

# STUDY OF COMPETENCY MAPPING OF EX- SERVICEMEN OF INDIAN ARMY WORKING IN SERVICE SECTOR

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**ABSTRACT--***In the digital era, today organizations are facing the challenges to keep up its competency level to prove the quote “survival of the fittest”. For better human resource management, organizations need greater number of highly competent employees. Competent employees not only describe what is known by an employee about his effective job performance but also what and how they perform the job according to the attained competencies. The need of competency mapping arises which is vital not only for the general public but also for the ex-servicemen of Indian Army. This paper identifies the generic competencies in terms of knowledge, skill, ability and attitude some army personnel must possess or obtain in order to become multitasking in a particular job context. A qualitative as well as quantitative research was conducted for the identification of the gaps existing in acquired generic competencies of ex- servicemen in Indian Army and required generic competencies in service sector of India, so as to bridge the gap for the smooth transitions.*

**Keywords--***Competency Mapping, ex-servicemen, Service Sector*

## I. INTRODUCTION

In this era of acute competitiveness, sustaining in this economy is a challenging role for all the Organizations as everyone believes in survival of the fittest. To keep themselves financially fit organizations have started realizing the need for competent people for performing varied roles so as to achieve the vision, mission and goals of their organization. Due to the enhanced technological changes most of the organizations are taking up human resource critically so as to survive in this competitive world. Thus HR department of the organization needs to be robust thereby utilizing all the latest techniques available by other competitors.

### **1.1 Competency:**

The robust HR department today of any Organization needs not only competent tools to evaluate the recruitment and selection process but also need to recruit competent employees. Competency is defined by the acquired technical, managerial as well as the vital ingredient the behavior skills so as to utilize the same into a given situation for achieving high performance level. This should be the focus point of individual employees as well as the HR Department. Whereas “Competence” is standard requirement for an individual to properly perform a specific job. It comprises of knowledge, skills and proactive behavior utilized to improve performance.

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### ***1.2 Competency Mapping:***

Yuvraj,(2011 ) in his article “Competency Mapping” brings out that the organizations should have the roles and responsibilities defined appropriately for the best output of their work that they perform. As defined by the author knowledge, skill and the attitude together comprises to suffice the competencies of a person so as to give justice to his work by effective and efficient job done as they know how to do a given work excellently.

### ***1.3 Ex-serviceman of Indian Army:***

The Ex-service of Indian Army are the personnel who have worked for Indian army and having traits like Charismatic, progressive and adjustable personalities. They carry an exceptional array of skills and training acquired during army. They acquire not only lot soft skills but also the behavioral and technical skills. They stand out from the rest of the people in whichever field they work for. This research is an attempt to understand the competencies acquired by the ex-servicemen before retirement and the required competencies of these servicemen while working in Service sectors. The identification of competencies will help to design a framework to bridge these gaps for smooth transition of ex- servicemen of Indian Army to the service sector organizations.

## **II. LITERATURE REVIEW**

### ***2.1 Competency Mapping:***

Competency is a determining factor for successful performance of not only the individual but also simultaneously the organization as a whole. The competencies and performance are an integral part of an Organization. The need arises to conduct extensive research into how competencies can make effect on performance for ex-servicemen of Indian Army. Competency comprises clusters of knowledge, skills and personal attributes that effect on individual’s ability & capability to perform. Competence as defined by Boyatzis (2008) “A competency is a set of behavior that describes excellent performance in a particular work”. (KUMAR, 2013) describes three categories of competencies which includes functional and technical knowledge and cognizance of business of their competitors as well as their own. The technical skills includes awareness of competitors and the world around, managerial skills includes consumer orientation, planning skills, multi-functional skills, quality work achievement, decision making, leadership, risk taking, delegating and supporting organization- subordinates for coordination and human attributes which includes team working & Interpersonal effectiveness, communication, Integrity and transparency. These above given attributes are needed for analyzing the acquired as well as required competencies by ex- servicemen during and after the Indian Army services thereby leading to the organization effectiveness in terms of financial and non-financial way.

### ***2.2 Ex-Servicemen of Indian Army:***

(K. Sudha, 2018) in her research paper briefs about Indian Defense Forces employment which needs brave and valorous soldiers who can survive the problems with fearless attitude. It was evidenced that to keep the youthful profile of Indian army nearly 70,000 personnel of the Indian army retire in the age group of late 30s or early 40s terming them ex-servicemen of Indian Army.(Krishnaveni, 2017) Highlights on the resettlement of ex-servicemen of India. The article describes about the satisfaction in resettlement of ex-servicemen for the facilities provided by the government. The sustained attributes and the organized work culture which is acquired during

grooming in army is of tremendous use towards the society or for the companies where they work for. These ex-servicemen after retirement are taken care for resettlement by agencies like Directorate General of Resettlement DGR & APA, which is an online portal for facilitating them to get jobs as well as help them for entrepreneurship. It was found during few researches that these ex-servicemen are underutilized due to unmapped competencies. This needs to be addressed by analyzing the acquired competencies during the services of Indian Army and the required competencies in the Organizations so as to achieve the best for both Ex-servicemen and the Organization as both are mutually benefited by the same. DGR has robust scheme for training which is extended through the online portal for all grades of army and it also mentions the amount and period of training along with the names and category of training. The training is provided during service as well as after retirement till five years after getting registered through the DGR portal.

(Kevin B. Odena, 2015), in their paper explains the opportunities and importance of emotional Intelligence in present army training. The author describes the role of EI in army training would be useful for enhanced decision-making.

(Subramani, 2014) talks about the High school certificate as the prerequisite requirements of the ex-servicemen at the time of entry to defense forces. It was also noticed through the research article that enhancement of the degree and qualification be it undergraduate, Postgraduate or any skill trainings were acquired by numerous ex-servicemen. These ex-servicemen also attain an experience of around 15 to 20 years in the particular job profile they are working for. (Maharajan Kari, 2014) in his article depicts that DGR & APA has provided assistance to about eighteen percent ex-servicemen for getting jobs after retirement from army whereas eighty two percent has not got assistance for the same. This needs to be highlighted and the problems needs to be rectified by the proper methodology and by knowing the cause and gap for the same. The requirement of modern resettlement infrastructure was highlighted by the author to overcome the problems of resettlement of the ex-servicemen. Kendriya Sainik Board's Brigadier Sudhir Uppal,, in his article mentions about the unawareness about the facilities available to numerous ex- servicemen living in rural areas. (Rakesh Kumar Jaiswal, 2015) describes about The Indian Army suffering from a serious shortage of officers. The research shows the effect of satisfaction with the army job which results in the lesser amount of commitment of the personnel to the Indian Army, and thus their intention to continue in the job. The research also developed a framework as well as the constructs for the research to be done in future. Kankana et al (2011) enlighten on the CBMS Competency Based Management System tool which had become the key tool for every firm to be in a strategically sustained advantageous position. CBMS identified relevant and important competencies for successful accomplishment of desired tasks by systematically assessing the existing and future competencies required.(T.K, 2011), in the research paper "Competency Mapping of the Employees- A Study", states that for analyzing and monitoring the performance and development of the employees of the company a strategic framework which includes the Competency Mapping is used. This CM framework should be made for the competitive market which helps to identify the competent employees who are valued even during the recession and downturn due to their valuable competencies. (Shraddha Awasthi, 2016), in their research paper "Employee Development through Competency Mapping: A way ahead for Organizational Growth" depicts that high organizational productivity, efficiency and effectiveness can be achieved through development of employee which is dependent on competency mapping. The researcher tried to know the effectiveness of Competency Mapping on Employee Development, it was concluded that the Competency

Mapping has positive and significant relationship with Employee Development and Organizational Growth. (Naqvi, January 2009) has discoursed about the company's performance depends on the quality of their human resource which leads to the concern about the employees competence. In her paper she has brought light towards concept of competency, history and its present role. (Kodwani, 2009) brings light on performance which is vital for organization's success. Competencies are skills and abilities which are required for the apt performance. In today's world most of the organizations are handling with a difficulty of competency mapping, which is essentially attaching of capability of an individual that leads to behavior and the organizational/job requirement. (TanejaVikram, 2016) highlights that ESM working with corporates have demonstrated their capability to handle the assigned jobs efficiently and effectively, given their inherent strengths in the field of inter-personal skills such as value system, integrity and leadership quotient. It was also found that most of the corporate sector is unaware about the DGR and APA services which is a need of concern for mapping of competencies. (Fanny, 2010) discusses the holistic model to strategize human resource management wherein the author also highlighted on the source for innovation and competitive advantage is human resource and for getting the best potential out of them needs a robust process of identifying the competencies which thereby leads to enhanced job performance.

### 2.3 Competency Gap in Service Sector:

Service Sector in India as well as worldwide is growing in leaps and bounds with 60% growth only in India. Its evidenced that only 25 % of the people are employed with it which is a concern for today's generation. The need of hour is that India can no longer survive with the low value services and needs to give more attention towards it. The service sector in India which has potential to grow in future comprises of IT/ITES Services, Healthcare, Tourism, Banking etc. The graphical representation shown below also shows the share and input of service sector in the growth of GDP in various countries. This depicts that service sector should have effective and competent employees to attain the growth year after year, which also ensures about the ex-servicemen working in service sector should be hired on the basis of their competencies as acquired during their services or through the training facilitated by DGR or APA.

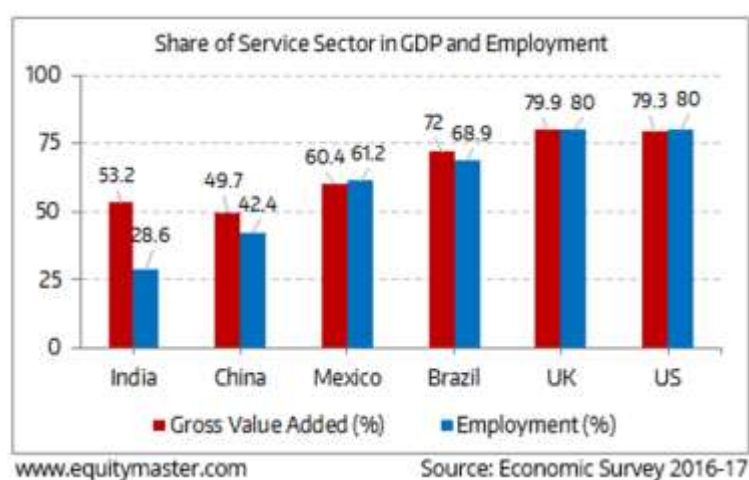


Figure 1: Service Sector in India as well as worldwide

Talking about the need of competency based employees in service sector also therefore give a light on generic and core competencies, as depicted earlier about the competencies it is felt that generic competencies are vital for the recruitment and effectiveness of the work done by ex- servicemen in Service sector. (Sally A Male, 2011) in his paper mentioned about the word Generic competencies is used to refer the competencies or skills which can be used for different jobs and also in different contexts of life. It is witnessed that most organizations are now expecting their employees to have a global mindset which implies to be flexible and take-up variety of tasks given to them. These are not specific competencies for a particular job or task but are generic in nature which can be applied to varied jobs. Other generic competencies includes problem solving, communication and conflict resolution. (Chapman, 2012) describes different frameworks of Generic competency given by different authors and have compiled the same which are 58 in number. These competencies are clustered into Basic, Conceptual, and Personal, People, Business and others. Most of the studies on generic competencies were found for education sector and very scarce study was found for mapping of generic competencies acquired by ex-servicemen. The argument of the research is that there is a “competency gap” between the acquired competencies by ex-servicemen and the required competencies by Service Sector of India.

### **III. RESEARCH METHODOLOGY**

#### ***3.1 Research Objectives:***

This study tries to answer the research question: Does DGR and APA training given to ex-servicemen of Indian Army prepare the ex- servicemen adequately for the workplace by meeting organizations requirements in terms of competencies? This leads to objectives of the research as given below:

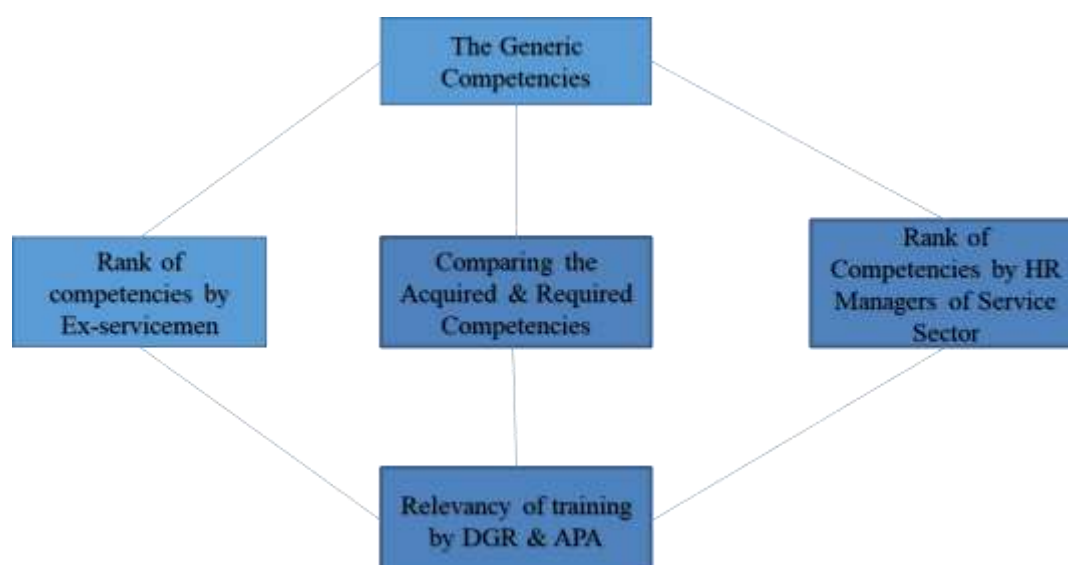
1. To identify the gap and match the perception of ex- servicemen and HR Managers of Service Sectors in terms of acquired and actual competencies.
2. To suggest a conceptual framework for the study.
3. To identify the relevance of the current training provided by DGR & APA to the needs and requirement of the Service sector of India.

#### ***3.2 Hypothesis:***

H1: There is a significant difference between the acquired competencies of ex-servicemen through the DGR or APA and the actual competencies as perceived by HR managers of service sector.

#### ***3.3 Conceptual framework:***

##### **Conceptual Framework for the Study**



**Figure 2: Source:** (Idris, January 2019) [www.iosrjournals.org](http://www.iosrjournals.org)

### **3.4 Data Collection:**

The research study includes qualitative as well as quantitative study wherein in-depth interview with 5 ex-servicemen was conducted to understand the generic competencies attained during the Army services and by the DGR & APA, also 5 HR managers from Service sector were interviewed to understand the required competencies by ex-servicemen working in Service Sector. The study then comprised of formulation of questionnaire comprising of 24 generic competencies taken from the scale of Spencer and Spencer (1993), Burchell et al (2001) and Rainsbury et al (2002). The main focus of this study is on the training programs given by DGR or APA to ex-servicemen in India. By considering the perception of HR of Service Sector and ex-servicemen about the required competencies in enhancing the performance of ex-servicemen working in Service Sector Organizations in India. Thus the views of both Ex-servicemen and HR Managers of Service Sectors are investigated in a comparative cross sectional study. This study seeks to assess and match the acquired competencies by ex-servicemen with the competencies required by the service sector and is important for employability. The sample of ex-servicemen as well as HR Managers of Service Sector is selected by convenience sampling method. An online survey instrument is constructed using google form and circulated to 61 Ex-Serviceman and 61 HR Managers of Service Sector comprising of IT& ITES, Hospital, Hotel, Banking, Security Services.

### **3.5 Research design:**

This research used descriptive survey design to collect data from ex-servicemen as well as HR Managers of Service Sector. The choice of the design was according to the suitability in an extensive study, which not only leads to qualitative but also quantitative study to answer the research questions.

### **3.6 Statistical methods:**

The research started with in depth interview leading to questionnaire making thereby sufficing the objectives of research by the descriptive analysis wherein means were identified and thereby testing the hypothesis using IBM SPSS 22. The Hypothesis was tested using t-test under 0.05 significance level. The nature of research is

exploratory research, the research strategy is Survey method, the unit of analysis is individuals, the time dimension is cross sectional, and the study is a comparative study. The statistical tools used in the study is descriptive statistics, Mean Ranking and T test.

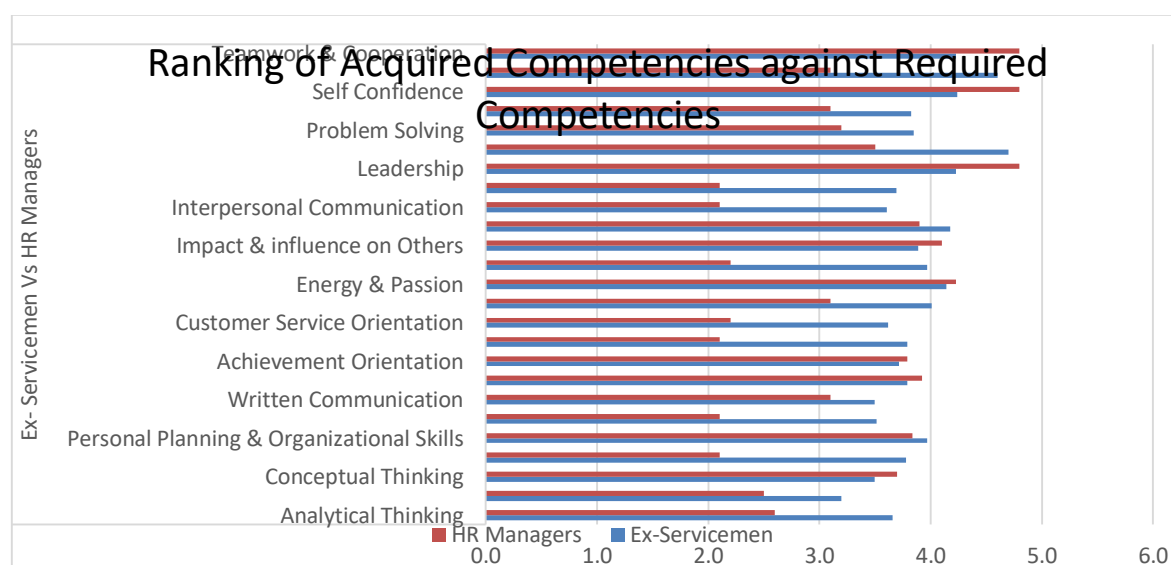
## IV. DATA ANALYSIS

### 4.1 Research Objective 1:

To identify the gap and match the perception of ex- servicemen and HR Managers of Service Sectors in terms of acquired and actual competencies.

### Analysis

This objective is attained through the questionnaire prepared for ex- servicemen “Please indicate to which extent you agree with the following statements regarding the level and importance of competencies acquired and required during your services in army.”Also through asking the HR persons of Service sector regarding the importance of each competencies for your organization. By using 5 point likert scale questionnaire for ex- servicemen where 1 indicated the competency was (very low) and 5 indicated the competency was (very high). On the other hand the HR Managers were asked using 5- point scale to indicate the importance of competency for their organization. As 1 indicated the Competency was (not important) and 5 indicated the competency was (very important).



**Figure 3:** Graphical Representation of Mean Score of acquired and required competencies of ex- Servicemen  
**Source:** Compiled by author using SPSS

### Interpretation:

From the figure 4 it is evidenced that there is a difference in the mean score of between the acquired generic competencies of ex-servicemen and the required competencies by HR managers of Service sector. The generic 25 Competencies identified were tested on mean score which interpreted as follows:

1. The generic competencies like Energy& Passion, Impact & Influence, achievement orientation, ability and willingness to learn, personal planning and organizational skills were found to be same as acquired by servicemen and also as required by the HR Managers.

2. The generic competencies where the HR managers felt the acquired competencies are less and the ex-servicemen felt it was as per the requirement by the service sector, are self-control, relationship building, Problem solving, organizational commitment, Interpersonal understanding, interpersonal communication, flexibility, developing others, customer service orientation, concern for order quality and accuracy, written communication, technical expertise, organizational awareness, computer literacy and analytical thinking.

3. The Generic competencies where the ex-servicemen felt the acquired competencies are lesser than the competencies required by HR managers, and the HR Managers felt that the competencies are apt as required for service sector are: Team & Co-operation, self-confidence, leadership, Initiative and conceptual thinking.

## 4.2 Research Objective 2

To match the perception of ex-servicemen and HR managers of service sector against each other in terms of acquired and required competencies in order to identify the gap (if any).

Paired Samples Test									
		Paired Differences					t	df	Sig. (2-tailed)
			Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Mean	Lower			
Pair 1	ExArmy men - HR_Manager	18.621	14.962	1.02	17.471	21.772	17.983	61	.000

Figure 4: Paired Sample T-test Overall

Source: SPSS Analysis according to the collected data

## Interpretation:

According to the result in Fig 5 the null hypothesis is rejected at significance value of .05 and as P value if .000 this means that there is a significant difference between acquired competencies of ex-servicemen and as perceived by ex- servicemen and actual competencies as perceived by the HR managers of Service sector of India. Consequently, the study suggests that there is a gap between the two perception (ex-army men& HR Managers) in terms of competencies which are acquired by ex-servicemen generic competencies according to the HR Managers of Service Sector towards each generic competency.

## V. CONCLUSION

The study revealed that there is a competency gap between the acquired competencies of ex-army men and required competencies of HR managers of Service sector. The study also revealed the mismatch between the two.



This follows that the DGR and APA should give more attention in bridging the competency gaps as required by the service industries of India. To provide appropriate training to the ex-servicemen and identification of the competencies of the registered ex-servicemen will not only help them to get best job opportunities but also will help them in job satisfaction.

## **VI. RECOMMENDATION**

- ✓ Achieving collaboration of Service Sector & the DGR & APA services so as to bridge the gap of competencies required by service sector and acquired by ex-servicemen so as to gain the proper knowledge and the latest scenario in the service sector worldwide.
- ✓ DGR & APA should perform restructuring in their training session so as to prioritize skills and designing the coursework to incorporate the top ranked competencies viewed as most important for the sector to boom.
- ✓ Competencies should be mapped at the DGR or APA end so as to identify the competencies and recommend the ex-army for the suitable training program for them and also the suitable industry or sector for them so as to bridge the gap.
- ✓ A good quality of relevant training program for all the ex army as per their competencies wherein the trainers should be included from varied global service sectors.
- ✓ Involvement of trainers and HR managers from Service sectors in designing the training and coursework for the ex-servicemen either before they leave the services or after they leave the services.
- ✓ Through open ended questions to HR Managers regarding training programs the suggested training for ex- servicemen includes technical as well as non-technical training like anger management, people management, process for identifying, honing and execution of creative element in an employee, interpersonal Communication, flexibility etc.

## **VII. LIMITATIONS**

The researcher had time and cost constraint for collection of primary and secondary data, due to which the sampling method adopted was convenience sampling and the population as a whole could not be represented. The data from army was not easy to retrieve due to high confidential data and security issues. The cross sectional studies include some limitation as the behavior needs to be tested over a period of time which does not give an answer to cause and effect.

## **VIII. FUTURE SCOPE OF STUDY**

The competencies can be classified into more specialized clusters as marketing competencies, Financial Competencies, HR competencies, other core competencies. The study can be done longitudinal rather than cross sectional to get an apt result. The population and sample can be taken so as to represent the whole nation.

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