

A STUDY ON THE SIGNIFICANCE OF COMPETENCY MAPPING TOWARDS HEALTHCARE INDUSTRY, IN DINDIGUL DISTRICT, TAMILNADU

Dr.K.RAJESH KUMAR

HoD & Assistant Professor - BBA,
Subbalakshmi Lakshmipathy College of Science, Madurai

Dr.B.MEENAKSHISUNDARAM

Assistant Professor - BBA,
Subbalakshmi Lakshmipathy College of Science, Madurai

B.VAIRAMUTHU

Assistant Professor - BBA,
Subbalakshmi Lakshmipathy College of Science, Madurai

1. INTRODUCTION

Competency mapping, the buzz word in any industry is not complicated as it may appear. At the heart of any successful activity lies a competence or skill. In the recent years, various thought leaders in business strategy have emphasized the need to identify what competencies a business needs, in order to compete in a specific environment. Competency mapping is a strategic HR framework for monitoring the performance and development of human resource in organizations.

The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programmes. Also competency mapping is a strategic HR frame work for monitoring the performance.

2. INDIAN HEALTHCARE INDUSTRIES

Healthcare is one of India's largest sectors, in terms of revenue and employment, and the sector is expanding rapidly. During the 1990s, Indian healthcare grew at a compound annual rate of 16%. Today the total value of the sector is more than \$34 billion. This translates to \$34 per capita, or roughly 6% of GDP. By 2012, India's healthcare sector is projected to grow to nearly \$40 billion. (Emerging Market Report: Health in India, 2007) Indian health sector has a great scope to the neighboring countries. Most of the foreigners got good services from the Indian Hospitals.

Of the 15,393 hospitals in India in 2002, roughly two-thirds were public. After years of under-funding, most public health facilities provide only basic care. With a few exceptions, such as the All India Institute of Medical Studies (AIIMS), public health facilities are inefficient, inadequately managed and staffed, and have poorly maintained medical equipment. (Emerging Market Report: Health in India, 2007)

In Rural India, there are a total of 79,448 Doctors. This implies that there are 12.76 doctors per hundred thousand

of rural population. The distribution of number of doctors over the zones is seen to be 30% each in north, east and west and only 10% in south. There are a total of 15,039 hospitals in Rural India. This works out to 2.4 hospitals per 100 villages. In India there are 1, 34,582 PACS (Primary Agricultural Credit Co-operative Society).

3. STATEMENT OF THE PROBLEM

An organization has lot of resources for its effective functioning. These include men, materials, money, minutes, machinery, methods and machines. Out of this man that is human resource is an important requirement for the successful operation of the enterprise.

An employee has lots of internal capabilities that make up his human capital. This consists of skills, knowledge, and abilities etc. which make up his individual competencies. These competencies really matters for his individual productivity and performance in the organization. Hence organization needs to analyze and appropriately galvanize the competencies to enhance the individual productivity which in turn contribute for the organizational productivity.

4. OBJECTIVE

The primary objective of the study is to study the impact of competency mapping towards organisational effectiveness in healthcare in rural India. The secondary objectives of the study are

- To identify the employees skills and attributes.
- To analyse the impact of demographic variables on employees' meta qualities.
- To identify the knowledge level competencies.

5. LITERATURE REVIEW

Harvard psychologist David McClelland (1970) first suggested the importance of testing for competence rather than intelligence. Subsequently, competency models have been used worldwide to establish the building blocks of superior performance in many professional and technical academic, organizational, and manufacturing endeavors.

Kofi Annan (UN, 1999) describes competencies as the combination of skills, attributes, and behaviors that are directly related to successful performance on the job. UN further classifies three categories of competencies for its employees: Core or generic competencies for all staff (e.g., communication, teamwork) Managerial competencies (e.g., empowering others, decision-making) Technical or specific competencies related to specific jobs (e.g., one job entails the competence to "receive, identify, register, and distribute letters, documents and/or other objects.").

Mily Velayudhan T.K (2011) assessed the competency of the employees of two software companies relating to 20 broad categories. The dimensions taken for consideration were Drive for results, Process management, Functional expertise, Personal effectiveness & ability to influence, Innovation, Team effectiveness, Customer service, Self development orientation, Analytical thinking, Physical ability, Knowledge, Aptitude, Motivation, Communication, Leadership, Managerial ability, Negotiations, Personal values, Social skills, Technical competence. Simple random method was used to collect the data from the respondents. Tools like t test were used to identify the present competency levels and the competency gap. The results showed that Drive for Results(0.028), Process Management(0.028), Functional Expertise(0.031) , Personal Effectiveness and ability to influence(0.036), Innovation(0.011), Customer Service(.008), Analytical Thinking(0.034), Knowledge

(0.000), Attitude (0.000), Motivation(0.004), Communication(0.035), Leadership(0.034), Negotiation(0.025), Personal Values(0.001) had significance value less than 0.05. So it was inferred that the mean levels are not the same among the IT professional with different companies. Also from the results, it is clear that Null Hypotheses are not

to be rejected in the following dimension: Team effectiveness, Self Development orientation, Physical ability, Social skills, Technical Competency, since the significant value is more than 0.05. In all the dimensions where significant differences are found, the employees of CTS scored higher values compared to HCL employees. It is found that the performance levels of CTS employees are higher when compared to the employees of HCL. The gaps are found to be high among the employees of HCL in most of the dimensions. These could be developed by giving training and personality development classes for the employees.

Based on the Conference “Competencies: Communication for Development and Social Change” Held at the Rockefeller Foundation Bellagio Study and Conference Center Bellagio, Italy January 28-February 1, 2002 - Skills that received the highest ratings include the ability to understand the target audience and the context and culture in which people live; the ability to listen and observe; and the ability to communicate clearly and effectively.

- Knowledge that received the highest ratings includes knowledge of local conditions, community issues, and cross-cultural issues.
- Attitudes that received the highest ratings included respect for human and cultural diversity and belief in the importance of participation.

6. RESEARCH METHODOLOGY

Descriptive research design was used to study the impact of competency mapping among employees in Dindigul District. The primary data was collected based on convenience sampling method. The total rural Population in Dindigul district is 13, 53, 808. That is 62.63 per cent of total population of Dindigul district. Structured Questionnaire was used to collect primary data from 100 samples from rural people in Dindigul district, Tamil Nadu, India. The secondary data was collected from the articles, newspapers, books and internet. The Reliability Analysis, Two Way ANOVA test, Mann-Whitney U test and Chi-Square Analysis were used to analyse the effectiveness of competency mapping in rural areas. The collected data have been analyzed with the help of SPSS 16.0 package.

7. RELIABILITY ANALYSIS

H0: The instrument is not reliable

H1: The instrument is reliable

Cronbach's Alpha	No of Items
.920	24

The value of Cronbach’s Alpha is .920 and the no of items (questions) is 24. Since the value of Alpha is higher than the accepted value of .70(Nunnally, 1988), we reject the null hypothesis and accept the alternative hypothesis. Hence, we say that the instrument is reliable and can be used with other statistical procedures for further investigation.

8. CHI-SQUARE TEST

Gender and Team Oriented Skills

H0: There is no significant difference between Gender and Team Oriented Skills.

H1: There is significant difference between Gender and Team Oriented Skills.

Particulars		Team Oriented Skills				Total
		Disagree	Mutual	Agree	Strongly Agree	
Gender	1	1	11	33	37	82
	2	4	2	4	8	18
Total		5	13	37	45	100

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.379	3	.002
Likelihood Ratio	10.644	3	.014

The Pearson Chi-square value of gender and team oriented skills is 14.379 and the corresponding significant value is .002. As the calculated significant value is less than .050, we accept the alternative hypothesis and reject the null hypothesis and conclude that there is a significant difference between Gender and Team Oriented Skills.

Age Group and Adaptability

H0: There is no significant difference between Age Group and Adaptability.

H1: There is significant difference between Age Group and Adaptability.

		Adaptability				Total
		Disagree	Mutual	Agree	Strongly Agree	
Age group	1	0	0	1	1	2
	2	1	5	1	3	10
	3	0	16	36	21	73
	4	0	2	5	3	10
	5	0	0	2	2	4
	6	0	0	0	1	1
Total		1	23	45	31	100

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.777	15	.181
Likelihood Ratio	17.217	15	.306

The Pearson Chi-square value of age group and adaptability is 19.777 and the corresponding significant value is .181. As the calculated significant value is more than .05, we accept the null hypothesis and reject the alternative hypothesis and conclude that there is no significant difference between Age Group and Adaptability.

MANN-WHITNEY U TEST

H0: There is an association between Gender & Adaptability

H1: There is an association between Gender & Adaptability

	Gender	No of Respondents	Mean Rank	Sum of Ranks
Adaptability	Male	82	54.12	4438.00
	Female	18	34.00	612.00
	Total	100		

Test Statistics	
	Adaptability
Mann-Whitney U	441.000
Wilcoxon W	612.000
Z	-2.862
Asymp. Sig. (2-tailed)	.004
a. Grouping Variable: Gender	

The Mann-Whitney U test value of gender and adaptability is 441.000 and the corresponding significant value is .004. As the calculated significant value is less than .05, we accept the alternative hypothesis and reject the null hypothesis and conclude that there is a significant association between Gender and Adaptability.

TWO WAY ANOVA ANALYSIS

H0: Gender & Experience does not influence Stress Tolerance

H1: Gender & Experience influences Stress Tolerance

Tests of Between-Subjects Effects					
Dependent Variable: Stress tolerance					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	9.041	9	1.005	1.551	.142
Intercept	577.765	1	577.765	892.385	.000
Gender	.019	1	.019	.029	.865
Experience	4.328	5	.866	1.337	.256
Gender * Experience	5.905	3	1.968	3.040	.033
Total	1565.000	100			

The Two way ANOVA value of gender, experience and stress tolerance is 3.040 and the corresponding significant value is .033. As the calculated significant value is less than .05, we accept the alternative hypothesis and reject the null hypothesis and conclude that Gender and Experience influences Stress tolerance.

9.CONCLUSION

In this study, the researcher scanned through some of the available studies related to Competency mapping. Many important variables have been studied and the results of those studies are revealing which helped the researcher to

sharpen his study. With the help of the review the researcher is in a better position to formulate the research. The soundness of any organization depends upon on the efficiency of the manpower of that organization. A good and competency oriented workforce help the organization to improve their standards. Since now a days it is important to every organisation to know the competency level of employees. Competency mapping provides a great result to know the standards and improve the standards of the organisation in the competitive world.

Employees competency level can be checked through the various level of the performance what they have done in day to day work that can be helpful to the researcher to know the knowledge, abilities and behaviour of the employees.

Compared to the suggestions can be given by researcher to the organisation to improve their level of efficiency and effectiveness of the workforce. Thus by implementing the suggestions the organisation may grow vital in the future. The value of the organisation may also increase, while implementing the researcher suggestions.

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