

A CASE STUDY OF COMPETENCY MAPPING IN THE PRESENT PANDEMIC AT KOTAK MAHINDRA BANK

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INTRODUCTION

In 2019, the entire world was hit by a huge turmoil named COVID-19. The emergence of such a disease posed a huge threat to human life, lockdown was announced for the entire nation which affected the social as well as economic security of the entire nation. In economic activities the spread of virus has adversely impacted many organizations of service industry. The tourism industry suffered the most but the banking industry was on the forefront. The largest problem is faced by the debtors in repaying their debts to the banks and the bankers need to foresee the change in attitude of their customers and react accordingly. The competencies of the banking staff to handle such adverse situation increase the effectiveness of the banking industry. The stress amongst the employees, the fear of transmission of disease adversely affects the mental balance of the employees. The global changes in the economic scenario have brought the GDP of India to 2.5 which shows the economic downfall of the country. Such global megatrends are shaping the world and are all set to leave their mark on banking sector. The state of affairs at this stage provides many options, changes in lending rates, risk taking ability. Also, the investment scenario would face a total change. In this turbulent environment, the speculative attacks would further require competent workforce especially in the banking sector. The economic institutions in this open economy continue to be more interconnected and banks need to grapple with the same. The next decade may foresee a change in online banking products and into the era of global universal banking. Globally banks need to embark on business wide transformation restructuring a multilayer change program (US.Jil, 2015). The impact of global banking scenario is also seen in the Indian banking sector. Indian commercial banking sector is on a growing trend. It has the potential to become the fifth largest banking industry in the world by 2020 and third largest by 2025 (IBEF, 2015). As indicated by R. Gandhi, the Deputy Governor of RBI in the Hindu Business Line 2015 *“It is an expertise-driven and niche industry. When expertise, knowledge and specialization are in high demand, people tend to hop jobs. Old*

method of developing a cadre and expecting them to continue with a particular bank for life is going to change. The demand for high specialization is rising in the banking space". Most of the private and public sector organizations are striving hard in order to have a competency based human resource system (Kumar *et al.*, 2012; Patil & Masthan, 2014).

Competency is the combination of intellectual social and personnel skills to perform a task efficiently and effectively. Key potential competencies is a cluster of related knowledge, skills and attitudes required to perform the tasks in hand to be measured against well accepted standards and can be developed or re-skilled by training and development programs.

Various authors have identified competencies such as Kumar *et al.* (2012) discussed competencies such as Customer Focus, Communication, Team Orientation, Technical Expertise, Result Orientation, Leadership, Adaptability and Innovation. Velayudhan (2011) studied 147 competencies and identified 20 core competencies. Upadhyay (2013) gave Managerial, Behavioral, Technical, Skill based, Attitude based and Conceptual Knowledge based competencies.

REVIEW OF LITERATURE

Strategy-focused competent employees pave the way to competitive advantage over others. Today's manager is a career, success, achievement oriented individual, he/she wants to see himself/herself as an integral part of the organization's growth. This study focuses on mapping competencies of individuals so as to formulate strategies that can help the Indian banks to increase their competences. In 1973, McClelland gave the concept of measuring competence of individuals rather than long general intelligence tests. He further emphasised that individuals should be continuously mapped for competencies at different phases of life. Communication skills; patience or response delay; moderate goals & ego development are some important competencies that pave the way for any individual growth.

Kumar *et.al* (2012)emphasized competency mapping is an important thread for potential appraisal. The study showed clarity of roles enhances credibility and profitability of the banks. It outlined the vital role of competency mapping in development of banks and employees. He further emphasised the importance of competency mapping in formulating the futuristic strategies of any organization like candidate appraisal for recruitment; employee potential appraisal for promotion; training needs identification; performance diagnostics; and self-development Initiatives.

As suggested by Bergenhenegouwen, *et al.*, (1997) suggested a competency framework compared to an iceberg in which the top of the iceberg was observed as knowledge and skills required to perform the job. The second level is the vocational skills i.e. communication, social, technical skills etc. The third level indicates the differences in personality and their competence. The fourth and the lowest part of the iceberg indicate the self-image, motives, effort, enthusiasm and persuasiveness.

Identifying key competencies of their employees help any organization to form strategies. The competency framework acts as a tool for any organization to assess past and future performances. It further acts as a guide or a flow chart to decide the future Human Resource Strategy for any organization (Srivastava, 2005)

To identify the competent workforce the banking sector needs to identify the competencies required by the employees for the present and the next successive position. Competencies are essential components to predict important behaviors. Thus, testing competencies is required for efficient performance at key positions. Mankidy (1996) highlighted the competencies required by bank employees and further classified them in four categories as follows: **Technical Competencies:** Technical Skills and Technical Knowledge. **Managerial Competencies:** Planning and Organizing; Problem Solving and Decision-making; Risk Taking; Flexibility/Adaptability; Controlling Ability. **Interpersonal Competencies:** Motivating; Team Building; Co-operation; Communication Skills - Verbal and Written; Sociability; Negotiating Ability. **Personal Competencies (Attributes):** Ambition; Openness; Optimism; Empathy; Integrity; Creativity. Velayudhan (2011) studied 147 competencies and identified 20 competencies: 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 and Technical Competencies Anisha (2012) has classified competencies into five categories i.e. Core competency, Professional competency, Behavioral competency, Threshold competencies and Differentiating competencies. Velayudhan (2011) studied almost 147 competencies and identified 20 major competencies required to identify the high competent employees. Patil & Masthan (2014) identified the key competencies required for branch managers by assessing the current competency level of Branch Managers.

RESEARCH METHODOLOGY

The current study has been carried out at the Kotak Mahindra Bank, Haryana region. The
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review of literature indicates the importance of competency mapping for Kotak Mahindra Bank. With the recent developments the bank has a challenge to be the top-most private bank in the coming years and that is only possible if it recognizes its talent pool. Present research paper aimed at ranking managers competencies by using Big Five Personality Model for Kotak Mahindra Bank. This study further suggested a framework for Kotak Mahindra Bank in order to increase the competencies of its employees.

The study was conducted to identify and rank M0 – M3 level managers of Kotak Mahindra Bank of Haryana region. The total no of employees in FY 2015 in Kotak Mahindra in India are 39000 employees in 1232 branches after its merger and acquisition with ING Vyasa, one of the biggest mergers of India in this financial year. The respondents were selected after a pilot survey. The Sample was taken from the employees in Kotak Mahindra at Haryana, India. There were 75 employees in Kotak Mahindra Bank in the grade M0- M3 (includes only retail branches) in 7 branches (i.e. Karnal, Panipat, Rohtak, Fatehbaad, Ambala, Hasi, Mahendergarh) in Haryana at the time of survey i.e. in 2016. The big five personality test was given to all the 75 employees in the grade M0-M3 but complete response was received from only 40 employees.

FINDINGS & DISCUSSION

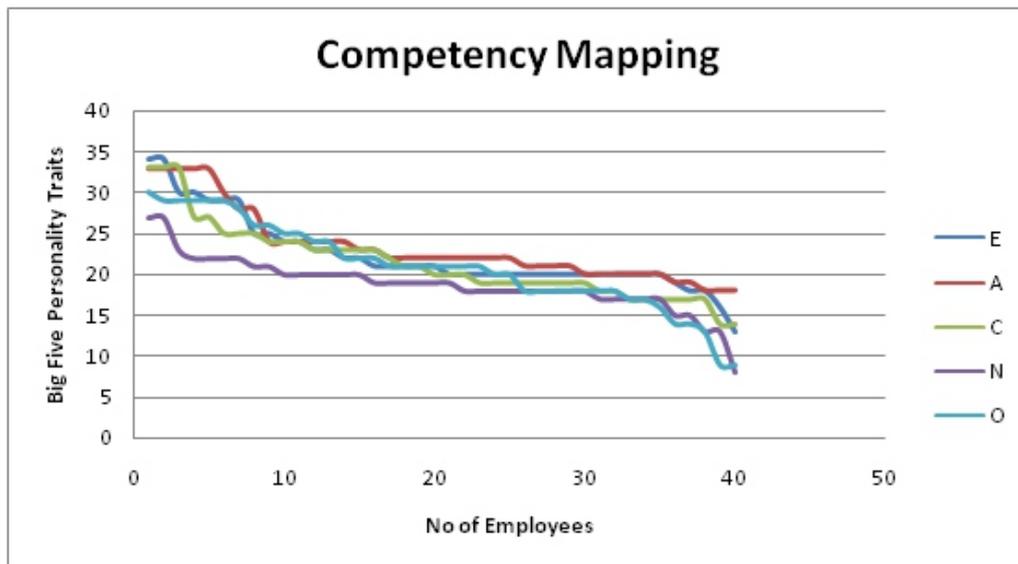
The employees were ranked according to their competencies using the questionnaire. 22.5% employees scored high as extroverts i.e. risk taker/ initiator, ambitious, spontaneous, social, expressive. 65% employees were ranked as medium extroverts and 12.5% employees were introverts i.e. they prefer to be quiet or carefully plan and organize.

	High	Medium	Low	Total
Extroversion (E)	9	26	5	40
Agreeableness (A)	8	27	5	40
Conscientiousness (C)	8	14	18	40
Neuroticism (N)	2	13	25	40
Openness to Experience (O)	11	14	15	40

20% employees rated high on Agreeableness i.e. courteous, flexible, trusting, good listeners, cooperative, team builders, negotiating, soft hearted tolerant & optimistic. 12.5% scored low on agreeableness that is they tend to do things their own way “the way they like it”.

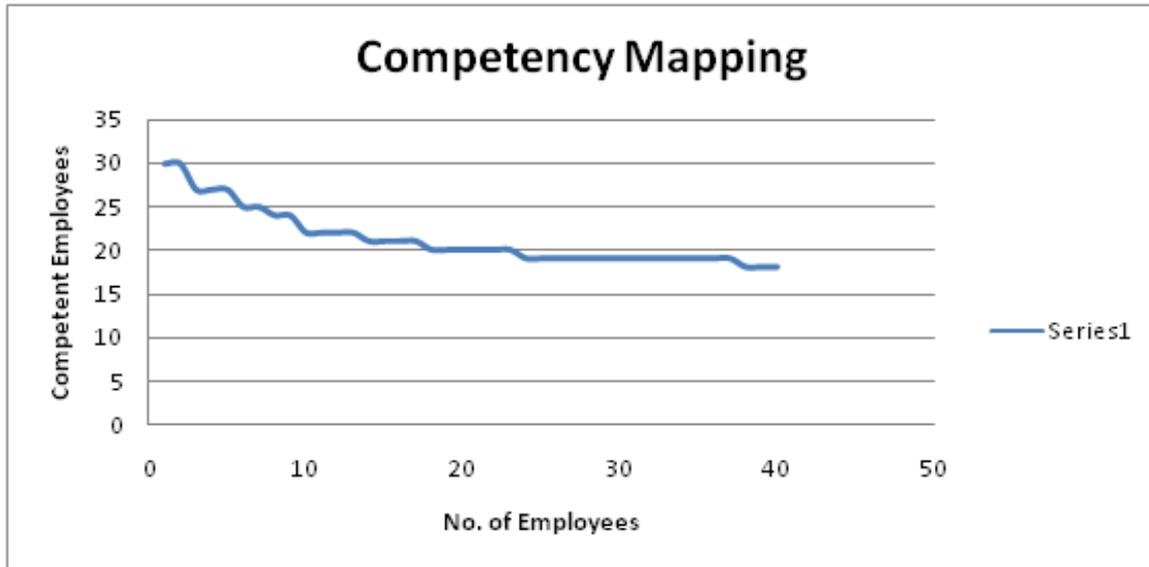
20% employees were rated high on conscientiousness i.e. they are hardworking, truthful, integral, open on the other hand 45% are core ambitious, prefer short cuts, they tend to put themselves first and consider others as a key to move up the ladder.

65% employees scored very low on **Neuroticism** that is they are practical, emotionally stable, ambitious they are concerned for people in a positive way, they are not emotional or anxious, worried and insecure. 27.5% employees tend to be very creative, risk takers, always open to ideas or challenges but they may tend to dream a lot. On the other hand 37.5% employees are very down to earth, closed, do not prefer challenges.



Source: *Prepared by Researcher*

Another analysis was made on the overall competencies of individuals i.e. how do they rate on overall competencies. An individual may be a good manager but may not be that competent in operations. So the study was to analyze the complete package being offered to banks. The relationship managers' act as a good face of bank to customers, they tend to listen, act as per customers need but they also need to be good in planning or organizing, taking decisions as per situations. Sometimes spontaneous decisions and sometimes planned events may be the key to success.

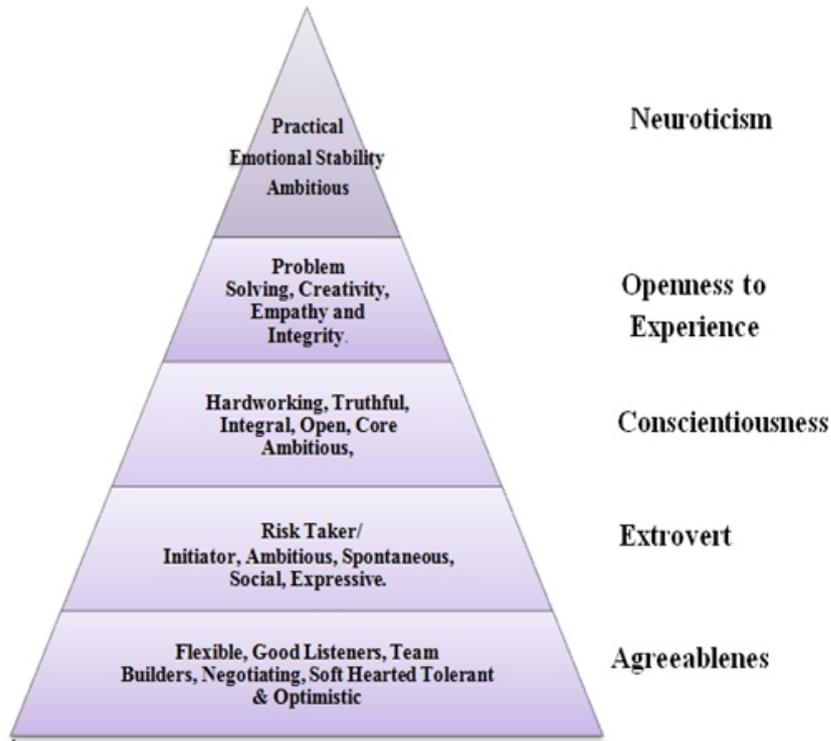


Source: *Prepared by Researcher*

The chart represents that 17.5 % employees represent the high competent workforce that acts as the backbone of the organization. They are the key people on whom the company can rely on even in adverse situation. The bank does not want to lose this cream of employees. 40% are average employees i.e. because they rated high on extroversion but ranked low on Agreeableness and a bit high on Neuroticism. Bankers need to be interactive, spontaneous but at the same time they need to think before taking decisions. One wrong decision may incur huge losses to customer and may even leave a mark on banks reputation. 42.5% employees rated as low competent employees as they scored average to low in all the personality traits. They are considered to be employees who are “Jack of all trades but master of none”.

CONCLUSIONS & SUGGESTIONS

According to Chaudhary in 2014 the Bank was ranked as 7th bank in top most private banks in India but moved up to 4th rank in last one year and after its merger with ING VYASSA it promises to move up the ladder in the future coming years, but with this merger the customer base and the expectations of the customers are all on hike and the bank needs to build strategies to extend its support and service to its loyal customers.



Source: Prepared by Researcher

The aforesaid framework of the bank indicates that the employees in the bank are on high agreeableness i.e. flexibility, team building, Negotiating etc. on the other hand they score very low on neuroticism i.e. ambitious emotional stability practicality. This conceptual framework of competencies indicates that an individual's competency level can be identified through his personality traits enhanced by adaptability, flexibility and adopting change and the strategies of the organization. The individuals' can acquire the requisite knowledge and skills as per the need of the job. A high competent employee is a bundle of competencies but these competencies can be enhanced through vocational training and other official time to time training programs. This framework also suggests the banks that similar framework could be adopted for their organization to enhance the competitiveness of their existing employees.

The above data analysis identifies the competent employees of the bank, the average employees & the low competent employees. The organization needs to focus on retaining their high competent managers' i.e. appropriate individual career growth options, attractive salary perks and incentives, flexibility in order to support their creativity and

individuality. The identified average competent employees should be given an opportunity to enhance their present set of skills, competency mapping and potential identification programs so as to identify their core competent areas and training programs to enhance their present and future need of skills. A talent hunt or a motivational exercise can be useful to identify the reasons of low competencies among employees. The company needs to build a strong strategy to cater to different individuals with different set of needs. Excessive work pressure, unachievable targets, stress, tensions lower downs an individual's capacity to work damaging the competencies in an individual. The bank needs good stress relieving programs, counselors to enhance their present set of competent employees.

LIMITATIONS OF THE STUDY

The present study was conducted with a small sample however the results of the study can be generalized because maximum banks have similar working conditions. All the private banks in current scenario are facing similar situation where they need strategies to recognize their current talent pool and retain them so as to ensure their position in the current market.

The Big Five Personality Test does not measure technical competencies or customer service competencies. More elaborated & longitudinal studies could prove to be more advantageous and help in building better strategies.

FUTURE IMPLICATIONS OF THE STUDY

Today the bank managers need to have a perfect blend of Personal, Interpersonal, Managerial, Technical skills and most importantly customer service skills. Therefore, a customized scale catering and highlighting the aforesaid competencies is required.

Competency mapping is an important thread for formulating any HR strategy and mapping competencies before Recruitment, Promotions based on potential of competent employees and not just on past records, succession planning to cater to the need of right individual at right position.

The competency framework suggested is a conceptual model and can frame an important thread for future research.

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