An Empirical study on Factors influencing Competency development with special reference to Accurate Data Convertors Pvt Ltd, Coimbatore

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Abstract

The competences are defined in terms of what job holders should be capable of doing. They can then be used as the basis for obtaining evidence of what they can do and they have done (performance management). The gap between what people should be able to do and what they can actually do indicates the area for personal development –learning and training activities. This paper deals with Non-Voice based BPO industry where the competition in the field is increasing because of new entrants. This situation poses an issue whether the present workforce is competent enough to meet the global demands and to know whether the working environment is conducive to improve the same. So, a study is needed to analyze the prevailing factors influencing the competency level of data entry operators at Accurate Data convertors Pvt Ltd, Coimbatore.

Introduction

A competency is an underlying characteristic of a person which enables them to deliver superior performance in a given job, role or situation. The concept of competence is more meaningful in practical terms than that of competency because it is about people have to do to achieve results. It is not about how they do it, which may or may not results in the required performance and tends to lists of generalized personality characteristics such as persuasiveness, assertiveness and achievement motivation. The competences are defined in terms of what job holders should be capable of doing. They can then be used as the basis for obtaining evidence of what they can do and they have done (performance management). The gap between what people should be able to do and what they can actually do indicates the area for personal development –learning and training activities. This paper deals with Non-Voice based BPO industry where the competition in the field is increasing because of new entrants. This situation
poses an issue whether the present workforce is competent enough to meet the global demands and to know whether the working environment is conducive to improve the same. So, a study is needed to analyze the prevailing factors influencing the competency level of data entry operators at Accurate Data Convertors Pvt Ltd.,

**Objectives of the Study**
- To identify key/core competency factors of operators.
- To rank the competency factors prevailing at Accurate Data Convertors Pvt Ltd.
- To test the demographic factors have any significant influence on overall satisfaction level of factors prevailing to improve the competencies.

**Review of Literature**

Girrbach and Charmaine J.Claus, Richard N.[2004], in their article "Competency Testing : A Review of the Literature .Evaluation Report" states that "The Board of Education of the School District of the City of Saginaw requested the Department of Evaluation Services to review the literature relative to competency testing, especially for the elementary grades. This review on competency testing programs and competency based education (CBE) covers several areas. The emphasis on educational accountability has increased during the past 28 years. CBE consists of three elements. Minimum competencies should be defined by how effectively students can function in life roles. The attainment of specific competencies should be a standard for graduation. A summary of what constitutes successful performance of competencies should be included in the certification process. Activities of other school districts in this area are discussed. The alternatives to be tested in a competency based testing program include basic skills, school subjects, like role competency areas, and basic skills applied in school subjects and life role competency areas. The various methods to assess minimum competency in these areas is discussed. An illustration is given of how one district began its program as well as a listing of benefits and problems. Recommendations for competency program design conclude the review.

Hong J-C, Yang S.D. [2007], in their article states that the "Current business and educational environments are mandating the identification, building, and assessment of specific critical competencies for the workforce. However, traditional approaches to competency analysis are often slow, expensive, and backward
looking. This article presents several new computer-aided approaches to competency analysis and provides examples of their use, including a detailed case study analyzing curricula and skills for professionals who provide benefits and work incentives planning and assistance to persons with disabilities"

Beykan Cizel, Nilgun Anafarta and Fulya Sarvan [2010], in their article state that "One of the ways of improving organizational performance is to focus on individual performance and to analyze the knowledge and skills needs for effective job performance. Relevant literature suggests that needs should be studied as gaps in competencies. This study reports findings from data relating to the perceptions of middle - level managers about the importance and current state of managerial competencies in the tourism sector. Data was collected through a questionnaire survey conducted in the hospitality facilities in Antalya, the so-called capital city of tourism on the Mediterranean coast of Turkey. Respondents were asked about the importance and also present level of managerial competencies (technical and generic) required for effective job performance. Gaps were measured by subtracting the importance value ascribed to be the competency from the value ascribed to the present competency level.

Universe of the study

Universe of the study refers to the all the employees at Accurate Data Convertors Pvt Ltd, Coimbatore. The total strength of the universe is 160. The sample size used for the study is 80. The respondents were selected by using Random sampling technique. The primary data was the first hand information’s collected through Interview Schedule.

The following relevant statistical tools were compatibly used to test the hypothesis and the results were interpreted.

1. Simple Percentage Analysis, 2. Chi –Square Analysis, 3. ANOVA and Weighted Average Analysis

Findings

Simple Percentage Analysis

- Majority (64%) of the respondents were female.
- Majority (45%) of the respondents belongs to the age group 26 to 32 years.
- Majority (23%) of the respondents were HSC qualified.
- Majority (41%) of the respondents were unmarried.
- Majority (41%) of the respondents belongs to the Monthly Income Level of Rs.5001 – 8000.
- Majority (44%) of the respondents are having 6 - 9 years of Experience.
- 30% of the people expressed that their competency level is more than expected level.
- 11% of the people expressed that their competency level is less than expected level.

- Identification of Key/Core Competency

<table>
<thead>
<tr>
<th>COMPETENCY FACTORS</th>
<th>SA</th>
<th>A</th>
<th>NN</th>
<th>DA</th>
<th>SDA</th>
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</thead>
<tbody>
<tr>
<td>Operational knowledge of materials and tools used</td>
<td>14</td>
<td>47</td>
<td>11</td>
<td>19</td>
<td>9</td>
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<tr>
<td>Level of attitude to learn new things</td>
<td>17</td>
<td>47</td>
<td>13</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Team spirit</td>
<td>20</td>
<td>43</td>
<td>16</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Time management</td>
<td>18</td>
<td>44</td>
<td>15</td>
<td>13</td>
<td>10</td>
</tr>
<tr>
<td>Information about job description</td>
<td>19</td>
<td>43</td>
<td>16</td>
<td>11</td>
<td>11</td>
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<tr>
<td>Decision making committee</td>
<td>26</td>
<td>35</td>
<td>18</td>
<td>9</td>
<td>12</td>
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<tr>
<td>Communication level</td>
<td>24</td>
<td>35</td>
<td>19</td>
<td>10</td>
<td>10</td>
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<tr>
<td>Goal achievement</td>
<td>26</td>
<td>41</td>
<td>16</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Respondents’ Initiativeness</td>
<td>24</td>
<td>36</td>
<td>19</td>
<td>6</td>
<td>13</td>
</tr>
<tr>
<td>Career development</td>
<td>29</td>
<td>36</td>
<td>18</td>
<td>6</td>
<td>11</td>
</tr>
<tr>
<td>Effective management of time</td>
<td>20</td>
<td>43</td>
<td>17</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>19</strong></td>
<td><strong>41</strong></td>
<td><strong>16</strong></td>
<td><strong>11</strong></td>
<td><strong>10</strong></td>
</tr>
</tbody>
</table>

**Chi – Square Analysis**

**Influence of demographic factors and overall satisfaction level on factors prevailing to improve the competencies.**

- Department and overall satisfaction level are independent. (TV:36.41; CV:26.34)
- Gender and overall satisfaction level are dependent. (TV:9.48; CV:11.19)
- Age and overall satisfaction level are dependent. (TV:26.29; CV:38.68)
- Educational Qualification and overall satisfaction level are independent. (TV:36.41; CV:30.68)
- Marital Status and overall satisfaction level are independent. (TV:26.29; CV:25.76)
- Income and overall satisfaction level are dependent. (TV:21.02; CV:23.62)
- Total Experience and overall satisfaction level are independent. (TV:21.02; CV:19.04)
- Experience in the present company and overall satisfaction level are dependent. (TV:21.02; CV:21.55)

**ANOVA**

**Influence of demographic factors and overall satisfaction level on factors prevailing to improve the competencies.**

- Department and overall satisfaction level had no significant difference between them. (TV:2.51; CV:1.46)
• Gender and overall satisfaction level had no significant difference between them. (TV: 7.71; CV: 7.01)
• Age and overall satisfaction level had significant difference between them. (TV: 2.51; CV: 4.70)
• Education Qualification and overall satisfaction level had significant difference between them. (TV: 2.51; CV: 3.28)
• Marital status and overall satisfaction level had significant difference between them. (TV: 2.51; CV: 5.31)
• Monthly Income Level and overall satisfaction level had significant difference between them. (TV: 3.49; CV: 4.95)
• Total Experience and overall satisfaction level had significant difference between them. (TV: 3.49; CV: 5.68)
• Experience in the present company and overall satisfaction level had significant difference between them. (TV: 3.49; CV: 4.42)

**Weighted Average Analysis**

Ranking of the competency factors prevailing in Accurate Data Convertors Pvt Ltd.

<table>
<thead>
<tr>
<th>RANK</th>
<th>COMPETENCY FACTORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Career Motivation</td>
</tr>
<tr>
<td>2</td>
<td>Freedom To Initiate</td>
</tr>
<tr>
<td>3</td>
<td>Leadership</td>
</tr>
</tbody>
</table>

4. Decision Making Process
5. Trustworthiness And Ethics
6. Team Spirit
7. Communication Level

It is appreciable, that the above said competency factors are ranked top range by the existing employees which is prevailing in Accurate Data Convertors Pvt Ltd which is the positive sign to develop the competencies of employees.

**Conclusion**

As the study revealed that the level of satisfaction towards the factors prevailing to improve the competency level of employees is based on the selected demographic and socio-economic factors. It is suggested that, the necessary motivation need to be given to enhance loyalty towards the management which in turn increase the competency level of workers.

**References**


**Authors Profile**

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