

ABSTRACT

The concept of competency based human resource management systems to evaluate, promote and reward employees have been acknowledged and utilized by organizations worldwide. However, researchers and OD experts have been using generic competency models to evaluate employees. Considering the importance of competencies in the management literature, this research is aimed to explore the concept of managerial competencies in the banking sector and its contribution to managerial effectiveness.

This research delves deeper and also tries to understand the importance of organizational culture in affecting the performance of the employees. This was done by using a survey questionnaire in 2 reputed public sector and private sector banks each in Delhi NCR. Middle level managers working in these banks were chosen as the sample.

It concludes by developing a 16 item reliable, valid and parsimonious scale of Managerial competencies and also explains the role of organizational culture and managerial competencies in affecting the performance of the managers. The study has been done in India and the researcher expects that similar studies in other regions of India and abroad will yield similar results. The result of our study also emphasizes the fact that managers may be having the desired competencies but they may not be necessarily effective because of the profound role played by organizational culture. Thus, it is a learning for the organizations that while they are expecting high performance from their employees, they also need to take care and manage their culture. The research concludes with suggestions and implications for organizations.