

**Competency Mapping of Bank Employees' Organisational Commitment****S.Velmurgan<sup>1</sup>;Dr.C.Kathiravan<sup>2</sup>**<sup>1</sup>Doctoral Research Scholar, Department of Business Administration, Annamalai University<sup>2</sup>Associate Professor, (Corresponding Author) Department of Business Administration, Annamalai University,**Abstract:**

Banking as we know it now in India began in the latter decade of the 18th century. The Bank of Hindustan, founded in 1770 and liquidated in 1829–32, was one of the first banks, as was the General Bank of India, founded in 1786 but failed in 1791. The State Bank of India is the country's largest and oldest bank (SBI). It began operations as the Bank of Calcutta in mid-June 1806. It was called the Bank of Bengal in 1809. This was one of three banks formed by a presidency administration; the other two were the Bank of Bombay and the Bank of Madras, both in 1840 and 1843, respectively. The three banks amalgamated in 1921 to become the Imperial Bank of India, which was renamed the State Bank of India upon India's independence in 1955. Management themes like as competencies and **Competency mapping** are quite popular. The reasons for their increasing popularity are self-evident. Competencies are recommended and used in organisations for a variety of reasons, including providing organisational focus, serving as building blocks for human resource systems (recruitment and selection, training and development, compensation and benefits, performance management systems, and so on), and certifying achievement of desired job skills (**Ravan and Stephenson, 2001**). According to **Etzioni (1961)**, **organisational commitment** may be classified into three separate categories: moral participation, calculative involvement, and alienative engagement. Moral commitment is founded on the tendency of internalising organisational aims and values, and it increases individuals' likelihood to connect with authority. Calculative participation is predicated on an acceptable trade-off between interest and reward, i.e. a low-intensity connection. Alienative participation frequently occurs within the context of exploitation, resulting in a negative perspective. This study aims to find out the relationship and impact of Competency Mapping on Organizational commitment among the Bank Employees in Cuddalore district. For that purpose, the independent variables are Competency Mapping and its sub variables are Basic knowledge competency, Emotional and Intellectual Skills competency, Interpersonal Skills competency, Leadership Skills competency, Personal qualities competency and Dependent variables are Organizational commitment and its sub variables are Affective Commitment, Continuance Commitment, Normative Commitment. This study is descriptive in nature and the data will be collected by using questionnaire by 380 Competency mapping from bank employees in Cuddalore district. For ANOVA analysis will be employed to conduct the analysis in this study. From the findings of this research we concluded there is a positive relationship and significant influence towards the Competency Mapping on Organizational commitment of Bank Employees in Cuddalore district.

**Key Words:** Competency Mapping, Organizational commitment, Bank Employees

### **Introduction:**

**McClelland (1973)** demonstrated that standard achievement and IQ scores may be insufficient to predict work performance, and that what is necessary is a profile of the precise competences required to execute a certain job well, which may be measured using a number of tests. He defined 'competence' as "a personal characteristic or set of behaviours that results in more effective or superior job performance," or in other words, a "ability that clearly adds economic value to a person's professional efforts".

**Becker's (1960)** side-bet theory provided the initial conception of organisational commitment. Workers engage into an implicit contract with their employer, according to in which they make swaps or side-bets. These side bets are essentially investments in the company that a worker makes. Becker (1960) claimed that people make increasingly more side-bets in their workplace as time goes on. It gets increasingly difficult for a worker to leave their company as these side-bets accumulate.

### **Review of Literature;**

**ZulfiqarMurtaza (2015)** aimed to determine the gap between current competences and those necessary for personnel in the tourist department to perform at their best. It focuses on the fact that there is a gap between the competencies present among tourism sector employees and the competencies demanded by the sector's employees in order for the sector to perform as expected and provide not only better revenues and employment opportunities, but also to help push the economy forward on a large scale.

**Rylander (2003)** proposes a research to investigate changes in employee commitment to the business as a result of training satisfaction, perceptions of reward equality, and management commitment in the early stages of sales force employment. The researcher came to the conclusion that dissatisfaction with training, a lack of managerial commitment, and a sense of reward equality all contribute to a lack of organisational commitment.

**Brown (1996)** examined popular concepts and forms of organisational commitment in light of the commitment definition and common elements that apply to all commitment types. Commitment is best viewed as a single, fundamental construct that varies according to the topic, terminology, and time period under consideration. Not only does the process of commitment creation influence the emphasis and parameters of commitment, but it also has significant ramifications for the evaluation process. According to an analysis of emotional commitment measures, several measures include multiple constraints on the fundamental meaning of commitment.

Organizations use competency mapping extensively nowadays to determine the value of human capital and its growth. Most businesses view the requirement to map and monitor competence as a way to add value to their critical resource areas [Nigam et al., 2009]. All

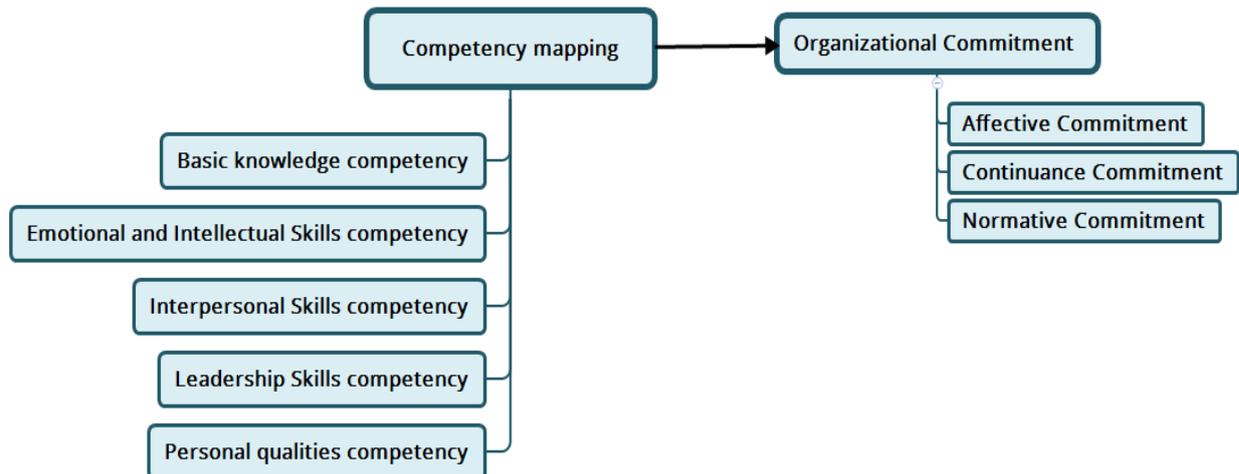
human resource activities, such as talent induction, management development, appraisals, and training, improve significantly as a consequence of competency mapping.

**3. Research Methodology**

**3.1 Research Design:**

The study adopts a research design in view of objectives and the focus of the result. The researcher uses descriptive research design for the study. A descriptive research study is concerned about describing the characteristics and features of particular individual, or a group. The research design explains the state of affairs as it is at present. The study is about the Organizational commitment based on Competency Mapping for bank employees in cuddalore with special reference to banks. The study provides the present state of Competency Mapping; Organizational commitment based on Competency Mapping available at banking sectors in cuddalore district.

**Figure 1: Framework of the research**



**Objectives of the Study:**

- To study the Competency Mapping of Bank Employees in Cuddalore district.
- To know the difference of opinion towards Competency Mapping and Organizational commitment among the Bank Employees in Cuddalore district.
- To develop the model that represents the Competency Mapping and Organizational commitment among Bank Employees in Cuddalore district.

**Hypotheses of the Study:**

- There is no significant difference towards Competency Mapping of Bank employees in Cuddalore district with respect to demographic profile.
- There is no significant difference towards Organizational commitment among the Bank employees in Cuddalore district with respect to demographic profile.
- There is no influence of Competency Mapping and Organizational commitment.

**Data Collection:**

The researcher collected primary data from Bank employees using a well- structured questionnaire. The questionnaire is divided into three sections; the first section contains a demographic profile of the personnel. The second section discusses Competency Mapping; the third section discusses Organizational commitment.

**Reliability Analysis:**

Additionally, reliability analysis was used to determine the reliability of the factors listed above. To be regarded satisfactory, the dependability range of 0.81 to 0.85, which fulfils Cronbach's alpha, should be at least 0.70.

S.No.	Variable	Item	Cronbach's Alpha
I	Competency Mapping	12	0.81
II	Organizational commitment	17	0.85

**3.3 Sampling Technique:**

The study employed the sample process probability model. The questionnaire's receiver was chosen using a simple random sample. This data collection procedure is straightforward and affordable. Through introduction, the strategy utilised equal chance to find skilled Bank Employees. This inspection procedure was developed specifically for this research to assure the presence of Bank Employees.

**3.4 Sample Size:**

Totally 407 questionnaires were distributed. 398 questionnaires were received. 9 questionnaires were not received. Out of 398 received questionnaires 380 were eligible and the remaining 18 were with flaws. Hence, the sample strength was 380.

**4. Data Analysis:**

The path analysis technique is used to determine the independent variables that affect the dependent variable. Competency Mapping is treated as an independent variable in this approach. Organizational commitment is a variable that is dependent on other variables.

**5. RESEARCH METHODOLOGY OF ANOVA**

**Table 1: Results of descriptive statistics of Competency Mapping based on Organisation**

Organisation		BKC	EISC	ISC	LSC	PQC	Overall CM
SBI 167	Mean	3.22	3.33	3.23	3.25	2.96	3.19
	SD	0.807	0.913	0.751	0.856	0.946	0.753
IOB 186	Mean	3.12	3.22	3.04	3.19	2.78	3.06
	SD	0.832	0.898	0.791	0.825	0.945	0.776

ICICI 19	Mean	2.98	3.03	2.96	2.93	2.94	2.97
	SD	0.979	1.17	0.889	1.14	0.942	0.974
KVB 8	Mean	1.98	1.98	1.68	1.79	1.68	1.82
	SD	1.28	1.26	0.789	1.05	0.888	0.978
<b>Total 380</b>	<b>Mean</b>	<b>3.13</b>	<b>3.26</b>	<b>3.08</b>	<b>3.17</b>	<b>2.85</b>	<b>3.09</b>
	<b>SD</b>	<b>0.855</b>	<b>0.942</b>	<b>0.806</b>	<b>0.878</b>	<b>0.959</b>	<b>0.802</b>

Source: primary data

M-Mean; SD-Standard Deviation;

BKC- Basic knowledge competency;

EISC- Emotional and Intellectual Skills competency;

ISC- Interpersonal Skills competency;

LSC- Leadership Skills competency;

PQC- Personal qualities competency;

CM- Competency Mapping

**Table 2: Results of one way ANOVA of Competency Mapping**

S.No.	Competency Mapping	F	p	DMRT
1	Basic knowledge competency	2.93	0.054*	1>2>3>4
2	Emotional and Intellectual Skills competency	3.32	0.036*	1>2>3>4
3	Interpersonal Skills competency	9.73	0.001**	1>2>3>4
4	Leadership Skills competency	5.32	0.006*	1>2>3>4
5	Personal qualities competency	5.49	0.005*	1>2>3>4
6	Overall Competency Mapping	5.27	0.006*	1>2>3>4

Source: primary data

NS Not Significant; \* Significant at 0.05 level; \*\* Significant at 0.01 level

The table 1 and 2 shows the results of descriptive and inferential statistics in relation to Competency Mapping on Organisation groups of bank employees in Cuddalore district. This Competency Mapping comprises five sub dimensions. They are 'Basic knowledge competency', 'Emotional and Intellectual Skills competency' and 'Interpersonal Skills competency', 'Leadership Skills competency', 'Personal qualities competency'. These five sub dimensions are statistically treated with 'Organisation' the demographic profile. The bank employees are 380; they are grouped into four distinct Organisation groups such as 'SBI' with 167 bank employees, 'IOB' with 186 bank employees, 'ICICI' with 19 bank employees and 'KVB' with 8 bank employees. Majority of the bank employees falls under the Organisation group IOB.

The sub dimension 'Basic knowledge competency' of Competency mapping shows 3.13 as the total mean for all the four Organisation groups. The mean indicates the positivity nature of

the trend towards the 'Basic knowledge competency' of Competency Mapping. The mean of the Organisation group KVB is 1.98 which falls under the negative zone in the scale. Total SD is 0.855. This value is below one, this indicates the lesser deviations towards the 'Basic knowledge competency' of Competency Mapping. At the same time the Organisation group SBI is 3.22 which fall under the positive zone in the scale. The F- ratio of 2.93 is significant at 0.054percent level of significance. Since there are significant differences among the three Organisation groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Organisation groups 'SBI' shows more positivity than the group 'IOB' which in turn shows more positivity than the respondents who are Organisation group 'ICICI' shows more positivity than the group 'KVB'.

The sub dimension 'Emotional and Intellectual Skills competency' of Competency mapping shows 3.26 as the total mean for all the four Organisation groups. The mean indicates the positivity nature of the trend towards the 'Emotional and Intellectual Skills competency' of Competency Mapping. The mean of the Organisation group KVB is 1.98 which falls under the negative zone in the scale. Total SD is 0.942. This value is below one, this indicates the lesser deviations towards the 'Emotional and Intellectual Skills competency' of Competency Mapping. At the same time the Organisation group SBI is 3.33which fall under the positive zone in the scale. The F- ratio of 3.32 is significant at 0.036percent level of significance. Since there are significant differences among the three Organisation groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Organisation groups 'SBI' shows more positivity than the group 'IOB' which in turn shows more positivity than the respondents who are Organisation group 'ICICI' shows more positivity than the group 'KVB'.

The sub dimension 'Interpersonal Skills competency' of Competency mapping shows 3.08 as the total mean for all the four Organisation groups. The mean indicates the positivity nature of the trend towards the 'Interpersonal Skills competency' of Competency Mapping. The mean of the Organisation group KVB is 1.68 which falls under the negative zone in the scale. Total SD is 0.806. This value is below one, this indicates the lesser deviations towards the 'Interpersonal Skills competency' of Competency Mapping. At the same time the Organisation group SBI is 3.23 which fall under the positive zone in the scale. The F- ratio of 9.73 is significant at 0.001percent level of significance. Since there are significant differences among the three Organisation groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Organisation groups 'SBI' shows more positivity than the group 'IOB' which in turn shows more positivity than the respondents who are Organisation group 'ICICI' shows more positivity than the group 'KVB'.

The sub dimension 'Leadership Skills competency' of Competency mapping shows 3.17 as the total mean for all the four Organisation groups. The mean indicates the positivity nature of the trend towards the 'Leadership Skills competency' of Competency Mapping. The mean of the Organisation group KVB is 1.79 which falls under the negative zone in the scale. Total SD is 0.878. This value is below one, this indicates the lesser deviations towards the

'Leadership Skills competency' of Competency Mapping. At the same time the Organisation group SBI is 3.25 which fall under the positive zone in the scale. The F- ratio of 5.32 is significant at 0.006percent level of significance. Since there are significant differences among the three Organisation groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Organisation groups 'SBI' shows more positivity than the group 'IOB' which in turn shows more positivity than the respondents who are Organisation group 'ICICI' shows more positivity than the group 'KVB'.

The sub dimension 'Personal qualities competency' of Competency mapping shows 2.85 as the total mean for all the four Organisation groups. The mean indicates the positivity nature of the trend towards the 'Personal qualities competency' of Competency Mapping. The mean of the Organisation group KVB is 1.68 which falls under the negative zone in the scale. Total SD is 0.959. This value is below one, this indicates the lesser deviations towards the 'Personal qualities competency' of Competency Mapping. At the same time the Organisation group SBI is 2.96 which fall under the positive zone in the scale. The F- ratio of 5.49 is significant at 0.005percent level of significance. Since there are significant differences among the three Organisation groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Organisation groups 'SBI' shows more positivity than the group 'IOB' which in turn shows more positivity than the respondents who are Organisation group 'ICICI' shows more positivity than the group 'KVB'.

The overall Competency Mapping shows 3.09 as the total mean for all the four Organisation groups. The mean indicates the positivity nature of the trend towards the overall Competency Mapping. The mean of the Organisation group KVB is 1.82 which falls under the negative zone in the scale. Total SD is 0.802. This value is below one, this indicates the lesser deviations towards the Overall Competency Mapping. At the same time the Organisation group SBI is 3.19 which fall under the positive zone in the scale. The F- ratio of 5.27 is significant at 0.006percent level of significance. Since there are significant differences among the three Organisation groups, the post hoc test becomes inevitable. The DMRT result indicate that the perception of the bank employees under the Organisation groups 'SBI' shows more positivity than the group 'IOB' which in turn shows more positivity than the respondents who are Organisation group 'ICICI' shows more positivity than the group 'KVB'. Solomon, Daniel, M. (2013) discovered have similar result. But, the authors Prof.ShikhaBhargava (2011);F. Robert Gaspar (2012); Dr.Nagaraju. And V SathyaNarayanaGowda (2012) and Md.IshtiaqUddin, et al. (2012) discovered that there is no significant difference towards Overall Competency Mapping based on Organisation groups of the employees.

From the results it can be observed that the Organisation groups SBI and IOB are exposing high positivity than the other two groups of bank employees. It is factual that the Organisation group KVB shows less positivity comparatively. Bank employees are varied towards 'Basic knowledge competency', 'Emotional and Intellectual Skills competency', and 'Interpersonal Skills competency', 'Leadership Skills competency', 'Personal qualities

competency' of Competency Mapping based on their Organisation group. Solomon, Daniel, M. (2013) has discovered similar result. The result also showed that there is significant difference towards overall Competency Mapping with respect to their Organisation groups. Dr.Nagaraju. And V SathyaNarayanaGowda (2012); and F. Robert Gaspar (2012) discovered have similar result. But, the author R. Yuvaraj, G. Ravindran (2011) discovered that there is no significant difference towards Overall Competency Mapping based on Organisation groups of the employees.

## **7. SUGGESTIONS:**

- With a competency based job description, mapping the competencies can be done. The competencies of the respective job description become factors for assessment on the performance evaluation. Using competencies will help to perform more objective evaluations based on displayed or not displayed behaviors.
- Taking the competency mapping one step further, one can use the results of one's evaluation to identify in what competencies individuals need additional development or training. This will help in focusing on training needs required to achieve the goals of the position and company and help the employees develop toward the ultimate success of the organization.

## **8. CONCLUSION:**

The results of this study provide an innovative attempt at investigating an obvious yet neglected link there is a positive relationship between the Competency Mapping and Organizational commitment among the Bank Employees of Cuddalore district. Complementing abilities with the relevant information and attitudes is also crucial. For example, having the essential information will help an individual to apply the appropriate skills to any job circumstance that may arise, while having the appropriate mind-set will encourage him to put up his best effort. Competencies relate to the set of abilities, knowledge, and attitudes that are necessary for the job. Organizational commitment may be defined as the psychological attachment of an organisational member to the organisation. Organizational commitment is organisational in assessing if a member will remain with the organisation and work zealously toward its aims.

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