Research Article

A Strategic View of Competency Mapping on Organizational Commitment with a Focus on Bank Employees

Dr.C.Kathiravan[1]; S.Velmurgan[2]; A. Rajasekar[3]; P. Mahalakshmi[4]; E. Chandramouli[5];
V. Suresh[6]; B. Padmaja[7]; K. Dhanalakshmi[8]

Abstract
In today's dynamic and volatile business environment, organisations are being challenged to alter the way they create value and carry out activities. The notion of "survival of the fittest" describes today's winners. Professional staff are becoming a company's most important asset. Employees are responsible for running the business and aiding management in acquiring market share. The purpose of this study is to see how competency mapping and organisational commitment affect bank employees in Chennai. A total of 200 people took part in this study. Finally, the findings show that, from the perspective of a private bank with several branches, competency mapping has a beneficial impact on organisational commitment among bank personnel.
Keywords: Personality, Potential, Proficiency, Affective commitment, Continuance commitment, Normative Commitment.

1. Introduction
Human Resource Management is a field that focuses on the organisation and satisfaction of individuals, organisations, and communities. Competencies are combined through awareness, qualities, capacity, attitudes, and personalities. Workers' abilities are also required for any successful operation. The organisation and mapping of the aforesaid competencies are critical in every sense of the industry in order to build a systemic learning strategy for their operational performance. Leadership Management is one of the primary causes for good working relationships. Not just a few workers, but all of them, are required to be champions. The organisations then not only look forward to leaders, but also work hard to improve them by seeking out and displaying people with leadership potential in order to help them develop their leadership skills. Skill will result in rapid, efficient, and adequate adjustments in their organisation and divisions (Thrash, 2012). This is supported by Jones et al. (2012), who argue that higher education administration has become dynamic, requiring centralised or dispersed

[1]Associate Professor, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu E-Mail: kathirc@gmail.com
[2]Doctoral Research Scholar, (Corresponding Author) Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu
[3, 4,5,7,8] Doctoral Research Scholars, Department of Business Administration, Annamalai University, Chidambaram, Tamilnadu
[6]Assistant Professor, Department of Commerce, Faculty of Science & Humanities, Vadapalani Campus, SRM Institute of Science and Technology

Dr.C.Kathiravan[1]; S.Velmurgan[2]; A. Rajasekar[3]; P. Mahalakshmi[4]; E. Chandramouli[5];
V. Suresh[6]; B. Padmaja[7]; K. Dhanalakshmi[8]

leadership rather than hierarchy. Following that, a thorough literature research is conducted to identify leadership skills considerations for the analysis and evaluation of the data.

2. Review of literature

All of the competency mapping aspects are described by Paul R. Bernthal (2004), which includes In the year 2004, The ASTD skills model provides a framework for modelling continual learning for practitioners. They increase professional skills and recognition by embracing, practising, and engaging in personal growth and advancement, and they ensure competent assistance for consumers, customers, and colleagues by embracing, practising, and engaging in personal development and progress. Robin Kessler (2009) gives managing directors and managers a better grasp of how to connect with their employees and how to make today's competency tests more effective. He invites you to consider it in a different light - as a partnership or a group effort.

In his thesis, "Competency Mapping: A technique for HR Excellence," Md IshtiakUddin, et al. [2012] provided many strategies for using the Competence Model, including employment analysis, job description, work specifications, the Competency Matrix, 360-degree feedback, and so on. Skills mapping, he believes, should be used for coaching and succession planning as well. In this article, we define affective commitment as employees' relational commitment to, identification with, and engagement in the company (Meyer & Allen, 1991). According to this study, social networks influence affective commitment because they provide benefits or limits to workers who receive or provide social assistance (Coleman, 1988; Garrotter, 1985; Wellman, 1992). As skills continue to be a topic of live discussion in every organisation, Ashok Chanda, B. Siva Ramakrishnan, and JieShen (2008) highlighted the technique to managing people. The inclusion of a system for evaluation, measurement, and creation of skills will be a valuable basis for mainstreaming and accomplishing a comprehensive people management plan.

3. Problem of the Study

The study's main focus is competence mapping (personality, potential, and proficiency), as well as organisational commitment. For this study, 200 bank employees from various branches in Chennai were used as the sample size.

4. Objectives of the study

• To examined the relationship between Competency Mapping Components and Employee Organizational Commitment in the Banking Sector.
• To evaluate bank employees' personality efficacy and organizational commitment.
• The potential components have an impact on bank workers' devotion to the organization.
• To see if there's a link between Proficiency and Bank Employees' Organizational Commitment.

5. Competency Mapping and Organizational Commitment Conceptual Framework:
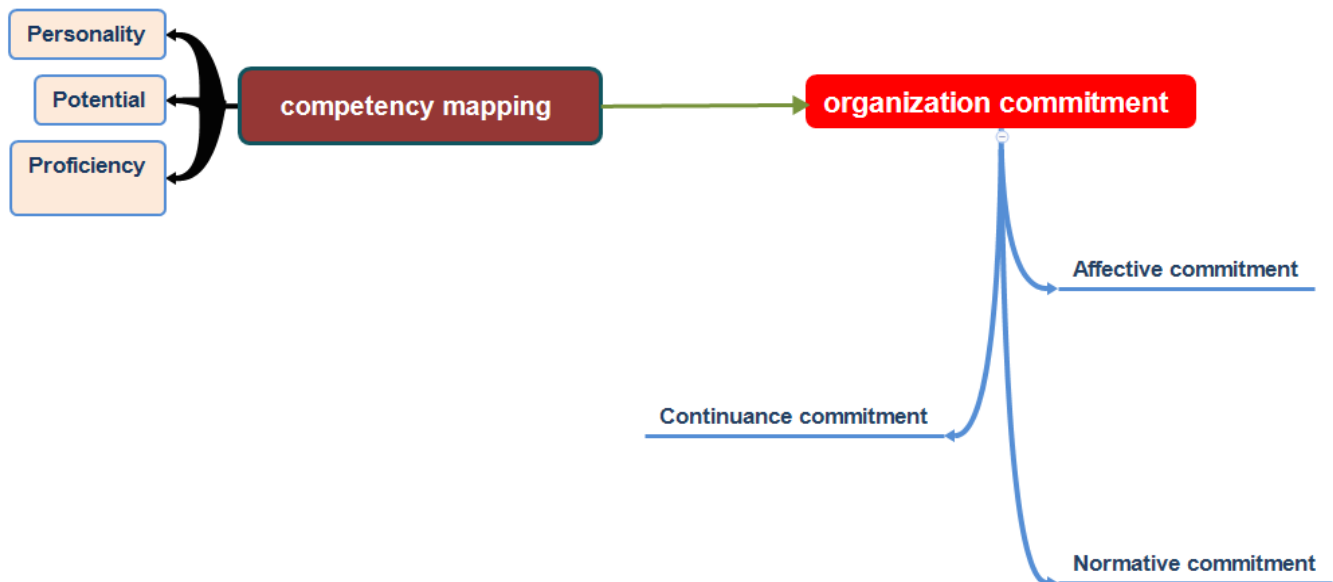
(Fig:1) Conceptual Framework:

6. Research methodology

This section covers the sample size, sample selection procedure, variable selection, research model, and statistical techniques used to find out the correlation between competency mapping components and organisational commitment of bank employees in the banking industry.

6.1. Sample Size:

We obtained emails from HR departments of well-known banks in Chennai, as well as from certain Facebook groups of bank employees in Chennai. We emailed our questionnaire to respondents after receiving the email list. In the account of sample, we obtained completed questionnaires from respondents.

6.2. Participants:

The 200 attendees are all bank personnel in Chennai, India's largest city. In and around Chennai, he works for a significant number of private banks.

6.3. Sample Selection Procedure:

To choose samples, the Convenient Sampling procedure was used. Instead than going through the difficulties of sampling, this sampling methodology relies on a convenient procedure. Employee emails were collected directly from the HR manager of Different Bank. After collecting data, we emailed a Google Form Questionnaire to roughly 350 people, and we received 200 responses.

6.4. Hypothesis:

H1 –There is no link between competency mapping components and bank employees' organisational commitment.

H1.1 – Organizational commitment and Personality, which is one of the Competency Mapping components, have no association.

Dr.C.Kathiravan[1]; S.Velmurgan[2]; A. Rajasekar[3]; P. Mahalakshmi[4]; E. Chandramouli[5];
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H1.2 – There is no relationship between organisational commitment and potential, which is one of the pillars of Competency Mapping.

H1.3 - There is no association between organisational commitment and proficiency as one of the aspects of Competency Mapping.

7. Data Analysis

The values of Cronbach'salpha were computed to check the reliability and validity of model.

The Table 1 reflects the values of Cronbach's alpha, composite reliability and average variance Extracted

7.1. Reliability and Validity
Table: 1 Reliability and Validity

Latent Variable	Cronbach's Alpha	rho_ A	Composite Reliability	Average Variance Extracted (AVE)
Commitment	0.793	0.896	0.602	0.180
Personality	0.806	0.858	0.706	0.253
Potential	0.824	0.895	0.655	0.277
Proficiency	0.874	0.930	0.884	0.362

Table 1 The values of Cronbach's alpha for organizational Commitment of personality, potential and proficiency are (0.793), (0.806), (0.824), and (0.874) respectively all the value are greater than 0.7 except for the value.

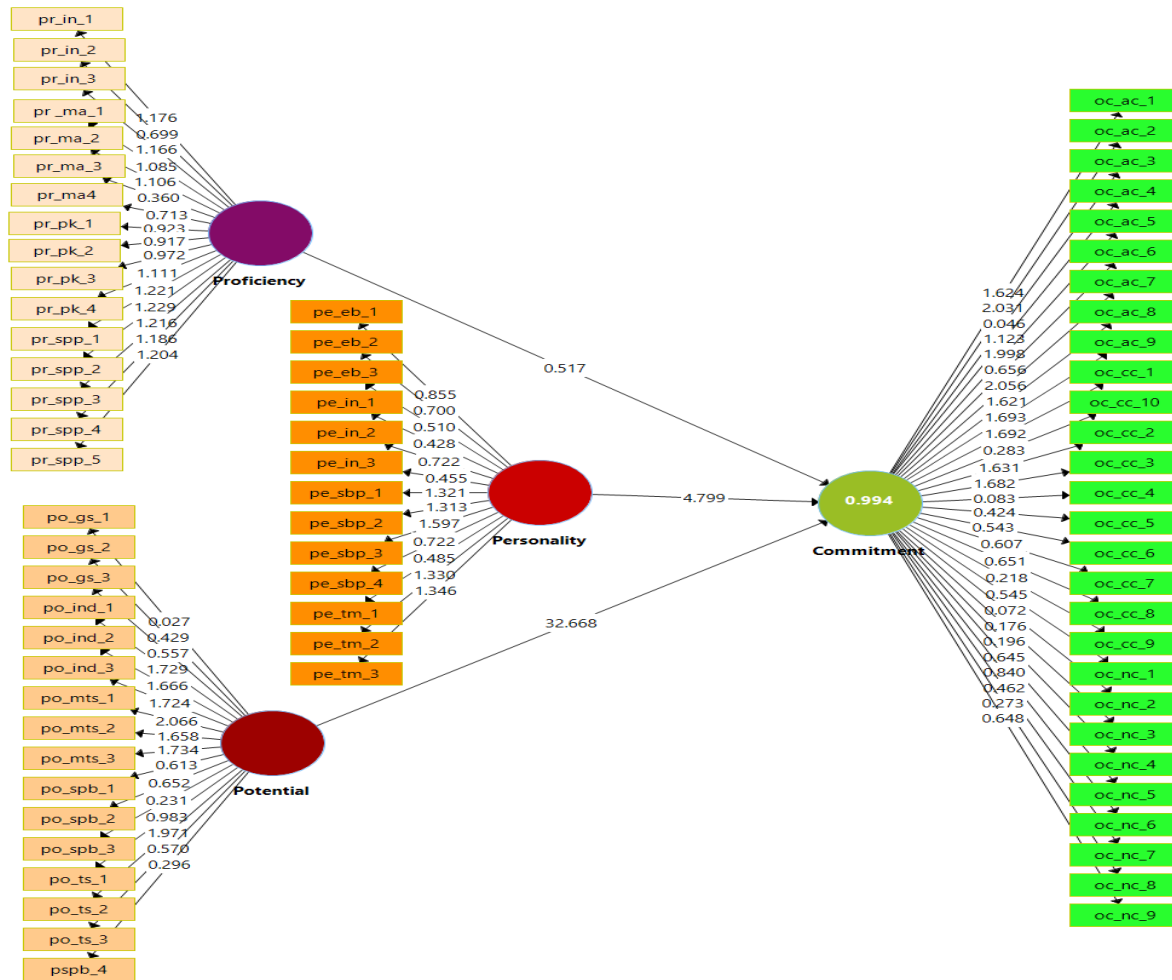**Competency Mapping and Organizational Commitment diagrams path diagram**

Fig (2) PLS Path diagram

The values of CR were also measured to check the reliability of constructs. The show that values for organizational commitment of personality, potential and proficiency are 0.602,0.706,0.655, and 0.884 respectively. all the value of CR are greater than 0.7. The results of CR indicates that the model possesses acceptable level of reliability (Chin, 2010; Hair et al., 2011. The AVE values of the latent variables were also computed and reflected in table 1. The AVE value for organizational commitment, personality, potential and proficiency and are 0180,0253,0.277, and 0.362, respectively. All these values are greater than 0.5 which shows that there exists acceptable level of convergent validity (Chin 2010; Hair et al., 20117)

7.2. Discriminant validity

To assess the extent to which each and every latent variable was distinct from other constructs, Fornell- Larcker criterion was used to verify and confirm discriminant validity (Chin 2010; Hair *et al.* 2017). Theresults of this criterion are shown in Table 2

Fornell-LarckerCriterion

Table: 2

Latent Variable	Commitment	Personality	Potential	Proficiency

Dr.C.Kathiravan[1]; S.Velmurgan[2]; A. Rajasekar[3]; P. Mahalakshmi[4]; E. Chandramouli[5];
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Commitment	0.424			
Personality	0.736	0.503		
Potential	0.986	0.637	0.526	
Proficiency	0.155	0.111	0.146	0.602

The diagonal values should be less than non-diagonal values in order to have discriminated validity. The results show that all the values at diagonal; are greater than non-diagonal values; it means that no issue is found regarding discriminated validity found in the model.

Heterotrait-Monotrait (HTMT) Ratio

Another criterion known as the Heterotrait-Monotrait (HTMT) ratio was also computed as a more superior method to check discriminated validity. The results are show

Table: 3

Latent Variable	Commitment	Personality	Potential	Proficiency
Commitment				
Personality	0.546			
Potential	1.032	0.468		
Proficiency	0.267	0.262	0.201	

The values of HTMT should be between 0.85 to 0.90 in order to establish discriminate validity (Henseler, et al., 2012). In our model the value of potential for commitment is 1.032.

7.3. Factor Loading

Table 4

Latent variable	Constructs	Factor loading	Latent variable	Constructs	Factor loading
affective commitment	oc_ac_1	0.651	Personality	pe_sbp_4	0.131
	oc_ac_2	0.526		pe_tm_1	0.089
	oc_ac_3	0.043		pe_tm_2	0.805
	oc_ac_4	0.213		pe_tm_3	0.875
	oc_ac_5	0.487	Potential	po_gs_1	0.078
	oc_ac_6	0.192		po_gs_2	-0.138
	oc_ac_7	0.628		po_gs_3	-0.232
	oc_ac_8	0.831		po_ind_1	0.855
	oc_ac_9	0.852		po_ind_2	0.777
continues commitment	oc_cc_1	0.835		po_ind_3	0.823
	oc_cc_10	-0.052		po_mts_1	0.607
	oc_cc_2	0.778		po_mts_2	0.864
	oc_cc_3	0.800		po_mts_3	0.884
	oc_cc_4	0.096		po_spb_1	-0.267
	oc_cc_5	-0.131		po_spb_2	-0.300
	oc_cc_6	-0.214		po_spb_3	-0.027
	oc_cc_7	-0.255		po_ts_1	0.179
	oc_cc_8	-0.292		po_ts_2	0.462
	oc_cc_9	-0.021		po_ts_3	0.176
norminative	oc_nc_1	-0.069	Proficiency	pr _ma_1	0.630

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commitment	oc_nc_2	0.009		pr_in_1	0.607
	oc_nc_3	0.022		pr_in_2	0.189
	oc_nc_4	-0.018		pr_in_3	0.608
	oc_nc_5	-0.079		pr_ma4	0.197
	oc_nc_6	0.105		pr_ma_2	0.480
	oc_nc_7	0.041		pr_ma_3	0.101
	oc_nc_8	-0.018		pr_pk_1	0.404
	oc_nc_9	-0.060		pr_pk_2	0.393
Personality	pe_eb_1	0.157		pr_pk_3	0.463
	pe_eb_2	0.134		pr_pk_4	0.659
	pe_eb_3	0.097		pr_spp_1	0.869
	pe_in_1	0.083		pr_spp_2	0.855
	pe_in_2	0.145		pr_spp_3	0.840
	pe_in_3	0.078		pr_spp_4	0.766
	pe_sbp_1	0.883		pr_spp_5	0.773
	pe_sbp_2	0.859		pspb_4	0.058
	pe_sbp_3	0.491			

The values of factor loadings show the reliability of individual indicators of constructs. The value for factor loading should be more than 0.7 for acceptance. The results (Table 4) show that the low values respectively. These values can be dropped for the sake of getting improvement in final results.

7.4 Collinearity Assessment Outer VIF Values
The values of inner VIF and outer VIF were also computed to check the issue of multi collinearity in the model. The results of outer VIF value and inner VIF values are shown in Table 5 and 6respectively.
Table: 5 Outer VIF Values

Latent variable	Constructs	Factor loading		Latent variable	Constructs	Factor loading
affective commitment	oc_ac_1	1.839			pe_tm_1	3.587
	oc_ac_2	1.934			pe_tm_2	2.583
	oc_ac_3	1.461			pe_tm_3	3.351
	oc_ac_4	1.522		Potential	po_gs_1	1.820
	oc_ac_5	2.019			po_gs_2	2.802
	oc_ac_6	1.613			po_gs_3	3.846
	oc_ac_7	2.393			po_ind_1	3.372
	oc_ac_8	3.698			po_ind_2	3.091
	oc_ac_9	4.371			po_ind_3	3.525
continues commitment	oc_cc_1	3.776			po_mts_1	2.154
	oc_cc_10	3.357			po_mts_2	3.557
	oc_cc_2	3.756			po_mts_3	4.318
	oc_cc_3	3.625			po_spb_1	4.261
	oc_cc_4	2.022			po_spb_2	3.913
	oc_cc_5	3.104			po_spb_3	3.144

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	oc_cc_6	4.070		po_ts_1	1.213
	oc_cc_7	4.499		po_ts_2	1.824
	oc_cc_8	4.249		po_ts_3	1.402
	oc_cc_9	3.419	Proficiency	pr _ma_1	3.786
nominative commitment	oc_nc_1	3.797		pr_in_1	2.329
	oc_nc_2	3.351		pr_in_2	1.500
	oc_nc_3	2.959		pr_in_3	2.545
	oc_nc_4	3.475		pr_ma4	1.495
	oc_nc_5	3.935		pr_ma_2	1.899
	oc_nc_6	1.304		pr_ma_3	1.580
	oc_nc_7	1.324		pr_pk_1	3.757
	oc_nc_8	1.235		pr_pk_2	3.928
	oc_nc_9	1.345		pr_pk_3	3.285
Personality	pe_eb_1	1.834		pr_pk_4	3.451
	pe_eb_2	2.693		pr_spp_1	3.677
	pe_eb_3	3.214		pr_spp_2	3.797
	pe_in_1	3.214		pr_spp_3	4.117
	pe_in_2	3.047		pr_spp_4	3.473
	pe_in_3	3.413		pr_spp_5	3.676
	pe_sbp_1	3.711		pspb_4	3.020
	pe_sbp_2	3.141			
	pe_sbp_3	1.199			
	pe_sbp_4	1.167			

Table: 6 Inner VIF Values

Latent variable	Commitment	Personality	Potential	Proficiency
Commitment				
Personality	1.684			
Potential	1.700			
Proficiency	1.022			

Both the outside and inner VIF values are less than 5, according to the results. As a result, it is established that multicollinearity is neither a problem or a concern among the variables. If the Inner and Outer VIF values are larger than 5, this indicates the presence of multi collinearity, and those constructs should be eliminated or excluded. This is not the case in this instance.

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7.5. Path coefficients

Table 7: Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation	T Statistics (|O/STDEV|)	P Valu

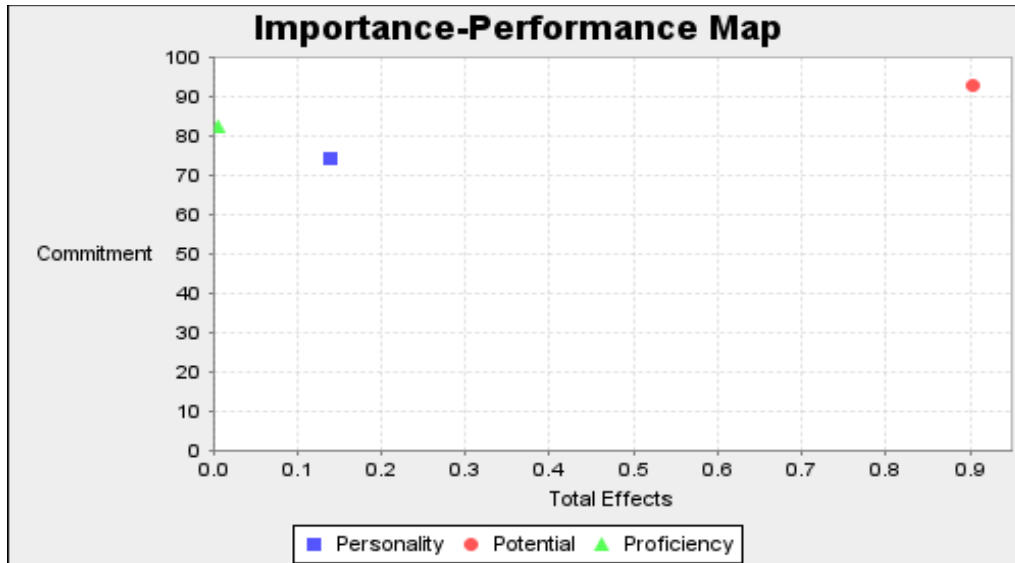|		(STDEV)		es
Personality -> Commitment	0.138	0.113	0.029	4.799	0.000
Potential -> Commitment	0.903	0.927	0.028	32.668	0.000
Proficiency -> Commitment	0.005	0.003	0.010	0.517	0.606

The path coefficients reveal that there is a positive association between personality and potential, with a Beta value of 0.903. (Tale 8). This association has a t-value of 32.668, which is more than 2. The p value is 0.000, which is statistically significant because it is less than 0.001. The path coefficient between organisational commitment and personality, with a t value of 4.799 and a p value of 0.000, is similarly significant. Other path coefficients' results suggest that the relationship between them is negative and inconsequential.

There is a substantial association between organisational commitment and proficiency, with a t value of 0.517 and a p value of 0.606. Other path coefficients' results suggest that the relationship between them is positive and inconsequential.

7.6. Importance-performance map analysis

According to Ringle and Sarstedt (2016), the goal of Value-Efficiency Map Analysis is to determine which variables have low performance but high importance for the target constructs. The Importance-Performance Map Analysis in PLS-SEM is a rigorous and functional analysis that realistically extends typical path coefficient computations. The research involved competence mapping and organisational commitment banking (i.e., Personality, Potential, and Proficiency), and the results are shown in Figure 3. Figure 3 reveals that none of the variables were classified as low priority or likely overkill. Banks should retain their Competency Mapping Techniques in place as part of their strategy, according to the Importance-Performance Map Analysis of Competency Mapping and its Effect on Organizational Commitment with Particular Regards to Bank Employees. On the other hand, bank HR departments should improve their proficiency in the three Ps of competency mapping. Based on the findings of the Importance-Performance Map Analysis, it is clear that one of the three P's of Competency Mapping, Proficiency, should be prioritised by bank HR departments. The importance of the values indicated for the above component is low. On the other hand, the efficiency index values are good. To maintain their status, the bank's HR department must obviously increase Competency Mapping Techniques among their staff. A complete set of the Importance-Performance Map Analysis values may be found in Table 8.

Importance-performance map analysis chart

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Importance-performance map analysis chart (Fig: 3)

Table 8. Importance-performance map analysis

Construct	Importance Total Effect	Performances (Index Value)
Personality	0.138	74.071
Potential	0.903	92.846
Proficiency	0.005	82.445

The findings in Table 8 show that potential mediates greatly between personality potential and proficiency, with a substantial output value of (92.846) and a cumulative value of 0.903, which is higher than appropriate (greater than 2). It entails organisational commitment and competency mapping.

8. Conclusion

The approach of competency mapping must be prioritised by Human Resource Management in the organisation since competency dictates the organization's attempt to achieve with quantity and consistency in every area of the organisation. In order to thrive in a competitive market, organisations must employ competency-based human capital management strategies, which are critical for long-term sustainability and performance quality. Employees are more concerned with their career advancement. Competency mapping is also taken into account by human resource planners during the individual preparation stage. In the banking sector, career-based and competency-based Human Resource Management practises have had a favourable impact on employee satisfaction. The use of software for competency mapping, which can be particularly advantageous in terms of workforce development, is also recommended by the examination of

primary data. The employee is the most valuable resource in any company. The competence of a company's personnel is directly related to its success or failure. As a result, firms must invest significantly in personnel expansion. This essay evaluated and investigated the literature on competency mapping and its impact on staff growth. Two significant variables are employee development and organisational commitment. This article examined the relevance of competence mapping in worker development and overall company success.

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