Review Of Literature On The Existing Concept And Models Of Competency Mapping In Public Sector Banks Of India

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Abstract: The need for the selection of the 'right man' for the 'right job' is an important HR aspect. Competency is the set of underlying characteristics, traits, skill, knowledge, attitude, and observable behavior that altogether help in the successful completion of a job, task, activity, role, or assignment and overall improves performance. Public sector banks in India need a new generation of professional bankers who are more customer-centric, technology-savvy, highly qualified, flexible, and agile with behavioral skill sets that are now more comprehensive than previously. The quality of human capital will increasingly become the cutting edge of competitiveness. Having competent staff to deliver high-quality products and services is important to build customer confidence and goodwill, driving customer satisfaction, enhancing reputation, and ultimately realizing an individual bank's corporate vision and strategic goals. Therefore, banking institutions are interested to incorporate competency mapping into their HR practices.

Introduction:

'The Public Sector Banking System has a human resource count of a little less than a million. The collective performances of these resources which comprise around 0.05% of the nation's households have a bearing on the performance of the entire economy. The scale of economic responsibility that the country has entrusted these individuals is unparalleled. It would require the highest standards of leadership to prime them to turn around the current situation.'- Banks Board Bureau, Compendium of recommendations, Chapter IX, Human resources, March 19, 2018. Public sector banks have always championed the cause of development banking and implementation of government policies. Taking this to the hinterland and promoting infrastructure in a big way, it has catered to the rich and poor alike. And this diversity has made even more important, the understanding of competency and competency mapping in the banking sector, especially in the public sector banks. 'People are the most important and valuable resources of any organization and human resources (HR) are more important in the service organizations than in goods-producing industry' (Mangaleswaran and Srinivasan, 2009). Human Resources are the most vital assets of an organization as they are the driving force behind the organization's success and meeting its goals and objectives.

According to Zeti (2005), banking is a knowledge intensive, skills-based, and relationship-rich industry.

Review of Literature

According to Chouhan (2015), the competency model is also known as the competency mapping model. "It is a valid, observable, and measurable list of the knowledge, skills, and attributes demonstrated through behaviors that result in an outstanding performance in a particular work context". A competency model is a collection of competencies and standards of performance, establishing qualifications for a specific job position (Cooper, 2000). It is a set of competencies that includes the key behaviors required for excellent performance in a particular role/job.

Pacevicius and Kekyte, (2008), defined competencies as a blend of professional knowledge, abilities, and skills as well as an ability to apply them according to the requirements of the work environment. Boyatzis (1982) stated that competency is an underlying characteristic of an individual that is causally related to effective and/or superior performance in a job or a situation. Competency is the sum of all skills, knowledge, and attitudes, manifested in the employee's behavior. It is the "means" to achieve the "ends." Competency is an underlying characteristic of an individual that is related to effective performance in a job or situation. Competencies include the

collection of success factors necessary for achieving important results in a specific job or work role in a particular organization. Competency refers to intellectual, managerial, social, and emotional competency. People are rewarded for their competencies (Spencer and Spencer, 1993), which in turn are influenced by some personal antecedents (Bartram, 2005). Parry (1996) stated that competency is a cluster of related knowledge, skills, and attitudes that affects a major part of one's job that correlates with performance on the job, that can be measured against well-accepted standards and that can be improved via training and development. Spencer and Spencer (1993) presented the iceberg model of competency wherein only a small part of the tip remains visible, and that visible part represents skill and knowledge which are normally technical competencies and because of visibility, are easy to assess. However, the submerged part, which is the major portion, is behavioral competency, which is comparatively difficult to assess and thus harder to develop.

Spector (1997) defined knowledge, skills, abilities, and other characteristics (KSAOs). According to him 'Knowledge' is what a person knows that is relevant to the job while 'Skill' is what a person is able to do on the job. 'Ability' (mental, physical, and psychomotor) is the capacity to learn a skill, and 'other characteristics' include attitudes, beliefs, personality characteristics, temperaments, and values. Knowledge in terms of competency is functional know-how to get a job accomplished successfully. Skill and aptitude are applicability of knowledge for successful execution of job and learning. Skill is the ability to do something well, expertise. These two combined together form competence. When competence is supported by personal characteristics such as motives, attitudes, and traits it forms competency. Motive is a reason for doing something while attitude is a settled way of thinking or feeling about something. The trait is a distinguishing quality or characteristic, typically one belonging to a person. Ethics is an integral part of competency, and it is embedded with values and a set of moral principles. Ethics is one of the most critical parts of leadership competency.

The competency framework is a model or organized set up of competencies required for the successful completion of the task and overall growth of individuals and organizations. It not only identifies competencies but groups them according to their type and classifies them at different levels and thus presents a holistic approach towards competency in an organization, role profile, and/or job family. Chouhan, 26 (2015) considers the competency model the same as the competency framework. Its identification, classification, segregation, and understanding of the interrelations of competencies for making a formal structure helps an individual in the accomplishment of his work and aims for his career growth as well as an organization in integrating its objectives for achieving success. According to Draganidis and Mentzas (2006), a competency model is a set of core competencies presenting the core values of an organization in its current and future role. Development of a competency model can be in-house, or it can be imported, it can be started either from scratch or further developed based on a validated competency model or both [(Alldredge and Nilan, 2000); Lucia and Lepsinger (1999)]. According to Zwell (2000), a competency model can be designed for a position, role, level, function, job, or an organization overall.

For creating a competency model by an organization, Briscoe and Hall (1999) identified three main approaches –the first is the research-based approach, the second, is a strategy-based approach, and the third is a value-based approach. McLagan (1996) classified six approaches for developing competency models which are 1) job tasks; 2) results of work effort; 3) outputs; 4) knowledge, skills, and attitude (KSA); 5) qualities of superior performances; and 6) bundles of attributes.

Since competency mapping is a recent trend in HR practice in India, not much work has been done, especially in public sector organizations and banks. Few studies conducted, pertain to private banks, however, the work culture, ethics, and job profiles of private sector banks vastly differ from that of the public sector banks in India. Therefore, the findings of studies done earlier can't be applied to public sector banks. Most of the research on this topic has focused on private sector banks, such as Deutsche Bank, and HDFC Bank Ltd studied by Sudesh Kumar, Dr. Suman Nayyar, and Dr. Bimal Anjuman. Research on competency mapping of employees in ICICI Bank was done by Shweta Chaudhary and Seema Singh (2016). Rupali Tukaram 32 Rathod 2014 studied the private sector banks in Hyderabad- Karnataka region. Jayasheela Patil and Dr. D Masthan (2014) researched the competencies of branch managers covering the private and cooperative banks in India. The studies could also not differentiate or corelate the requirements and level of competencies of public sector banks vis-à-vis private sector banks.

The report of the Committee on HR Issues of Public Sector Banks (2010) voiced concern that such

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vital area like 'Resources Forecasting' and 'Manpower Planning' has not received wholesome and quality attention in many PSBs. It recommended a need for a comprehensive leadership development strategy, based on a leadership competency model for each role, which must be developed by each bank for executives in Scale IV (senior management) and above. Competency study in the banking sector, especially the public sector sphere is the demand of the time. This can be easily gauged by the statement of Mr. S. Sridhar who retired in 2011 as CMD of the Central Bank of India. He said that the bank was in the process of completing a massive talent mapping exercise. This would enable it to make better HR decisions and address the key issue of posting the right man or woman for the right job. So, many officers stagnate and lose out on opportunities because the top management in a public sector bank just didn't know whom to post for a particular position and made the decision on an ad-hoc basis. It is a classic case of an organization not knowing its own strengths.

"It is a common complaint among bank executives that skilled manpower is in short supply. No two arguments for this, HR resources are becoming scarce – both in quality and quantity. And it is quite elementary that any resource that is in short supply needs to be properly managed for the benefit of society and, therefore, you need to pay attention to the entire Human Resource Management process. What kind of talent is required by the banks? Discrimination is the key. Do we need good people? Or do we need suitable people? I think we require good but suitable people. During the 2010-to-2020-decade, Nationalized Banks are at the cusp of a unique opportunity – with people retiring in lakhs making it a "retirement decade", it is the best time to transform the HR processes and implement some new age concepts." (Human Resource Management in banks: need for a new perspective- by K C Chakrabarty, Dy Governor, RBI, HR Conference of Public Sector Banks, Mumbai, 1 June 2012).

Attitudinal competency or soft skill (behavioral competency) - This is related to behavioral traits related to self as well as with people or team. This determines the employability and usefulness of an employee in a team. These are more related to personal characteristics (Motive, Attitude, Traits). The term 'Soft Competencies' has been defined as personal behavior or attitude toward technical competencies (Dubois, 1993; Dainty et al., 2005).

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