Ability Mapping Of Workers In Banking Sector

K. Neelakanteshwar Reddy

Research Scholar, Department Of Management, Madhav University, Pindwara, Distt-Sirohi, Rajasthan.

Abstract: *In this dynamic world just one factor is permanent which is change therefore keeping pace with ever ever-changing surroundings is usually be a demand and challenge for business world in many areas of management as well as human resource management, because it is critical for business homes to settle on job-fit temperament for property growth and development. Keeping these views in mind; scientist knew the necessity of ability mapping in numerous business areas and conducted a survey on ability mapping in the Banking sector. Competencies are elements of employment that are mirrored in behaviour that's noticeable in a very workplace. The common part most often mentioned ar data, skills, abilities, aptitudes, personal quality behaviour and impact on performance at work. the most stress of organizations has begun to believe excelling and not in competition. The ability mapping affects the present competencies of workers. Therefore, the paper tries to live the role of ability mapping within the economic performance of the staff at the middle level and verify numerous practice areas, wherever the ability mapping will be verified useful. The analysis of the study supported primary information collected by the mean of form from the various branches of ICICI bank, placed in a totally different place in the metropolis. Similarly, the results of study prove that the ability mapping is critical for the performance and future growth of bank as a result of the expansion and development of each business is predicated on the economic and glad operating employees.*

Keywords: *Competencies, Resources, Performance Appraisal, Assessment Career Development, Banking etc*

Introduction:

Chanakya in his book "Arthashastra" has explained ability mapping models as early as 3000 years past. Today gift organizations are started talking in terms of ability. Gone are the times once folks won't to speak in terms of ability sets which might create their organizations competitively. There has been shift focussed of the organizations in recent years and currently, they believe excelling rather than competitive. it's higher for the organization to make a core

ability which will guide the organization in crisis and develop the human resource also as a result of human resource development is that the most useful means for the development of the organization. Organizations of the long run can swear a lot of on their competent workers than the other resource. It's a major issue that determines the success of a company. Competencies are inner tools for motivating workers, directional systems, and processes and guiding the business towards common goals that enable the organizations to extend its price. Competencies give a typical language and methodology which will integrate all the foremost time unit functions and services like an accomplishment, Training, Performance Management, Remuneration, Performance Appraisal, Career and Succession designing integrated Human resource management system. Over the past ten years, human resource and structure development professionals have generated heaps of interest within the notion of competencies as a key part and live of human performance. Competencies are currently changing into an oft-used and written term in structure context.

Organizations Ways: Competencies embrace the gathering of success factors necessary for achieving vital ends up in a job or work role in a very particular organization. Success factors are combos of data, Skills, and Attributes that in those jobs or work roles. Attributes include: personal characteristics, traits, motives, values or ways in which of thinking that impact associate degree individual's behaviour. Therefore "Competency mapping is that the method of identification of the competencies needed to perform with success a given job or role or a collection of tasks at a given purpose of time". It typically examines 2 areas: emotional intelligence or emotional quotient and strengths of the individual in areas like team structure, leadership, and call –making. It comprises breaking a given role or job into its constituent's task or activities and distinctive the competencies required to perform a similar with success. Competency mapping method is meant to systematically live and assess individual and cluster performance because it relates to the expectations of the organization and its customers. it's wont to establish key attributes (knowledge, skills, and behaviour attributes) that are needed to perform effectively in a very job or known method. Ability mapping juxtaposes 2 sets of knowledge. One set is predicated on structure progress and processes. It starts with the clear articulation of progress and processes, as well as all quality and amount needs, inputs and outputs, calls criteria, and cluster performance capabilities. It's collected through the use of a spread of assessment tools and procedures capability. It's collected through the use of a spread of

an assessment tools and procedures (which could embrace a strong 360 degree feedback process) to assess the extent to that individual and cluster performance capabilities, associate degree overall line is formed that known wherever in method-specific organic process opportunities exist, and with what specific population. Ability mapping method may be the foundation for orientating progress and method outputs with crucial client needs with a foundation of needed worker attributes and competencies. It's more coated in larger details in section.

Meaning & Conception: It is a method of identification of the competencies needed to perform with success a provide job or role or a collection task at a given purpose of your time. It consists of breaking a given role or job into its constituent's task or activities and distinctive the competencies (Technical, managerial, activity, abstract data and perspective and Skills etc) required performing a similar with success. Hayes (1979) defines that "Competencies are generic data motive, trait, social role or a ability of an individual joined to superior performance on the job". In the year 2002 Unido defines "Competency may be a set of Skills, connected data associate degreed attributes that enable a private too with success perform a task or an activity inside a particular operation or a job".

For understanding the conception we have a tendency to needed to grasp the following terms:

Competency Map: An ability map may be a list of associate degree individual's competencies that represent the factors most important to success in a very given job, departments, organizations, or industries that are a part of the individual's current career arrange.

Ability Mapping: Competency mapping may be a method private uses to spot and describe competencies that are most important to success in a very work scenario or work role.

Competency Identification: It is the method of distinguishing the data, skills, talents, and judgment needed for effective performance in a very specific occupation or profession. Ability identification is business/company specific. Competency mapping is one among the foremost vital developments for time unit operate. It provides abundant required judgment to time unit practices and time unit joined activities. Currently, the assessment role time unit has modified from support operations to core operate with the assistance of ability mapping. With the ability, based mostly on time unit systems and programs time unit operate will directly contribute to preparing effectiveness. By mapping the competencies, the following functions may be performed effectively and expeditiously.

Therefore ability may be used for the following application:

- ✓ Candidate Appraisal for the aim of accomplishment
- ✓ Potentials appraisal for promotion and practical shifts worker coaching want identifications
- ✓ Worker performance
- ✓ Worker self-development
- ✓ Initiatives Retention strategy

Literature Review: John Flanagan (1954) a seminal article printed by John Flanagan in 1954 established crucial Incidents. The technique as a precursor to the key methodology utilized in rigorous ability studies. supported studies people Air Force Pilot performance, Flanagan all over that "the principal objective of job analysis procedures ought to be determination of crucial needs embrace those that are incontestable to own created the distinction between success and failure in finishing up a very important a part of the task allotted in a very important range of instances". From here, the crucial incidents technique was originally discovered. Critical incidents itself may be outlined as a collection of procedures for consistently distinctive behaviours that contribute to the success or failure of people or organizations in specific things. Flanagan's work, whereas not strictly concerning competencies, was vital as a result of it ordered the muse for a replacement approach to examining what folks do. In a very later type, the crucial incidents technique would resurface to focus on important behavioural events that distinguish between exemplary and fully-self-made performers. It's Flanagan's crucial incidents technique that sixteen years later evokes David McClelland to get and develop the term of "competencies". Benjamin Bloom (USA) in time of life benjamin ordered the muse for distinctive academic objectives by shaping KSA, s required to be developed in educational objectives developed by them were sorted beneath the psychological feature domain. Boyatzis (2007) adopted the term ability associate degree "underlying characteristic of a private that's nonchalant regarding effective or superior performance in a very job". He knew that there have been nineteen generic competencies that outstanding managers tend to own. He clubbed those nineteen generic management competencies into 5 distinct clusters as goal and action management, leadership, human resources management, directional subordinates and specializes in others. Yuvaraj (2011) has explained the task Competencies needed operating in a very producing trade, professionals for data, ability, and perspective. A gap analysis was conjointly created to a restricted extent. Md.

Ishtiak Uddin, et. al. in his study "Competency Mapping: A Tool for time unit Excellence" has explained numerous tools for implementing ability Model as well as Job Analysis, verbal description, Job Specification, ability Matrix, 360 degrees Feedback etc. he's of the read that ability mapping may also be used for employment and succession designing, considering the importance of ability Mapping for individual and structure growth, the current study was undertaken. During this study, efforts are created to elaborate the varied competencies with minute parameters and to correlate them with the social control ability level.

Solomon (2013) in his study on ability mapping has tried to explore the amount of ability prevailing among the executives of the public sector. The results of the study show that just about 1/2 the respondents have a moderate level of social control time unit and general competencies. Dr. Murlidhar and Sunetra Khatod religion (2015) explicit in a very paper that Competencies are increased through coaching and job rotation. Job rotation acts as a learning expertise for the staff and it widens their horizon concerning the corporate itself. to try and do all this effectively and expeditiously, ability mapping for every accomplishment cycle can ease the work, ability-based mostly accomplishment can result in correct choice as per criteria found from mapping and assessment, the worker can recognize his job and may perform his a lot of severally and worker morale are maximized.

Research Methodology: With the emergence of adjusting economic and business state of affairs, the business companies have currently realized the necessity of competent workers within the organization. Increased price of a workforce, want for guaranteeing that competent folk is on the market for acting numerous crucial roles. Rather than it, the resultant ought to perform numerous structure activities with a minimum range of workers conjointly arises to cut back workforce prices so the advantage may be given to the shoppers. At a similar time, it's conjointly been thought of by the organizations that technology, finances, customers, processes and alternative activities ought to be managed effectively, for the fulfilment of higher than needs, organizations want competent of human resources. Except for it, there's a requirement for targeted roles, correct time management, and personality-job work conception that increased stress on performance management system consequently arises the necessity of ability mapping

among workers. Keeping these views in thought the current paper is a trial to check the subsequent objectives.

- ✓ To study the abstract framework of ability Mapping.
- ✓ To measure the amount of ability of the staff in ICICI BANK.
- ✓ To explore the requirements of the staff to develop their ability for effective and economical job performance.

For achieving the higher than objectives the researchers have collected the info from numerous workers of ICICI Bank to live the role of ability mapping within the economic performance of the staff at the middle level and verify numerous practice areas, wherever the ability mapping will be verified useful. The analysis study is predicated on primary information collected by the mean of the form type the staff of 4 branches of ICICI BANK, placed at a totally different place in the metropolis. The sample size of the study is a hundred i.e. twenty-five from every branch. Secondary information is additionally collected to support the results all over on the bases of primary information, the results of the study prove that the ability mapping is critical for the performance and future growth of bank as a result of the expansion and development of each business is predicated on the economic and glad operating employees. The purpose of the current paper is to assist the organizations in developing the competencies of the employees; at a similar time to assist the organizations concerning promotion of time unit activities, training, career development, career succession designing, job design, substance and training by appropriate matching of individual ability with the desired ability level. Therefore the current analysis can establish and develop competencies that are useful within the versatile development of the people, operating in the organization.

Data Analysis and Interpretation: Tabular illustration of the Response on numerous Parameters Used For ability Mapping Competency mapping is essentially the method of analyzing and comparison key competencies needed for the specific job and possessed by people acting it. For the aim of achieving the objectives explicit higher than the scientist has known numerous key competencies, ought to be possessed by banking personnel. These competencies are has known on the bases of learning secondary information, observation and private interviews of many banking officers. the scientist has clubbed these competencies into four major heads specifically relationship management, communication, task proficiency, leadership,

ability. Information collected for this purpose is coded, emended and analyzed victimization the mean score. Variance has conjointly been applied to check the deviation of knowledge. The results were given in tables for interpretation.

Table 1: Mean Scores of the Respondent's Competencies Regarding Relationship Management

Statements	Mean Scores	SD
Believe that clients are the backbone of bank.	4.63	0.485
Necessity of understanding of client requirements.	4.38	0.647
Rapport building with clients.	4.16	0.884
Maintain healthy competition	3.97	0.758
Providing premier client services and excellent "helpdesk"	4.12	0.755
Total	**4.252**	**0.752**

Table 1 reveal that the response of respondents on the various parameters of relationship management is 4.25 with the standard deviation of 0.149 shows that the employees are quite good in maintaining cordial relations with clients. As relationship management is considered as an important skill for banking personnel or for the employees of service industry, the score of employees collected on the bases of employee perception shows the employees of ICICI Bank are quite competent in this regard.

Statements	Mean Scores	SD
I encourage open discussion through questioning.	3.44	0.756
I listen carefully to others and try to help clients/collogue.	3.94	0.760
I can negotiate with superior in a better way about grievances.	3.49	0.846
Total	**3.623**	**0.838**

With the parameters taken into consideration for competencies regarding communication skills, It is inferred from table 2 that employees of ICICI Bank are quite competent in communication skills consequently they are having cordial relations with their colleagues as the mean score is 3.62 shows a developing trend towards excellence.

Table 3: Mean Scores of the Respondent's Competencies Regarding Task Proficiency

Statements	Mean Scores	SD
Acceptance of challenging jobs in short/long term.	3.02	1.035
Clear understanding of duties and responsibilities.	2.74	1.041
Commitment toward targets.	2.87	1.152
Exercising the duties with responsibility and accountability.	2.99	1.231
Total	**2.90**	**1.123**

From Table 3 we observe that the responses of the respondents on the parameters taken into consideration for task proficiency is somewhere between average to low as the mean score for various parameters is between 2 to 3 on five point scale. The combined mean of 2.90 shows that employees are somewhere lacking in task proficiency hence organization need to work hard on various parameters mentioned above to improve that particular competency among employees.

Table 4: Mean Scores of the Respondent's Competencies Regarding Leadership

Statements	Mean Scores	SD
Initiation for task performance.	4.03	0.797
Recognition of team members for performing task.	3.04	1.072
Encouragement and supporting team members.	3.37	0.981
Resolving the conflicts among team members.	3.92	0.917
Total	**3.59**	**1.029**

From the above table it is inferred that the leadership skills among employees are good as the responses of the respondents are lying between 3 and 4 on five point scale showing an improving trend in leadership skills.

Table 5: Mean Scores of the Respondent's Competencies Regarding Adaptability

Statements	Means	SD
Believe in team working.	2.92	1.051
Collaborating and coordination among team	2.89	1.214
Environmental adaptability.	2.98	1.255
Total	**2.93**	**1.177**

The above table shows that the score of employee for the parameters of adaptability is quite low as the responses are lying between 2 to 3 on five point scale. It shows that organizations need to work hard on this to increase adaptability among employees.

Table 6: Total Mean Score of the Respondent's Competencies

Competencies	Mean Scores	SD
Relationship management	4.252	0.752
Communication	3.623	0.838
Task proficiency	2.90	1.123
Leadership	3.59	1.029
Adaptability	2.93	1.177
Overall	**3.459**	**1.117**

From the table mentioned above it is clear that out of total five parameters considered for competency mapping, employees of ICICI bank are found very well in relationship management and in communication skills. It indicates that as they are good in communication

skills, they are able to maintain cordial relations with clients and colleagues, score regarding task proficiency and adaptability is quite low required a need of concern for the same. While leadership skills are found quite competent among professionals.

Table 7: Showing Age & Employee's Competency, & Qualification and Competency Mean:

	Age	**Qualification**	**Competency Mean**
Age	1		
Qualification	0.273593	1	
Competency Mean	0.006757	0.177248	1

A study of correlation reveals that the score of correlation is 0.006757 between age and employees competency reveal that there is almost no correlation in the age and competency of employees though the low correlation (0.177248) has been found in academic qualification and in employee's competency. On the basis of personal interviews and observation it can be concluded that practical exposure and on the job training are the biggest factor in competency building

Findings: Table 1 reveal that the response of respondents on the various parameters of relationship management is 4.25 with the standard deviation of 0.149 shows that the employees are quite good in maintaining cordial relations with clients. As relationship management is considered as an important skill for banking personnel or for the employees of service industry, the score of employees collected on the bases of employee perception shows the employees of ICICI Bank are quite competent in this regard. With the parameters taken into consideration for competencies regarding communication skills, It is inferred from table 2 that employees of ICICI Bank are quite competent in communication skills consequently they are having cordial relations with their colleagues as the mean score is 3.62 shows a developing trend towards excellence. From table 3 we observe that the responses of the respondents on the parameters taken into consideration for task proficiency is somewhere between average to low as the mean score for various parameters is between 2 to 3 on five point scale. The combined mean of 2.90 shows that employees are somewhere lacking in task proficiency hence organization need to work hard on various parameters mentioned above to improve that particular competency among employees. From the above table it is inferred that the leadership skills among employees are good as the

responses of the respondents are lying between 3 and 4 on five point scale showing an improving trend in leadership skills. The above table shows that the score of employee for the parameters of adaptability is quite low as the responses are lying between 2 to 3 on five point scale. It shows that organizations need to work hard on this to increase adaptability among employees. From the table mentioned above it is clear that out of total five parameters considered for competency mapping, employees of ICICI bank are found very well in relationship management and in communication skills. It indicates that as they are good in communication skills, they are able to maintain cordial relations with clients and colleagues, score regarding task proficiency and adaptability is quite low required a need of concern for the same. While employees are found quite competent in leadership skills. A study of correlation reveals that the score of correlation is 0.006757 between age and employees competency reveal that there is almost no correlation in the age and competency of employees though the low correlation (0.177248) has been found in academic qualification and in employee's competency. On the basis of personal interviews and observation it can be concluded that practical exposure and on the job training are the biggest factor in competency building.

CONCLUSIONS: Competency mapping is one of the best way of developing skills among employees It is also helpful in identifying the job and behavioral competencies of an individual in an organization. Organizations need to understand that competency mapping is not a onetime consideration, it is not a reward, rather it is an essential tool for employee's skill development hence it should be an ongoing exercise in the organizations. With context of banking sector we required job-fit personalities and behavioral competencies among the employees to deal with client hence competency mapping is important in this industry. All the stakeholders must see competency mapping exercise as an opportunity for long-term growth.Competencies are inner tools for motivating employees, directing systems and processes and guiding business towards common goals that allow the organizations to increase their value. Competencies provide a common language and method that can integrate all major HR functions and services like Recruitment, Training, Performance management, Remuneration, Performance Appraisal, Career & succession planning and Integrated Human Resource Management system. The competency framework services as the HR processes like talent induction, management development, appraisal and training yield much better results. There by the study was conducted to reveal the competencies such as ability to maintain relationship with others, communication, task

proficiency, leadership, and adaptability by the successful employees in the ICICI Bank. The analysis of the study reveals that employees of ICICI Bank have specific skills, ability, knowledge etc. to perform their job efficiently and effectively. They also possess decision making power and relationship building capacity, sound knowledge of the products etc. which are helpful for the overall development of banks as well as for individual employees. Still they need to work hard for enhancing employee's task proficiency and adaptability among employees as the perceptual mean score of above said parameters is below average.One may develop structured competency model for each job. Researcher suggests that the model suggested by J. Anitha & Reema in year 2014 for teaching can be adopted by banks for competency mapping. Researcher suggest that ICICI Bank should adopt a TAASK (Trait, Ability, Attitude, skill, knowledge) based competence model suggested for each job. The Model is helpful to the bank for the overall development and progress in present and future. As competency mapping is an essential task for all the organization and employee development, it is essential for the organizations to maximize utilization of these talents to gain competitive advantage.

REFERENCES

1. *Adelaide Wilcox King, Sally Fowler W. and Carl Zeithaml P. Managing organizational competencies for competitive advantage: The middle-management edge, The Academy of Management Executive. (2001), Vol.15, No.2, pp.95-106.*

2. *Adrian Furnham, A Question of Competency, Personnel Management (1990), Vol.22, No.6, p.37.*

3. *Alessandro Margherita and Giustina Secundo, Competency management in support of organizational change, International Journal of Manpower (2009), Vol.28, No.3/4, pp.260-275.*

4. *Andrew May (1999) Developing management competencies for fast – changing organization, Career Development International, Vol.4, No.6, pp.336-339.*

5. *Boyatzis R. (1982) The competent manager: a model for effective performance, New York: NY, Wiley Interscience.*

6. *Cooper, R. Donald and Schindler, S. Pamela (2006) Business research methods, Tata McGraw-Hill Publishing Company Ltd, 9th edition.*

7. *Gaspar Robert (2012) A Study on the Perception of Human Resource Executives On Competency Mapping for the Superior Results, International Journal of Social Science Tomorrow, Vol.1, No.8. 7.*

8. *Gilber, T.F. (1996) Human Competence, Silver Spring, MD: International Society for Performance Improvement.*

9. *Hayes (1979) "Competency Management in Organizations" Slide Share*

10. *JOHN C. FLANAGAN 1954, Psychological Bulletin "The Critical Incident Technique" VOL. 51, No. 4.*

11. *Md. Ishtiak Uddin, et. al. (2012) Competency Mapping: A Tool for HR Excellence, European Journal of Business and Management, Vol 4, No.5.*

12. *Murlidhar and Sunetra Khatod (Jain (2015) "Competency Mapping: A Strategic tool in employee Recruitment" Abhinav International Monthly Refereed Journal of Research in Management & Technology, Volume 4, Issue.*

13. *Seema Sanghi (2007) The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations, Sage Publications Pvt. Ltd; Second Edition.*

14. *Solomon, Daniel, M. (2013), "Competency Mapping – A Holistic Approach for Industries", PARIPEX - Indian Journal of Research, Volume 2, Issue 3, March 2013*

15. *Udai Pareek, T V Rao, Third Edition, "Designing and Managing Human Resource System" Oxford IBH Publishing Co. Pvt. Ltd. New Delhi*

16. *V. K. JAIN (2013) "Competency Mapping in Indian Industries - A Case Study", International Journal of Emerging Research in Management &Technology ISSN: 2278-9359 (Volume-2, Issue-10)*

17. *Woodall, J. & Winstanley, D. (1998) Management Development: Strategy and Practice, Blackwell Publishers, Oxford.*

18. *Yuvaraj, R. (2011), Competency Mapping- A drives for Indian Industries, International Journal of Scientific and Engineering Research, Vol. 2, Issue 8.*

AUTHOR:

K.NEELAKANTESHWAR REDDY *currently working as an assistant professor in the department of MBA, Brilliant Institute of Engineering and Technology. He has completed Graduated in B.Com from Kakatiya Degree College, Warangal, which is affiliated with KU, and Post Graduated in MBA from Brilliant Institute of Engineering and Technology, Affiliated to JNTUH, Hyderabad, and Ph.D. Research Scholar in the Department of Management Sciences at Madhav University, Pindwara, Distt-Sirohi, and Rajasthan. He is having 5 years of experience in academics, teaching, and administration. He has been active in research for more than 3 years and published many journals, Conferences in the field of Management Sciences.*