ho is rejected since the statistical value is greater than tabulated value. Since Ho is rejected, there is significant relation between the respondents, who neither agree nor disagree to the statements.

Table no 4.2 ONE WAY ANOVA - Relation between Designation and competency level of an individual

<table>
<thead>
<tr>
<th>Designation</th>
<th>Competency Level</th>
<th>Ti</th>
<th>Ti^2</th>
<th>Ti^2/k</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior executives</td>
<td>3-5</td>
<td>18</td>
<td>12</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>5-8</td>
<td>10</td>
<td>16</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>8-10</td>
<td>11</td>
<td>18</td>
<td>22</td>
</tr>
<tr>
<td>Executives</td>
<td></td>
<td>39</td>
<td>46</td>
<td>65</td>
</tr>
</tbody>
</table>

Interpersonal competencies are essential to perform your job better.
Correction factor 
\[= \frac{T_i^2}{N}\]
\[= \frac{(150)^2}{12}\]
\[= \frac{22500}{12}\]
\[= 1875\]

Variance between samples, \(V_B = \frac{\sum T_i^2}{k} - c.f\)
\[= \frac{2514}{12} - 1875\]
\[V_B = 639\]

Variance within samples, \(V_W = 2537 - 1875\)
\[V_W = 662\]

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Square</th>
<th>Degree of freedom</th>
<th>Mean square</th>
<th>F- ratio</th>
<th>5% (from F table)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Samples</td>
<td>639</td>
<td>3</td>
<td>213</td>
<td>1.93</td>
<td>12.92</td>
</tr>
<tr>
<td>Within samples</td>
<td>662</td>
<td>6</td>
<td>110.33</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total variation</td>
<td>1301</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ho - Null Hypothesis: There is no significant relation between the designation and the competency level.

H1 – There is a significant relation between the designation and the competency level.

Level of Significant = 5%

\[F_{0.05} = F (3, 6)\]
\[= 12.92\]

\[F_{0.05} < F (3, 6)\]

Ho - Null Hypothesis is rejected.

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Square</th>
<th>Degree of freedom</th>
<th>Mean square</th>
<th>F- ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning &amp; Organization</td>
<td>26</td>
<td>7</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Time Management</td>
<td>6</td>
<td>4</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Achievement Orientation</td>
<td>5</td>
<td>26</td>
<td>676</td>
<td>135.2</td>
</tr>
<tr>
<td>Decision Making</td>
<td>4</td>
<td>24</td>
<td>576</td>
<td>115.2</td>
</tr>
<tr>
<td>Risk Management</td>
<td>3</td>
<td>22</td>
<td>484</td>
<td>96.8</td>
</tr>
<tr>
<td>Total variation</td>
<td>120</td>
<td>579.2</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ho - Null Hypothesis is rejected. Correction factor 
\[= \frac{T_i^2}{N}\]
\[= \frac{(120)^2}{25}\]
\[= \frac{14400}{25}\]
\[= 576\]

Variance between samples, \(V_B = \frac{\sum T_i^2}{k} - c.f\)
\[= \frac{579-576}{576}\]
\[V_B = 3\]

Variance within samples, \(V_W = 626-576\)
\[V_W = 50\]

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Square</th>
<th>Degree of freedom</th>
<th>Mean square</th>
<th>F- ratio</th>
<th>5% (from F table)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Samples</td>
<td>3</td>
<td>5</td>
<td>0.6</td>
<td>4.16</td>
<td></td>
</tr>
<tr>
<td>Within samples</td>
<td>50</td>
<td>20</td>
<td>2.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total variation</td>
<td>53</td>
<td>25</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Ho - Null Hypothesis: There is no significant relation between the designation and the competency level
H1 – There is a significant relation between the designation and the competency level.

Level of Significant = 5%

\[ F_{\alpha} = F(3, 6) \]

= 12.92

\[ F_{\alpha} < F(3, 6) \]

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Square</th>
<th>Degree of freedom</th>
<th>Mean square</th>
<th>F-ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Samples</td>
<td>4</td>
<td>5</td>
<td>0.8</td>
<td>3</td>
</tr>
<tr>
<td>Within samples</td>
<td>48</td>
<td>20</td>
<td>2.4</td>
<td></td>
</tr>
<tr>
<td>Total variation</td>
<td>52</td>
<td>25</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Ho - Null Hypothesis: There is no significant relation between the designation and the competency level
H1 – There is a significant relation between the designation and the competency level.

Level of Significant = 5%

\[ F_{\alpha} = F(3, 6) \]

= 12.92

\[ F_{\alpha} < F(3, 6) \]

5. Findings from the study

1. 100% of the population is aware about the competency mapping concept in the organization.
2. 100% of the population is aware about the Key Result Area in the organization.
3. 81% of the population in the organization is satisfied with the Key Result Area (KRA)
4. 84% of the population is satisfied with the prioritized competencies practiced in the
5. From the analysis 53% have agreed competencies are important tool for evaluating the performance
6. 28% have agreed training is important to understand the organizational standards
7. 41% of the population feels training is based on competency mapping
8. 51% of the population agrees competency mapping is important for career development
9. 46% agrees job rotation enhances the competencies
10. 38% of the population feels adequate importance is given to competency mapping
11. 44% of the population feels the interpersonal competencies are required to perform the job better.

Suggestions:
1. Competency mapping must be given adequate importance in the organization and this can be emphasized through training programmes.
2. Key Result Area must be revised for effective productivity.
3. Training must be given to take imitativeness and develop confidence of an individual.
4. Training must be provided to manage the risk effectively.
5. Mentoring and coaching skills of an individual must be trained.
6. Training must be given to update organizational standards.

Conclusion:
It is through the competencies of its employee’s executives, managers, and character individuals. An organization executes its strategy and achieves results which are vital to its success. Competency mapping is not rocket science; however it could be as explosive in time period of reenergizing personnel and building a dynamic organization. Competency modes aren’t results in themselves. Competency-based totally training and improvement have the ability to sincerely power organizational exchange alternatively surely permitting modifications to take area. The overall aim of the competency-based training programme is to offer trainers and instructional designers with a step-through-step guide for growing competency-based training.

References:

It is not because things are difficult that we do not dare; it is because we do not dare that things are difficult.

~ Seneca