5 Major Findings, Suggestions and Conclusion

5.1 MAJOR FINDINGS

i) Job Performance Skills Gap (JPSG) Analysis

ii) Communication Skills Gap (JPSG) Analysis

iii) Teamwork Skills Gap (TWSG) Analysis

iv) Leadership Skills Gap (TWSG) Analysis

v) Personal Qualities Skills Gap (PQSG) Analysis

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i) Suggested Course Of Action For Job Performance Skills Gap

ii) Suggested Course Of Action For Communication Skills Gap

iii) Suggested Course Of Action For Teamwork Skills Gap

iv) Suggested Course Of Action For Leadership Gap

v) Suggested Course Of Action For Personal Qualities Gap

5.3 CONCLUSION
5 Major Findings, Suggestions and Conclusion

5.1 MAJOR FINDINGS:

1. The skills which together comprise manpower competency are Job performance skills, Communication skills, Team work, Leadership skills and Personal qualities. There were 50 components altogether forming competency score.

2. Every component (statement) was given a score of 10, and, therefore, the maximum that anyone could score would be 500.

3. The number of employees in different levels of management considered for the study was: 300 from lower level management, 150 from middle level management and 50 from Top level management.

4. The expectation from the middle level employees is the highest as compared to Lower and Top level employees.

5. The firms considered for the study are: CSC Hyderabad, Prospecta Visakhapatnam, Capgemini Bangalore, ITC Infotech Bangalore and Wipro Bangalore.

6. Women form a small percentage of the entire work force. While 85% of the respondents are men, women are a mere 15%.

7. The expected scores of Job performance skills, Communication skills, Team work, Leadership skills and Personal qualities are 124.1, 40.5, 54.6, 70.7 and 93.

8. Job performance skills scores are 156 for middle management, which is above expectation from them.

9. Middle level managers have very good communication skills which allow them to take directions from the top and give instructions to the lower level management.

10. In case of Team Work scores, the expected competency from middle management is high (61) as compared to that from the low and top level management. Also, the actual scores of middle management are greater than expected from them (63.6), whereas, the same from the lower level and top management falls short of...
expectation (39).

11. Low and top level managers lack leadership skills, and are found to be highest among the middle level managers.

12. In case of Personal qualities scores, the average scores of middle level management are 100.33 which are almost meeting the expectation. However, these skills are lacking among the low and top level managers.

13. Middle level managers are very high performers as compared to the other levels.

14. The correlation analysis shows that the correlation is moderate to highly positive in all cases. This means that employees have rated themselves either positively or negatively for all the competencies.

15. The highest correlation is found between job performance and personal qualities. The least correlation is found between teamwork and personal qualities.

16. There is no significant difference in the variances of competencies between men and women. All the competencies (Job Performance Skills, Communication Skills, Team Work, Leadership and Personal Qualities) are equally present among men and women. Gender has no role to play in the case of an individual's competencies in the selected firms.

17. There is significant difference in the variances of competencies between different levels of management. This reflects that all the competencies (Job Performance Skills, Communication Skills, Team Work, Leadership and Personal Qualities) are not equally present among employees in different levels of management. There is a difference in the competencies based on the roles that they play among people working in different levels of management.

18. The employees at CSC Hyderabad have very good communication skills which allow them to perform the given tasks properly. This is reflected by their high job performance skills.

19. Employees at CSC Hyderabad have very good team spirit which allows them to perform the given tasks properly. This is reflected by their high job performance and communication skills score.

20. The employees at CSC Hyderabad have the highest leadership scores among the
selected firms. However, these skills are lacking among the other firms.

21. There is significant difference in the variances of competencies between different firms. This reflects that all the competencies (Job Performance Skills, Communication Skills, Team Work, Leadership and Personal Qualities) are not equally present among employees in different firms. This was well supplemented by the descriptive table in which CSC Hyderabad emerged as the super performer as compared to the others.

22. The scores of all respondents were compared with the expected scores for all the competencies to find out whether he/she possessed a higher/lower score than the expectation. If the actual score was higher than the expectation, the employee’s performance was considered to be positive, and vice versa, if the gap is negative.

23. Gap analysis is done for all the competencies, i.e., Job Performance Skills, Communication Skills, Teamwork, Leadership, and Personal Qualities separately.

i) Job Performance Skills Gap (JPSG) Analysis:

1. Top level management people fall short of expectations, and lower management employees who form a major chunk (300) of respondents, have high competencies, when it comes to their job related skills.

2. 4 women and 12 men require major improvement, while 10 women and 39 men need some improvement.

ii) Communication Skills Gap (JPSG) Analysis:

1. Only 6% of the respondents exceed expectation and a whopping 72.6% meet expectation.

2. Only 21% of the respondents require some improvement in communication related competencies

3. Top level management people fall short of expectation and lower management employees who form a major chunk (300) of respondents, have moderate competencies, but, it is the middle level management scores the highest when it comes to their communication related skills.

4. 137 out of 424 male employees require some improvement.
5. Only 5(10%) of the top management employees meet communication skills requirements. The remaining 45 of them need some/major improvement.

iii) Teamwork Skills Gap (TWSG) Analysis:

1. 27% of the respondents require some improvement and 4% require major Improvement.
2. Only 20% of the respondents exceed expectation and 49% meet expectation.
3. Based on gender, only 20 out of 76 women need some/major improvement and the remaining meet expectations
4. Based on gender, only 130 out of 424 men need some/major improvement and the remaining meet expectations
5. The middle level management people seem to possess the highest levels of teamwork (136 out of 150) related skills, followed by lower (200 meet/exceed expectation) and then top management.
6. Almost 2/3rds of the employees at CSC meet/exceed expectation (106) at CSC Hyderabad when it comes to teamwork.

iv) Leadership Skills Gap (TWSG) Analysis:

1. Not a single respondent possesses leadership skills as expected. 87% of the respondents require some improvement and 13% require major Improvement in Leadership related competencies.
2. All the men and women lag in leadership qualities, and need some/major improvement.
3. Respondents at all levels of management lag in leadership qualities, and need some/major improvement.

v) Personal Qualities Skills Gap (PQSG) Analysis:

1. Hardly 1% of the respondents possess leadership skills as expected. 75% of the respondents require some improvement and 23% require major Improvement in Personal Quality related competencies.
2. Almost all the men and women lag in personal qualities, and need some/major
3. Almost all respondents at all levels of management lag in personal qualities, and need some/major improvement.

5.2 SUGGESTIONS

i) Suggested Course Of Action For Job Performance Skills Gap:

- Mentoring schemes at work would help the female employees to perform better and this would benefit the whole of the organization.

- When matching people it is important to consider skills, personalities, goals and relationships as only then will each person gain the most from the scheme because ill matched employees could have damaged productivity.

- The reasons for low performance need to be further analysed and the root cause analysis has to be made.

- Implement measures to facilitate the work-life balance. This could include flexible working hours and career flexibility.

- Coaching and training must be given to the employees where the need is felt.

- The lowest-level jobs in an organization can often be the most stressful. Front-line employees can become mentally and physically exhausted by the demands of their jobs, steadily decreasing their motivation over time. Maintain a work environment that truly makes employees comfortable, where they can form lasting friendships and enjoy each other’s company at work. Happy employees are almost always more productive than dissatisfied employees.

- Implement employee development programs to let lower level employees know there are clear opportunities for career growth. If lower-level employees feel they are stuck in dead-end jobs, there can be nothing for them to strive for. Promise of internal advancement for management positions and other higher-level jobs will allow the employees to set personal career goals. Clear and attainable goals can be highly effective in boosting performance.

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Improved harmony, develop favourable relationship and alleviate relationship conflict among them.

ii) Suggested Course Of Action For Communication Skills Gap:

The manager has to be a great communicator if he wants to become a great manager. Communication skill is not just about speaking but listening as well. Good communication should avoid ambiguity. It helps in managing difficult or conflict situations in the workplace.

If there is a chance that a message might be misunderstood then it should be clarified. Training for management must be done on a regular basis. This gives an advantage to any institution since they can provide ongoing feedback to personnel in order to ensure the good function of the different components of an association.

It is important to keep the communication up-to-date by using all means necessary. The Internet, computers as well as E-learning provide new insights to effective training and can be adapted to fit different needs for different companies.

It’s also important to get constant feedback from the members as well as having assessment strategies to ensure that the communications training that is being provided is useful and productive to not waste time and resources. Teamwork also improves as communication skills increases.

Training should be implemented that provides the team member with the ability to communicate effectively. This training should enable the trainee to:

1. Deliver clear and concise messages
2. Apply the fundamentals of group communication such as methods used to communicate, the impact of environmental conditions, and the medium used to send the message Identify and overcome communication inhibitors such as lack of standardized words/phrases, lack of procedural guidelines, inability to say or understand "what you mean," noise in the workplace, and deficient or defective communications equipment
3. Establish and maintain effective communication during abnormal situations

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- Establish and promote feedback mechanisms in the communication process.
- Focus on what is right rather than who is right, the value of the feedback to the other communicator, the amount of usable information, proper timing, and paraphrasing or direct repeat back of messages.
- Exchange information in an efficient and effective manner.
- Influence team decisions by effective questioning and assertiveness.
- Use facility procedures for communication practices.

iii) Suggested Course Of Action For Teamwork Skills Gap:

All team members work towards the team objective under the leadership of the team leader. Mutual trust, cooperation, cohesion, respect for others, cultural sensitivity, maturity, and support for others, safety for team participation, having team vision, task orientation, and support for productive environment and having team norms and ground rules are some of the factors of success in teams. Teamwork related competencies can be improved by conducting training programs and open house discussions.

Team training has become a tradition in IT industry, where it has helped produce significantly positive results. It is widely acknowledged that teamwork is essential to achieve organizational objectives. The teamwork skills that may be developed for effective teams include, but are not limited to, are Communications, Stress-management, Leadership, Team building and Conflict resolution. Training programs for teamwork and diagnostic skills development should be evaluated on a regular basis to determine the extent to which established learning objectives are being accomplished. Training on teamwork fundamentals should enhance the ability of personnel to

- Demonstrate and promote effective communications, using both verbal and nonverbal methods.
- Interact effectively with team members of different personality types.
- Provide leadership to team members to achieve team goals.
- Resolve conflicts constructively within the team and with interfacing organizations.
- Recognize and reduce individual stress.

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iv) **Suggested Course Of Action For Leadership Gap:**

To contribute to the success of the team, every member of the team should understand the leadership function.

Training in leadership for all work group personnel should enable them to:

- Define leadership and the leadership role in your facility
- Identify the aspects of an effective and non-effective leader
- Identify those factors that adversely impact the leadership role, and develop methods to minimize the impact of these factors on team functions
- Identify and respond to the needs of individuals using different motivational techniques
- Identify those characteristics of the team (i.e., group objectives and individual and collective abilities) that impact on a person's leadership strategy and control their effect on team output
- Fulfill leadership functions as needs arise within the team.

v) **Suggested Course Of Action For Personal Qualities Gap:**

The firms seem to be stressing more on performance skills and much less on personal qualities. They must identify what comprises of positive Personal qualities. Personal qualities are important for jobs and relationships with other people. Examples of personal qualities include: friendly, determined, creative, sense of humor, ambitious, enthusiastic, helpful, considerate, punctual, thoughtful, easy going, and honest, reliable, adaptable, neat, organized, hard working, energetic, polite, tactful, patient, adventurous, easy-going and responsible. Personal qualities are often thought about as being the way a person naturally is, but it is possible to improve certain personal qualities with practice and experience.

Provide training on specific improvement strategies which include

- **Having verbal and written communication skills** Being able to get along with work colleagues and senior managers is a must.
- **Leadership ability** Being able to take charge of and manage a group is a big plus
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in many jobs.

- **Being able to handle pressure** Not panicking and staying cool calm and collected when things get hectic or start to go wrong.

- **Paying attention to detail** In some jobs if you make a small mistake it can have a big effect financially.

- **Ability to work as part of a team or on their own** Keeping focused on work objective and delegating tasks to colleagues is imperative to successfully reaching goals.

- **Having energy and drive** Demonstrate the ability to be alert, work hard and not run out of steam.

- **Being able to take the initiative** Showing that when you come up against problems you can think outside of the box to resolve them.

- **Showing enthusiasm** Do not appear bored, instead show that you are fired up and ready to go.

Competency Mapping process can be the foundation for aligning workflow and process outputs with critical customer requirements with a foundation of required employee attributes and competencies. People and their competencies have become the most significant factor that gives a competitive edge to any corporation. The future is going to be that of competent people and competency based organizations. HR professionals and HR practices can contribute a great deal to develop competency based organizations.
5.3 CONCLUSION:

The fundamental objective of competency mapping is to enhance the value of the company keeping in view the interest of the employees. Competency mapping affects the development of the members in the organization facilitating future career and succession plans. Companies set specific goals for their employees and then evaluate how they meet or exceed the goals; usually the results speak for themselves. Employees either achieve the goal or not, it is much easier to evaluate than the traditional review in which the evaluators either overrate or underrate their employees. The companies pioneering performance management methods are involved in an ongoing endeavour in which the ultimate company's vision is that everyone is doing exactly what they need to do, when it needs to be done and sees the potential reward or penalties of their actions. This approach can only be based on competency. Personality tests might reveal competencies which the employees haven't displayed in their work so far and training will further increase the competencies. In an era of increasing human mobility and globalization, competency mapping has become an important framework condition affecting the industrial competitiveness and economies of countries.

The research was undertaken with the basic objective of understanding the concept of competency mapping; various problems associated with its effective implementation, undertake gap analysis, build a standard set expected scores for comparison of skills (Job performance skills, communication skills, teamwork, leadership and personal qualities) across different levels of management, gender and across different firms. The research was undertaken to gauge present skills, the training and development needs of various employees and suggest management about minor/major improvements in different competencies. Questionnaire was administered to 500 employees at different levels (Top-50, Middle-150, Low-300) and statistical analysis was undertaken using ANOVA, t-test, correlation, SPSS tools and it was found that middle level employee skills (Job performance skills, communication skills, teamwork, leadership and personal qualities) are more proficient than other two levels as they have to take orders from top and get the work from the lower level. Inherent deficiencies were also found out, and suitable suggestions are also given for improving the present and future quality of employees for the job in question.
Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency mapping should not be seen as rewards. All the stakeholders must see in the exercise an opportunity for long-term growth. Thus competency mapping is a useful tool for development now and in the future and for creating a competitive advantage in the cut-throat world of business.