COMPETENCY MAPPING TOWARDS BPO SECTOR IN CHENNAI

S. Arul Krishnan*

*Assistant Professor, Saveetha Engineering College, Chennai.

ABSTRACT

Competency mapping is an process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role. This paper deals with component of competency, competency model, mapping process and benefits of using competency. Competency mapping is an area which has been least explored in India. The value of competency mapping is that many employers now purposefully screen employees to hire people with specific competencies. Competency mapping is used for: recruitment and selection, identification of training needs, role renewal, as a basis for conducting assessment development centers, creating competency based performance management systems etc. Employers may need to hire someone who can be an effective team leader or who has demonstrated great active listening skills. Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations. . The data are collected through the questionnaire with statistical tools like Chi-Square Test, ANOVA, and Correlation Analysis.

1. INTRODUCTION

Competency Mapping is processes of identifying key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. . Competency mapping can also be done for contract or freelance workers, or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work.

Business Process Outsourcing (BPO) is the delegation of one or more IT-intensive business processes to an external provider that in turn owns administers and manages the selected process based on defined and measurable performance criteria. Business Process Outsourcing (BPO) is one of the fastest growing segments of the Information Technology Enabled Services (ITES) industry.

Business Process Outsourcing: The Top Rankers

WNS has emerged as the top BPO in India, pushing Wipro Spectra mind to the second position, according to a survey done by NASSCOM. The basis of ranking is the revenues generated by the

BPO companies in 2011-12, as per US GAAP. A list of top fifteen BPO companies in India is given below.

Wipro Spectramind
Daksh e-Services
CTS
Convergys
HCL Technologies
Zenta
ICICI Onesource
MphasiS
EXL
Tracmail
GTL Ltd.
vCustomer
HTMT
Sutherland Technologies

The parameters for the survey was: Employee Size (Operation level executives), Percentage of last salary hike, Cost to company, Overall Satisfaction Score, Composite Satisfaction, Company Culture, Job Content / Growth, Training, Salary and Compensation, Appraisal System, People, Preferred Company: (Percentage of respondents of a company who named their own company as the preferred one), Dream Company: (Percentage of respondents in the total sample who preferred a particular company).

Meaning of Competency Mapping:

The word competency is derived from Latin word "Competere" Which means 'to be suitable'. The competency concept was originally developed in Psychology denoting individuals' ability to respond to demand placed on them by their environment. Ulrich defined competency as knowledge, skill or ability of employees relevant for organizational performance.

Competency mapping is processes of identify key competencies for an organization and a job and incorporating those competencies throughout the various process (job evaluation, training, recruitment) of the organization.

2.REVIEW OF LITERATURE

1. *"Mily Velayudhan T.K(2011),"Competency Mapping Of the Employees-A Study", International Conference on Information Communication & Management IPCSIT vol.16.,IACSIT Press, Singapore".*

This study has been attempted to identify gaps in the competency levels of IT professionals working in two IT firms in Chennai. The various dimensions have been used to assess the performance level and identify the gaps.

2. *"Pooja Thripathi & Jayanthi Ranjan(2010),"A Competency Mapping For Educational Institution: Expert System Approach", Computer and Communication Technology,vol 2., ISSN No:0975-449".*

This paper presents the development of expert system to assist in the operation of competence management in educational institution. The knowledge based consists of a rule-based expert system for the competence management and subsequent performance assessment. It is generally recognized that an expert system can cope with many of the common problems relative with the operation and control of the competence management process.

7. **"*Winter (1996),"Competency Assessment", Guardian Insurance Company"*.**

He uses competencies to assess and reward individual performance in terms of core competencies that reflect the company's strategic focus and priorities.

8. **"*Petro skills Alliance (2001),"Competency-based training"".*

Through its discipline-specific competency maps has become the industry benchmark. These maps document the technical skills required at specific levels of expertise. This enables individuals and organizations to identify and manage the skills that both organizations and individuals require to be successful. The Petro Skills courses are designed to deliver these competencies as part of a coordinated training program.

6. **"*North American Life (1995),"Competency Model"".*

It used the Hay system to link competency, performance management, and pay. They came up with a short list of 10 competencies -- analytical thinking, conceptual thinking, customer focus, developing people, flexibility, information seeking, listening and understanding and responding, performance excellence, team leadership, and teamwork, specific to NAL using a standardized menu of competencies to survey employees and identify proficiencies relevant to each job.

3. OBJECTIVE OF THE STUDY

Primary Objective:

- ❖ Analysis of competency mapping towards BPO Sector, Chennai.

Secondary Objectives:

- ❖ To find out the actual requirement for Persuasiveness, Leadership skills, Achievement and Scheduling skills to perform the job.
- ❖ To identify the complexity of Task perceived by the Employees.
- ❖ To determine the values that link with competency in BPO sector.
- ❖ To found the characteristics of quality of work and ways for increasing quality of work.
- ❖ To suggest the measures of Competency Mapping for BPO sector, Chennai.

4. TYPES OF COMPETENCY MAPPING IN BPO SECTOR:

Motivational competencies	Intellectual Competencies
❖ Continuous Learning ❖ Perseverance ❖ Achievement Orientation ❖ Time Management	❖ Communication ❖ Creativity ❖ Analytical Ability ❖ Planning & Organising
Social Competencies	Emotional Competencies
❖ Team Work ❖ Interpersonal Skills ❖ Responsibility ❖ Customer Satisfaction	❖ Initiative ❖ Optimism ❖ Self-Confidence ❖ Leadership ❖ Managing Stress ❖ Managing Change

COMPONENTS OF COMPETENCY MAPPING IN BPO SECTOR:

There are four major components of competency:

1.**SKILL:** capabilities acquired through practice. It can be a financial skill such as budgeting, or a verbal skill such as making a presentation.

2.**KNOWLEDGE:** understanding acquired through learning. This refers to a body of information relevant to job performance. It is what people have to know to be able to perform a job, such as knowledge of policies and procedures for a recruitment process.

3.**PERSONAL ATTRIBUTES:** inherent characteristics which are brought to the job, representing the essential foundation upon which knowledge and skill can be developed.

4.**BEHAVIOR:** The observable demonstration of some competency, skill, knowledge and personal attributes. It is an essentially definitive expression of a competency in that it is a set of action that, presumably, can be observed, taught, learned, and measured.

5. REASONS WHY COMPETENCY MAPPING IS USED FOR BPO'S:

- Effectively match individual competencies to position, project   team, and job requirements

- Prioritize competencies by job, project, or position, and track individuals' abilities to fulfill requirements
- Integrate training and administration applications to focus training efforts
- Run gap and match analyses between individuals, jobs, teams, and positions
- Increase skill sets to meet your organization's scope and growth
- Increase their ability to attract, develop, retain and utilize co-workers
- Lengthen the time that staff stay with a company by allowing staff members to discover individual career paths within the company
- Increase capacity by achieving a more holistic view of the accumulated competence of the entire organization
- Achieve access to appropriate competence at the right time and place.

6. BENEFITS OF USING COMPETENCY MODEL IN BPO's:

There are some useful benefits of using competency model for the company, managers, and employees as well.

FOR THE COMPANY

- ✓ Reinforce corporate strategy, culture, and vision.
- ✓ Establish expectations for performance excellence, resulting in a systematic approach to professional development, improved job satisfaction, and better employee retention.
- ✓ Increase the effectiveness of training and professional development programs by linking them to the success criteria (i.e., behavioral standards of excellence).

FOR MANAGERS:

- ✓Identify performance criteria to improve the accuracy and ease of the hiring and selection process.

✓Provide more objective performance standards.
✓Clarify standards of excellence for easier communication of performance expectations to direct reports.

FOR EMPLOYEES:

✓Identify the success criteria (i.e., behavioral standards of performance excellence) required to be successful in their role.
✓Support a more specific and objective assessment of their strengths and specify targeted areas for professional development.
✓Provide development tools and methods for enhancing their skills.

COMPETENCY MODEL FOR HR Manager IN BPO SECTOR:

- ✓ Internal Customer
- ✓ Relationship Building
- ✓ Job Knowledge
- ✓ Knowledge of Government and Client's Business
- ✓ Teamwork
- ✓ Results Orientation
- ✓ Impact and Influence

7. RESEARCH DESIGN:

"A Research Design is purely and simply the frame work or plan for the study that guides the collection of the data."

In this study, Descriptive Research Design has adopted

❖ **Descriptive Research Design**
A Descriptive Research Design is the one that simply describes something such as demographic characteristics of certain people who use something.

The Descriptive study we typically concerned with determining frequently with Which something occurs or how two variables vary together. This study is typically guided by an initial hypothesis. A descriptive study requires a clear specification of who, what, when, where, why and how aspects of the research.

❖ **SAMPLING UNIT:**
A Survey is conducted in various BPO companies in Chennai.

❖ **SAMPLE SIZE:**
The Sample size for the survey is 50.

❖ **SAMPLING TOOLS:**

➔ Chi-Square Test
➔ ANOVA Test
➔ Correlation Analysis

STATISTICAL ANALYSIS

I. CHI-SQUARE TEST

AIM: To Find out the Relationship between considering the options and persuading the manager.

Options / Persuading	Seldom	Occasionally	Majority of Time	Almost Always	Total
I could convince him	1	4	20	10	35
I couldn't convince him	0	3	2	0	5
Win-Win Situation	2	3	3	2	10
Total	3	10	25	12	50

Null Hypothesis (H0):

There is no significant relationship between considering the options and persuading the line manager

Alternative Hypothesis (H1):

There is significant relationship between considering the options and persuading the line manager.

Calculation of Chi-Square:

Observed Frequency(O)	Expected Frequency(E)	(O-E)	$(O-E)^2$	$(O-E)^2/E$
1	2.1	-1.1	1.21	0.57

4	7	-3	9	1.28
20	17.5	2.5	6.25	0.35
10	8.4	1.6	2.56	0.30
0	0.3	-0.3	0.09	0.3
3	1	2	4	4
2	2.5	-0.5	0.25	0.1
0	1.2	-1.2	1.44	1.2
2	0.6	1.4	1.96	3.26
3	2	1	1	0.5
3	5	-2	4	0.8
2	2.4	-0.4	0.16	1.06
Total			**Calculated Value**	**12.72**

The Tabulated Value of φ^2 at 5% Level of Significance (LOS) at 6 Degree of Freedom = 12.592

Calculated Value > Tabulated Value

12.72   > 12.592

INFERENCE: Since Calculated Value is greater than the tabulated Value.

 We Reject the Null Hypothesis.

 That is there is significant difference considering the option and persuading the Managers.

II. ANOVA TEST:

Aim: To Find out the Relationship between the Experience and Educational qualification

Null Hypothesis (H0):

There is no significant difference between the Educational Qualification and Experience**.**

Alternative Hypothesis (H1):

There is significant difference between the Educational Qualification and Experience.

Experience Education	Fresher	1–3 years	3-5 years	More than 5yrs	Total
12 + diploma(3yrs)	7	4	2	1	14
Under graduate (Arts&science) and B.E	15	10	2	1	28
Post Graduate	3	3	1	1	8
Total	25	17	5	3	50

ANALYSIS OF VARIANCE TABLE:

Source of variation	Sum of Squares	Degree of Freedom	Variance	F
Between columns	107.66	4 – 1 = 3	35.88	F = $\dfrac{8.556}{35.88}$ = 0.23
Between Rows	52.77	3 – 1 = 2	= 6.33	F = $\dfrac{8.556}{26.33}$ = 0.32

Residual	51.34	(4-1)(3-1) = 6	$= \dfrac{51.34}{6}$ = 8.556	

Here Calculated F = 0.23

Tabulated F for V1=6, V2=3, degree of freedom at 5% level is 8.94

Calculated F < Tabulated F

0.23 < 8.94

INFERENCE:

Since Calculated F < tabulated F.

We Accept the Null Hypothesis.

There is no significant difference between the Educational Qualification and Experience.

III. CORRELATION ANALYSIS

Aim: There is a correlation between characteristics of work and ways for increasing quality of work.

X- Characteristics of quality of work, Y- Ways for increasing quality of work

X	Y
Dependability - 10	Training -13
Honesty & integrity - 07	Rewards -08
Positive proactive attitude - 18	Environment health & safety culture -12
Willing to work - 05	Conference -06

Uses downtime productivity -06	Non official programs -05
All the above -04	All the above -06
Total -50	Total -50

Formula,

$$r = \frac{(n \sum XY) - (\sum X)(\sum Y)}{\sqrt{n \sum X^2 - (\sum X)^2} \quad \sqrt{n \sum Y^2 - (\sum Y)^2}}$$

Calculation:

X	Y	X²	Y²	XY
10	13	100	169	130
7	8	49	64	56
18	12	324	144	216
5	6	25	36	30
6	5	36	25	30
4	6	16	36	24
∑X=50	∑Y=50	∑X²=550	∑Y²=474	∑XY=486

$$r = \frac{6(486)-(50)(50)}{(\sqrt{6*550} - (50)^2)(\sqrt{6*474} - (50)^2)}$$

= 2916-2500/(28.28)(18.55)

= 0.793

INFERENCE:

Hence, Characteristics of quality of work and ways for increasing quality of work are positively correlated.

The value of r = 0.793, where r>0 which indicates that there is high positive correlation between characteristics of quality of work and ways for increasing quality of work, it means these two attributes can dependent each other.

8. FINDINGS:

➢ In the company, it is found that the tasks require comparing and making a decision after considering the options majority of time.
➢ Most of the respondents are said that the tasks are required sensitively and confidential information majority of time.
➢ Majority of the respondents said that minimum qualification required is UG (Arts & Science, B.E) in BPO, Chennai.
➢ Majority of the respondents are said that they will develop ideas for efficiency and ensure acceptance.
➢ All the respondents are agreed that they will AIM FOR PERFECTION.
➢ It found, all the respondents are clearly mentioned that the communication skills, Leadership skills, Teamwork skills, Interpersonal skills, Creative and Innovation are the qualities required for in BPO, Chennai.
➢ Majority of the respondents are agreed that the communication skill is the major qualities required and followed by Teamwork skills for in BPO, Chennai.
➢ It is found the majority of respondents accepted the present Training Programme which is used in the company is good.
➢ It is found that there is no significant relationship between guidelines and qualities.

9. SUGGESTION:

❖ **IMPACT ON KNOWLEDGE ON LONG AND SHORT TERM PLANS:**
An awareness must be created among the HCL employees about the long and short term plans to get effective results in future. As majority of the respondents are not aware of long and short term plans

❖ **UTILISATION OF FAVOURABLE ORGANISATIONAL CLIMATE:-**
Majority of the respondents are ready to develop the ideas for efficiency and ready to give honest feedback to their peers. All the respondents are agreed to AIM for perfection

This shows that the employees are motivated and/or ready to accept changes. This ideal climate is best suited to bring-in correct the employees who lack required competencies.

❖ **DEVELOPING ABILITY TO HANDLE CONFIDENTIAL INFORMATION:**

Majority of respondents felt that the tasks require sensitive and confidential information most of the time. So, competencies like interpersonal skills, Teamwork skills, leadership skills etc, need to be found

❖ **INCORPORATION OF COMPETENCIES REQUIRED IN RECUITMENT**

It is found that, by order of importance skills, Teamwork, Interpersonal Skills, Leadership and creativity are the competencies required for the position of TSO

It is suggested to give importance for the above competencies in the same level of importance.

10. CONCLUSION

"People get hired for what they know but fired how they behave"

With the given research study conducted in BPO sector, it can be concluded that the competency mapping increases the performance of the employees.

This Research describes to find out the competencies required for BPO companies, Chennai. Competencies found for BPO's are:-

(i) Communication skills
(ii) Team work skills
(iii) Interpersonal skills

This will help to focus the training needs on the goals of the position and company and help the BPO Employees to develop towards the ultimate success of the Organization. The present study has been attempted to identify gaps in the competency levels of IT professionals working in IT firms in Chennai. The competency performance can be noticed in the following areas like cross training, evaluation process on consequences of customer's decision and value attained by the individual is linked with competency and it increases the quality of work. These could be developed by giving training and personality development classes for the employees.

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