



COMPETENCY MAPPING FOR OPTIMIZING EMPLOYEES PERFORMANCE DURING WORK FROM HOME (WFH) WITH REFERENCE TO IT COMPANIES IN KARNATAKA

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Abstract

The universal consequence of work culture have paradigm shift to remote work environment accelerating a shift in how and where we work. This has put organizations, their business models, and ways of working to the test. The study insight will take through the impact of new normal in IT firms to understand the capabilities of human resource to meet new standards. The study made an effort in identifying companies approach in redefine competencies for employees to survive and perform to meet organization goals. The article is an empirical study about the companies realizing that they can no longer ignore the attributes of workforce at this situation leading to emphasizing on building core competencies strategically to overcome unprecedented event.

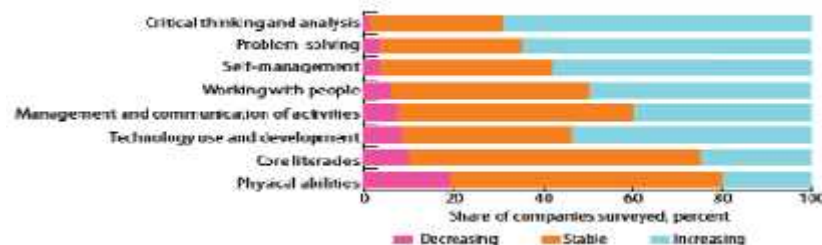
Keywords: New normal competencies, Competency Mapping, Individual capabilities, Remote work culture.

Introduction

Organization need to be dynamic and growth-oriented to sustain in the competitive market and this is possible only through the competence of the human resources, with organizations attempting to adapt to the myriad of restrictions on how their organizations can and should operate during the pandemic, virtual work has become a necessity for the organizational survival of many businesses. In cases where remote work was not initially employed, in addition to establishing the technological infrastructure, one significant hurdle to remote work was a general suspicion or fear of being able to work effectively in a virtual format. In order to reduce these concerns, organizations were forced to develop or refine training to develop competencies specific to technology utilized, how to use it effectively and intuitively, availability schedules, expected work hours and performance, and troubleshooting or support resources. *“The most competitive businesses will focus on upgrading their workers’ skills.* For workers set to remain in their roles over the next five years, nearly half will need retraining for their core skills. The survey also found that the sectors need to provide stronger support for re-skilling and up-skilling of at-risk or displaced workers. By 2025, the capabilities of machines and algorithms will be more broadly employed than in previous years, and the work hours performed by machines will match the time spent working by human beings. The augmentation of work will disrupt the employment prospects of workers across a broad range of industries and geographies. New data from the Future of Jobs Survey suggests that on average 15% of a company’s workforce is at risk of disruption in the horizon up to 2025, and on average 6% of workers are expected to be fully displaced.(*The World Economic Forum’s Future of Jobs Report Published: 20 October 2020*). Research articles have emphasis on understanding the impact of competency mapping on individual in order to resistance towards the new normal trends in IT sector. This has created exigency in identifying significant role of core competences in human resource to enhance the competitiveness and to leverage business toward achieving its strategic goals.

Shifting priorities

The relative importance of skill sets is evolving, employers say, with some increasing in value and others declining.



Source: Future of Jobs Survey 2020, World Economic Forum.



Background of the Study

“All businesses have been impacted but to meaningfully different degrees. Some are facing mortal threat while others are looking at opportunities” - Archie van Beuren, chair of the governance committee at Campbell. Remote work raises a vast array of issues and challenges for employees and employers. Companies are pondering to give best workspaces virtually to equip employees with contemporary skills and abilities to acquire required competencies. Studies held before had a mere focus on implementing remote work culture by oversight of its impact on individual competencies. The article aim to illustrate the need of considering competency mapping as a major factor in developing sustainable workforce and collaborating remotely for organization growth.

Review of Literature

Ford and Butts (1991:21) claim that drawbacks of working from home practice are based on perceived or actual loss of control of the organization. Organizations fear that employees may give priority to personal errands over work or may “farm out the work to somebody else” decreasing the control of the organization even further, adding to this employees productivity will eventually get affected leading to unexplored of core competencies. **Peters et al. (2004:471)** state that productivity and work quality problems are ranked second among the drawbacks of working from home for organizations according to their study. Considering the growth factor In 1999 Peter Drucker suggested, “The most valuable asset of a 21st-century institution, whether business or non-business, will be its knowledge workers and their productivity”(Drucker, 1999: 79). **Greer et al. (2014:98)** mention distractions in the home environment of the employees, which was reported as a drawback by supervisors. They also reported “lack of adequate work-related resources including technological equipment and files stored at the main worksite that are required to perform work-related tasks while teleworking”. This article evident the need for continues improvement in terms of employee competitive edge, **Sunassee and Sewry (2002)** said, “Knowledge grows like organisms, with data serving as food to be assimilated rather than merely stored” (as cited in **Terry, 2007: 39**). In 1963, Popper stated there is always an increasing need for knowledge to grow and progress continually, whether tacit (as described by Polanyi) or explicit. One of the reasons creating this problem is the “limited accessibility of employees” by the organization (**Lupu 2017:696**). Even when the employees are accessed by their colleagues and supervisors, “lack of face-to-face communication and the benefits associated with face-to-face communication” creates a drawback for the employees (**Greer et al. 2014:98**). **Peters et al. (2004:471)** mention a survey conducted with 66 managers who were against working from home as they think the practice increases the burden of the managers with additional responsibilities and decreases the interaction between employer and employee. As mentioned above, being away from the colleagues and the office may lead to “lack of identity with the company’s culture and the absence of team spirit”, which has a negative impact on the productivity (Ford and Butts 1991:22). **Ajay Koushik (2014)** concluded that every firm should have well defined roles and list of Competencies required to perform each role effectively. This information not only helps to identify individuals who have the matching skills for doing the work but also the skills that will enhance the successful performance of the work. HR professional have realized the importance of competency mapping and they believe that, the future belongs to competent people and competency based organizations. **Dr. Masood Ikram, Dr. Mahalakshmi, M. J. Abirami, Dr. Swaminathan (2019)** concluded that there is a gap in competency. Skill level was found to be comparatively lesser than Knowledge and attitude. This revealed the need for Continuous Education through training which will facilitate knowledge enrichment and skill development.

Objectives of the Study

- 1 To identify the core competencies of the employee to overcome pitfalls in remote working.
- 2 To examine whether behavioral competencies can determine the performance level of the individual in new normal.
- 3 To recognize the factors which are critical in empowering employee with competencies to perform a particular job.



Limitation

Time is major limitation. The sample size is limited to 100 respondents from IT companies, in Mysore City and the findings cannot be generalized.

Research Methodology

Data for the research was collected from 100 employees in the organizations by random sampling method and a well-defined questionnaire was prepared with 5 point likert scale and virtually collected from employees. Primary data was collected through questionnaire and secondary data was collected from various journals and books. Chi-square, ANOVA and Correlation was used as tool for analytical purpose.

Analysis and Findings

1. To identify the core competencies of the employee to overcome pitfalls in remote working

Ho: There is no significant impact of core competencies of employee to overcome drawbacks in remote working.

H1: There is a significant impact of core competencies of employee to overcome drawbacks in remote working.

Few factors were considered as a dimensions consisting of Adaptability, Creativity, Leadership and Communication Skills along with few conditions to work in new normal work conditions were considered to find the impact of core competencies of employee to overcome drawbacks in remote working. The multiple correlation analysis was performed and is presented in below table.

		Conditions to meet New Normal Work Life	Core Competencies
Conditions to meet New Normal Work Life	<i>Pearson Correlation</i>	1	.738**
	<i>Sig. (2-tailed)</i>		.000
	<i>N</i>	234	234
Core Competencies	<i>Pearson Correlation</i>	.738**	1
	<i>Sig. (2-tailed)</i>	.000	
	<i>N</i>	234	234

** . Correlation is significant at the 0.01 level (2-tailed).

Above analysis shows a moderate coefficient correlation between Core competencies and Conditions to meet new normal work life. The correlation is found significance at 99% of level of confidence.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.717	.151	17.940	.000	2.419	3.015
	Core Competencies	.300	.040	.738	7.423	.000	.220

a. Dependent Variable: Conditions to meet new normal work life



Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.685 ^a	.735	.627	.67497	.627	30.098	1	98	.000
a. Predictors: (Constant), Average of CMG									

Further supported by significant relationship between the listed dependent and independent variables ($p=0.000$). The model summary in the table-4 concludes that there is a significant R square change which shows that 67% of the variations in the regression model can be explained.

2. To examine whether behavioral competencies can determine the performance level of the individual in new normal.

Ho: There is no significant influence of behavioral competencies in determining the performance level of the individual in new normal.

H1: There is a significant influence of behavioral competencies in determining the performance level of the individual in new normal.

One-way ANOVA Test was conducted to identify the role of competency mapping in empowering employees in new normal and the above hypothesis was constructed to understand the significance level.

Role of competency mapping in empowering employees in new normal

Degree of Rating	Frequency	Percent	Level of Significance
<i>Disagree</i>	5	5.0	0.000
<i>Neutral</i>	10	10.0	
<i>Agree</i>	64	64.0	
<i>Strongly Agree</i>	21	21.0	
Total	100	100.0	

Application of One -Way ANOVA Test

The above table given p-value 0.00 is less than 0.05 at 5% significant level, which significantly proves that null hypothesis is rejected.

3. To recognize the factors which are critical in empowering employee with competencies to perform a particular job.

Ho: There is no significant impact of critical factors influencing employee with competencies to perform a particular job.

H1: There is no significant impact of critical factors influencing employee with competencies to perform a particular job.



Degree of Rating	Frequency	Percent	Level of Significance
<i>Strongly Disagree</i>	3	3.0	0.000
<i>Disagree</i>	25	25.0	
<i>Neutral</i>	24	24.0	
<i>Agree</i>	45	45.0	
<i>Strongly Agree</i>	3	3.0	
<i>Total</i>	100	100.0	

The above table explains the frequency and percentage of the respondents for the variables of critical factors influencing employee with competencies to perform a particular job. Further it can be observed the contingency coefficient value is lesser than 0.05, thus, it is significantly explained that there is an impact of competency mapping on organizational effectiveness.

Conclusion

This paper explores requirements of employability competency in the new normal with changing business scenario and new challenges emerging in the competitive world. Competency mapping is one such process that helps in identifying and mapping competencies required for successful performance in a particular role to meet organization goal and aids in keeping people development strategies and processes in sync with organizational growth & objectives in maximizing the utilization of human potential. A framework for employability competency during new normal is proposed, followed by a toolkit that ensures we stay resilient to meet the variety of demands and the conditions expected during significant transformation times. However, this work lays the profound basis for personal development practices in the new normal which would contribute to bringing in a generation that would fit the conditions of the era and continuously be resilient to meeting its demands. The research conceptualizes and integrates approaches that would address how to prepare individuals for times of uncertainties, changes and challenges they most probably would face during the new normal. Determine in bringing system and human resource to create the synergy of human resource and its role in effective implementation of competency mapping as a strategic tool for organizational growth, this has created exigency in identifying significant role of behavioral traits of a human resource to enhance competitiveness in new normal. This work opens a new line of research for empirical research that would support employability and competency development planners in the coming decades. The paper provides more insights about the new roles and dynamics of the competencies required for the next critical milestones of our human civilization and journey.

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