

## Competency Mapping among the Middle Level Managers in Bharat Electronics Limited

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### Introduction

**Human resource management (HRM or simply HR)** is a function in organizations designed to maximize employee performance in service of an employer's strategic objectives. **HR** is primarily concerned with the **management** of people within organizations, focusing on policies and on systems. **Human resource development** is the process by which an organization adds value to their organization by adding value to their employees. Professional **education**, career training, growth opportunities, and knowledge of government regulations are all ways in which organizations develop their employees.

According to **Boyatzis (1982)**- A capacity that exists in a person that leads to behaviour that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results.

**Bharat Electronics Limited** is an Indian state-owned aerospace and defence company with about nine factories, and few regional offices in India. It is owned by the Indian Government and primarily manufactures advanced electronic products for the Indian Armed Forces. BEL is one of nine PSUs under the Ministry of Defence of India. It has been accorded *Navratna* status by the Government of India. Bel and its divisions are primarily engaged in the design, manufacture, and sale of products used in networking, telecommunications, high-speed data transmission, commercial aerospace, military, transportation, and consumer electronics.

Products include magnetics (discrete components, power transformers and MagJack connectors with integrated magnetics), modules (DC-DC converters and AC-DC power supplies, integrated analog front-end modules and custom designs), circuit protection (miniature, micro and surface mount fuses) and interconnect devices (micro, circular and filtered D-Sub connectors, fiber optic connectors, passive jacks, plugs and high-speed cable assemblies). The Company operates facilities around the world. With over 60 years in the electronics industry, Bel has reliably demonstrated the ability to succeed in a variety of product areas across multiple industries. The Company has a strong track record of technical innovation working with the engineering teams of market leaders.

### Objectives of the Study

#### Primary objective:

- To access the level of competencies among the middle level managers in BEL Ltd.

#### Secondary objectives:

- To bring into light the broad outline about the term competency.
- To identify the factors of competency.
- To analyse the individuals strength and weaknesses among the employees in BEL.
- To identify the level of competencies among the employees in the BEL
- To bring into sharp focus the areas of competencies among the employees in BEL.
- To know the inherent qualities of employees in BEL.

- To offer suggestions in knowing the level of competencies to BEL.

### **Scope of the Study**

The study was conducted depending upon the opinions of the employees and the questionnaires are collected on the same. Based upon the survey collected and the opinion of the employees the perception towards the Competency Mapping in the organization through the study.

The findings from the data are analysed using mathematical and statistical tools qualitative information has been provided using various techniques.

Various suggestions have been provided to improve the competencies of the employees.

The study presents the actual feelings of the employees both their positive and negative views about the organization, which will serve as guidelines for the management to take steps accordingly to improve the satisfaction and awareness of the same by the organization is left to the management.

“Effectiveness of an organisation is the summation of the required competencies in the organisation”

- Organisation Structure.
- Position & Jobs.
- Core Competencies
- Role Competencies

### **Need For the Study**

Ongoing and unrelenting economic, social and technological changes have spurred the need for flexible, skilled workers who can help their organizations succeed and sustain a competitive advantage. To be relevant within organizations and indispensable to clients and customers alike, workplace learning and performance professionals must continually reassess their competencies, update their skills and have the courage to make necessary changes. Businesses and managing business has and always will be complex. There is no denying the need to perform through a combination of utilizing predictive or forecasting tools, techniques and methods, yet without trivializing the need to sustain and drive a motivated high performing workforce. The company's need to sustain in a competitive environment, gave rise to the need to understand and learn to establish the context of competency mapping. This report gives an overview of the competency mapping. The report presents the meaning and history of competency approach in the first section. In the following section the components and types of competencies have been covered. Further the report discusses the meaning of competency mapping and also defines the competency map. The section that follows discusses the main advantages and disadvantages of competency mapping. The role of competencies in an organisation as a vital tool for recruitment, selection and retention and the areas of application are discussed in the trailing section. The next section analyses how competency frameworks can be designed developed and implemented. It also discusses how to develop customized competency models based on the management philosophy, customer needs, and existing processes of the organisation.

### **Reviews**

**Ralph Tench et al (2015)<sup>1</sup>**, study benchmarks the educational and practice landscape in six key regions of Europe to demonstrate that the elements focusing on skills, knowledge and personal attributes of European communication professionals can be synthesised using competences as the foundational element. The originality is

also reflected in the self-diagnostic tool for the project based on an online portal.

**Rodrigo Valio Dominguez Gonzalez et al (2014)**<sup>2</sup>, paper is to identify the factors that companies in the Brazilian automotive industry must develop in order to promote KM. Furthermore, the research shows the relationship between these factors and KM process.

**Atri Sengupta et al (2013)**<sup>3</sup>, paper enables organizations to systematically manage their employee competences to enhance high-performance level and competitive advantage.

**Geoff Ryan et al (2009)**<sup>4</sup>, study was originally initiated as applied consulting projects and the findings of the research applied to human resource practices within each organization. Although competencies are ubiquitous in today's global workplace, the number of published studies with data to support the validity of competency-modelling techniques has been limited. The current research adds to the growing literature in this area and adds to one's confidence in the ability of emotional, social and cognitive competencies to predict performance in a variety of settings and cultures.

**Tobias Ley et al (2008)**<sup>5</sup>, paper connects the latest research in cognitive psychology and in the behavioural sciences with a formal approach that makes it appropriate for integration into technology-enhanced learning environments.

**James Thomas Kunnanatt (2008)**<sup>6</sup>, model holds many of the classic components of EI intact, a new sub-competence called social influence is introduced, with cautions about the difficulty in acquiring this sub-competence solely through EI training. Going beyond the popular literature, the paper explains the role of brain theory in EI. A dimension often ignored in EI discussions. Finally, the paper provides an abbreviated coverage of the progressive stages and the dynamics involved in typical EI training programs.

**Marie-Hélène Abel (2008)**<sup>7</sup>, paper is to present the MEMORAe project, the goal of which is to offer an alternative to the loss of competencies and knowledge in an organization. Within the MEMORAe project, an ontology-based learning organizational memory is proposed as support for learning object retrieval by competency for competency based learning. Using such a memory enables and goes beyond organizational knowledge management. Knowledge and competencies are defined and structured to facilitate their access and their learning. This latter is also made possible thanks to the resources that they index.

**Khalid Hafeez et al (2007)**<sup>8</sup>, study makes an original contribution in the core competence literature by showing how to evaluate individual competencies that are essential to the construction of the organisational core competence. The use of AHP facilitates consistent data by screening out any subjective anomalies. The outcome of this exercise can help management prioritise the most related personal competencies needed for developing its organisational core competences and to undertake crucial business functions.

**Fortis Draganidis et al (2006)**<sup>9</sup>, Study aims to review the key concepts of competency management (CM) and to propose method for developing competency method. Emphasizes the beneficial attributes of CM for private and public organizations.

**Bai-Chuan Yang et al (2006)**<sup>10</sup>, The model, procedures and tools proposed in this paper can help most companies quickly and precisely identify their specific core competencies. The POCCI model that emphasizes interdisciplinary integration and practical usage has never been thoroughly investigated in the previous literature and

could serve as a prototype for further explorations.

**Riitta Viitala (2005)**<sup>11</sup>, paper provides useful information on the development needs of management. This study revealed that there are a lot of managers who do not have any specific development intentions for themselves. In organizations where management development was both well organized and connected to strategic management, managers were more consciously aware of the development needs at a personal as well as at a general level. Additionally the study revealed that the development intentions of the managers differed from the ideas presented by the scholars in literature on management competencies. Technical and business skills were emphasized, while social skills and intrapersonal skills were neglected.

**Mark Home (2001)**<sup>12</sup>, Many leading companies are looking at ways to link skills development to strategic objectives as well as to demonstrate compliance with industry regulations. The greatest cost of learning is the time people are not working at their jobs. The solution is to minimise the time spent in training and focus people specifically on just the skills they need. It is important, therefore, to identify the skill gaps of employees in terms of the organisation's specific business goals and strategies. Competency management is now recognised as a key process to ensure that the individual and organisation training plans are linked to business goals. This article will illustrate how skills and competency management systems can help organisations improve the effectiveness of their training.

**Sally Caird (1990)**<sup>13</sup>, The proliferation of enterprise education initiatives in Britain emphasises the importance of understanding the meaning of the term "enterprise competency". Ironically, though the provision for enterprise education grows, there are few research and evaluation studies available to clarify the meaning of enterprise competency for education and assessment. A literature review of this area which is published by the Scottish Enterprise Foundation is summarised. Without precise definitions and research enterprise competency risks meaning everything and nothing to those involved with enterprise education and assessment.

### **Findings of the Study**

- In heavy electronics company male employees are preferred.
- The middle level managers mostly forming under the age group of 20-30 years.
- In BEL Ltd most of the middle level managers have above 20 years of experience.
- In public sector organisation middle level managers come under the income level of 45000-55000.
- In BEL Ltd middle level managers come under the designation of senior engineer.
- The company's vision and purpose policy are commonly accepted.
- The company's practice of developing people is widely accepted.
- The values and ethics are followed in BEL Ltd.
- The commitment is one of the factors seen in analysing the competency mapping in BEL Ltd.
- Performance is commonly seen in BEL Ltd.
- The company's practices on resolving conflict is widely accepted among the respondents.
- Influencing/motivation is seen as a common practice in estimating the competency mapping.
- Managing change can be applied effectively in order to map the competencies of the

employee.

- From the T-test it is found that there is a difference between vision and purpose and developing people.
- From One Way ANOVA test it is found that that there is no relationship between developing people & vision and purpose.
- From One Way ANOVA test it is found that there is no relationship between Performance & vision and purpose.
- From One Way ANOVA test it is found that there is no relationship between Values and ethics & vision and purpose.
- From One Way ANOVA test it is found that there is no relationship between Commitment & vision and purpose.
- From correlation test it is identified that there is significant relationship between Developing people and Managing Change.
- From correlation test it is identified that there is significant relationship between Values & ethics and Influencing/Motivation.
- From correlation test it is identified that there is significant relationship between Commitment and Managing Change.
- From factor analysis we had identified four factors namely organisation structure represents 14 variables, Position & jobs represents 6 variables, core competencies represents 6 variables and Role competencies represent 4 variables.

### **Conclusion**

The study has been designed to identify the competencies among the employees of Bharat Electronics Limited. The study covers ample number of literature, application of statistical tools in order to identify the areas of mapping the individual competencies with the organizational needs. The study reveals that there is a high influence in organisational structure as it is one of the main factor in determining the competencies however the study was conducted only for a limited period and the opinions elicited from the respondent's forms the base for identifying the right man for the right job. Thus it can be concluded that the competencies can be mapped from both the sides that is employee as well as job.

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