

A STUDY ON THE IMPACT OF COMPETENCY AMONG NURSES' ON THEIR PERFORMANCE AT STANLEY GOVERNMENT HOSPITAL CHENNAI

**JOHNSI MABEL J.¹, VIPHRENUORICHA², SIVASANKARI K.³, ANANTHABABU⁴, VINOTH KUMAR KSP⁵
& K. AROCKIAM⁶**

^{1,2,3,4,5}Research Scholars, Department of Human Resource Management, St. Joseph's College, Tiruchirappalli,
Tamil Nadu, India

⁶Head & Research Supervisor, Department of Human Resource Management, St. Joseph's College, Tiruchirappalli,
Tamil Nadu, India

ABSTRACT

There has been a great demand for Nurses in the US, Middle East, Asia and anywhere in the world. Hospitals, clinics and other medical facilities are in great need for highly competent nursing professionals. Competency mapping is referred as a systematic method that is applied in healthcare settings to determine the core actions and readiness in case of emergencies for the healthcare providers especially in case of nurses who attends to the patients initially. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, promotion, performance management, placements and training needs identification. This Empirical study identified the profile and competencies among nurses of Stanley Government hospital Chennai from their perspective. Since it was a mini study, with the advice of the Supervisor we have gone for convenience sampling and the data was collected through questionnaires. The most important competencies required to perform their job according to them, were: knowledge, communication, focus on patients and technical skills. The intent of this study is to trace the concept of competency mapping and its impact on nurses in hospitals.

KEYWORDS: Competency Mapping, Human Resources Management, Nurses

INTRODUCTION

The study was conducted at Stanley Medical College (SMC) is a government medical college with hospitals, located in Chennai (Madras) in the state of Tamil Nadu, India. Though the original hospital is more than 200 years old, the medical college was formally established on July 2, 1938. Stanley Medical College is ranked 25th in the India Today 2011 survey.

Organization performance depends on the quality of the employees. Competency mapping helps the employer as well as the employees to face the competition and to design their career planning. Competency means a standard set of requirement for an individual to perform specific job efficiently. Competency is a mix of knowledge and skills to perform a particular job effectively and efficiently. Competency is also used as a more general description of the requirements of human beings in organizations and communities. Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act. In emergencies, competent people may react

to a situation following behaviors they have previously found to succeed. To be competent a person would need to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire, if this is relevant. Regardless of training, competency would grow through experience and the extent of an individual to learn and adapt.

Competency Mapping for Nurses: Competency mapping is referred as a systematic method that is applied in healthcare settings to determine the core actions and readiness in case of emergencies for the healthcare providers especially in case of nurses who attends to the patients initially. The effectiveness of competency mapping reflects everyday in the working procedure of the nurses and can be formulated through the initiative of the nurse to provide the concept of their work (Mc Ada, 2003). Public Health Nursing Competencies are the integrated knowledge, skills, judgement and attributes required of a public health nurse to practice safely and ethically. Attributes include, but are not limited to attitudes, values and beliefs. (Canadian Nurses Association Code of Ethics, 2008). A nursing competency should be available with skill and knowledge which they have to apply to the society even in case of emergencies without direct supervision. In the article of Competencies: A competency framework for nurses working in Parkinson's disease management it states that a nurse is competent when (s) he possesses the skills and abilities required for lawful, safe and effective professional practice without direct supervision. Yaowalak Jitlakoat (Oct. 2005) has mentioned in the article The Effectiveness of Using Concept Mapping to Improve Primary Medical Care Nursing Competencies among Fourth Year Assumption University Nursing Students The purpose of mapping nursing practice in nursing education is to have students develop critical thinking skills; that is, assess the patient, gather information from the literature, select relevant points, relate all of this information to the care of the patient, and illustrate the information graphically.

Competency of nurses is an essential element of safe and quality nursing practice. Competency is one of main aspect to consider when evaluating quality of care. Therefore, nurses require broad-based preparations that include a wide scope of knowledge and skill from nursing and related fields to meet the complex client health needs and constantly changing practice environment. Thus, nurses need to maintain and continuously enhance their competencies through continuous learning in order to base their practice knowledge and skill relevant to client health needs.

REVIEW OF LITERATURE

Klein, T. Kaplan, L(February 2010) have found in their study under Prescribing Competencies for Advanced Practice Registered Nurses A study was conducted to confirm competencies that could be adopted to prepare APRNs for prescribing. Prescribing competencies can serve as the foundation for evidence-based legislation, and regulation by state boards, which could allow APRNs to reach their full potential. Because of the increase in the disease in the recent days competencies identification has become a top priority in order to serve the society.

Su Chin Hsieh, Jui -Shin Lin, Hung-Chun Lee October 2012 it proves that Current trends in human resource management place emphasis on the development and application of the term competency, particularly the important role it plays in improving job performance which in turn achieves heightened organizational competitiveness

Dr. Y. Nagaraju and V. Sathyanarayana Gowdahas, (2009) stated in their research paper entitled, **Competence Mapping: An Innovative Management Practice Tool**, expounds that employee competency mapping is one such innovative practice that is widely being used by organizations today. Competency mapping is about assessing the value of human capital and its development.

PROFILE OF THE STUDY AREA

Stanley Medical College (SMC) is a government medical college with hospitals, located in Chennai (Madras) in the state of Tamil Nadu, India. Though the original hospital is more than 200 years old, the medical college was formally established on July 2, 1938. Stanley Medical College is ranked 25th in the India Today 2011 survey.

Description

The College is associated with the well known Government Stanley Hospital which has 1280 beds for in-patient treatment. [4] The hospital has an out-patient attendance of around 5000 patients per day.[5] A unique feature is its 8-story surgical complex equipped to perform up to 40 surgeries simultaneously, and a separate paediatrics block with all specialities under one roof. RSRM hospital is also attached for obstetrics and Gynaecology care. and a modern 7 story medicine complex under construction expected to be completed in 2013.

The three well known departments of the Stanley Medical Hospitals are Surgical Gastroenterology, Urology and the Institute of Hand Rehabilitation and Plastic Surgery. The Institute for Research and Rehabilitation of Hand and the Department of Plastic Surgery (IRRH & DPS) is one of the best centres' in Southeast Asia. The Department of Surgical Gastroenterology was the first in India to perform a successful liver transplant, under the leadership of Dr. R. P. Shanmugam, Surgical Gastroenterologist and the first among Hospitals/ Hospital Departments in India to obtain the ISO 9001 certification. The Department of Urology performs up to fifty kidney transplants a year

RESEARCH METHODOLOGY

Statement of the Problem

Identifying the problem is the first step of research. The term problem means an issue to be examined. Most of the time hospitals do not give proper attention and importance towards nurses development and performance, although they play a very important part in providing services to the patients development. Hence the research is a study on the impact of competencies of nurses on their performance at Stanley Government Hospital Chennai. Accurate job competencies need to be stated to bring out a better chance of productive improvement, waste elimination, multi skill development among the nurses. In order to ascertain accurate and current job competency expectations i.e, the required competency to work in a hospital, nurses were asked to rate the importance of the specific job competencies for performing their work. The competencies categories included: knowledge, communication, technical skill and accuracy in diagnosis.

Objective

- To learn the impact of competency mapping on nurses
- To find out the competencies required to perform their role as a nurse
- To understand the challenging roles and duties performed by the nurses.
- To know the benefits of competency mapping in improving the nursing services.

Hypotheses

H1: There is a significant relationship between knowledge of the nurses and development of the patients.

H1: There is a significant relationship between age of the respondents and their opinion on competencies like knowledge, communication, technical skill and accuracy in diagnosis.

H1: There is a significant relationship between the level of education and their opinion on the competencies required by nurses like knowledge, communication, technical skills and accuracy in diagnosis.

Research Design: The research is a descriptive research as it includes surveying. The research was not done before for the organization. The research was supposed to explore details for further studies.

Need and Scope of the Study: There are some useful benefits of using competency mapping in hospitals in order to trace the competences required to perform their job and improve their performances.

For the Organisation

- Support the organisations objectives strategy, vision and culture.
- To increase the effectiveness of training and professional development programs by linking them to the success criteria.
- To give importance on the competency mapping as being part of the entire system of the nurses training and development.

For Nurses

- To develop the individual competencies
- Better understanding of roles and responsibilities.
- To improve the individual performance

Sampling Method: Convenient sampling method was adopted for the study.

Sampling Design: Out of 50 nurses 30 were selected from different departments to study the individual competency among nurses in the hospital

Data Collection and Tools

- **Primary Data**

The first hand primary data was collected through questionnaires.

- **Secondary Data**

The secondary data was collected through the hospital profile and previous year records

Tools Used in Data Analysis

The tools used in the analysis of data are: chi square, one way ANNOVA f-test and t-test.

DATA ANALYSIS AND INTERPRETATION

Table 1: Distribution of Respondents by Age Groups

	Frequency	Percent	Valid Percent	Cummulative Percent
valid	20-30 yrs	1717	56.7	56.7
	31-40 yrs	7	23.3	23.3
	Above 41 yrs	6	20	20
	Total	30	100	100

The above table states that more than half of our respondents fall in the age group of (20-30 years). The next closest is the age-group of (31-40 years). This shows that the respondents are a good mix of the beginners and the experienced.

Table 2: Distribution of Respondents by Their Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
V valid	Diploma	7	90.0	90.0	90.0
	UG	23	10.0	10.0	100.0
	Total	30	100.0	100.0	

Interpretation

As the above table states that most of the nurses at Stanley Hospital have completed Diploma in nursing after their 10th. And this implies that the nurses are qualified and trained to perform their job effectively.

Table 3: Distribution of Respondents by Their Experience

		Frequency	Percent	Valid Percent	Cummulative Percent
valid	Below 5yrs	12	40.0	40.0	40.0
	6 to 10yrs	10	33.3	33.3	73.3
	Above 11yrs	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Interpretation

In the above table we can find that majority of the respondents fall in the category of employees with 0-5 years of experience, followed by employees with more than 6-10 years of experience. This clearly states that our respondents are concentrated in the pool of beginners (1-5 years of experience)

Table 4a: The Opinion of the Respondents Regarding Knowledge as a Competency Skill

		Frequency	Percent	Valid Percent	Cummulative Percent
valid	Strongly Agree	22	73.3	73.3	73.3
	Agree	8	26.7	26.7	100.0
	Total	30	100.0	100.0	

Table 4b: The Opinion of the Respondents Regarding Communication as a Competency Skill

		Frequency	Percent	Valid Percent	Cummulative Percent
valid	Strongly Agree	24	80.0	80.0	80.0
	Agree	5	16.7	16.7	16.7
	Strongly Disagree	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Table 4c: The Opinion of the Respondents Regarding Technical Skill as a Competency Skill

		Frequency	Percent	Valid Percent	Cummulative Percent
valid	Strongly Agree	21	70.0	70.0	70.0
	Agree	8	26.7	26.7	96.7
	Strongly Disagree	1	3.3	3.3	100.0
	Total		100.0	100.0	

Table 4d: The Opinion of the Respondents Regarding Accuracy in Diagnosing as a Competency Skill

		Frequency	Percent	Valid Percent	Cummulative Percent
valid	Strongly Agree	22	73.3	73.3	73.3
	Agree	7	23.3	23.3	96.7
	Neutral	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Interpretation

From the above table we can state that while most all the respondents have strongly agreed that the competency skills like knowledge, communication, technical skill and accuracy in diagnosing are required to perform job effectively, majority of the respondents have prioritized communication skill (80%) as the first competency required to perform job effectively. This implies that nurses should have good communication skills so that they can help their patients.

Hypothesis Testing

Table 5: Association between Knowledge Leads to the Development of the Patients of the Respondents and Their Opinion about knowledge, Communication, Technical Skill and Accuracy in Diagnosing

Skills	Knowledge Leads to the Development of the Patients			Statistical Inference
	Agree ((n=12)	Strongly agree (n=18)	Total (n=30)	
Knowledge				
Agree	5(41.7%)	3(16.7%)	8(26.7%)	X ² =2.301 Df=1 .129>0.05 Not Significant
Strongly agree	77(58.3%)	15(83.3%)	22(73.3%)	
Communication				
Strongly disagree	0	1(5.6%)	1 1(3.3%)	X ² =4.444 Df=2 1.108>0.05 Not Significant
Agree	4 (33.3%)	1(5.6%)	5(16.7%)	
Strongly agree	8(66.7%)	16(88.9%)	24(80%)	
Technical Skill				
Strongly disagree	0	1(5.6%)	1(3.3%)	X ² =2.743 Df=2 1.254>0.05 Not Significant
Agree	5(41.7%)	3(16.7%)	8(26.7%)	
Strongly agree	7(58.3%)	1 4(77.8%)	21(70%)	
Accuracy in Diagnosing				
Neutral	0	1(5.6%)	1(3.3%)	X X ² =1.645 Df=2 439>0.05 Not Significant
Agree	4(33.3%)	3(16.7%)	7(23.3%)	
Strongly agree	8(66.7%)	14(77.8%)	22(73.3%)	

The above table reveals that there is no significant association between knowledge leads to the development of the patients of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing. Hence, the calculated value greater than table value ($p > 0.05$)

Research Hypothesis

There is a significant association between knowledge leads to the development of the patients of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses to perform their job

Null Hypothesis

There is no significant association between knowledge leads to the development of the patients of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses to perform their job

Statistical Test

Chi-square test was used for the above table

Hypothesis Findings

The above table reveals that there is no significant association between knowledge leads to the development of the patients of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses to perform their job

Hence, the calculated value greater than table value ($p > 0.05$). So the research hypothesis is rejected and the null hypothesis accepted.

Table 6: Association between Age of the Respondents and Their Opinion about Knowledge, Communication, Technical Skill and Accuracy in Diagnosing

Skills	Age				Statistical Inference
	20 to30yrs (n=17)	31to40yrs (n=7)	Above 41yrs ((n=6)	Total (n=30)	
Knowledge					
Agree	3(17.6%)	3(42.9%)	2(33.3%)	8(26.7%)	X ² =1.782 Df=2 .410>0.05 Not Significant
Strongly agree	1 4(82.4%)	4(57.1%)	4(66.7%)	22(73.3%)	
Communication					
Strongly disagree	1(5.9%)	0	0	1(3.3%)	X ² =3.888 Df=4 .421>0.05 Not Significant
Agree	1(5.9%)	2(28.6%)	2(33.3%)	5(16.7%)	
Strongly agree	15(88.2%)	5(71.4%)	4(66.7%)	24(80%)	
Technical Skill					
Strongly disagree	1(5.9%)	0	0	1(3.3%)	X ² =2.348 Df=4 1.672>0.05 Not Significant
Agree	3(17.6%)	3(42.9%)	2(33.3%)	8(26.7%)	
Strongly agree	13(76.5%)	4 1 (57.1%)	4(66.7%)	21(70%)	
Accuracy in Diagnosing					
Neutral	1(5.9%)	0	0	1(3.3%)	X ² =2.613 Df=4 .625>0.05 Not Significant
Agree	3(17.6%)	3 1(42.9%)	1 (16.7%)	7(23.3%)	
Strongly agree	13(76.5%)	4(57.1%)	5(83.3%)	22(73.3%)	

The above table reveals that there is no significant association between age of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses performance. Hence, the calculated value greater than table value ($p > 0.05$).

Research Hypothesis

There is a significant association between age of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses to perform their job.

Null Hypothesis

There is no significant association between age of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses to perform their job

Statistical Test

Chi-square test was used the above table

Hypothesis Findings

The above table reveals that there is no significant association between age of the respondents and their opinion about Knowledge, Communication, Technical skill and Accuracy in diagnosing as the competencies required for nurses to perform their job. Hence, the calculated value greater than table value ($p > 0.05$). So the research hypothesis is rejected and the null hypothesis is accepted

Table 7: Difference between Educational Qualification of the Respondents and Their Opinion about Knowledge, Communication, Technical Skill and Accuracy in Diagnosing as the Competencies Required for Nurses to Perform Their Job

Educational Qualification	Mean	S.D	Statistical Inference
Knowledge			
Diploma(n=27)	4.70	.465	T=-1.086 Df=28 .287>0.05 Not Significant
UG(n=3)	5.00	.000	
Communication			
Diploma(n=27)	4.67	.832	T=-.683 Df=28 .500>0.05 N Not Significant
UG(n=3)	5.00	.000	
Technical Skill			
Diploma(n=27)	4.56	.847	T=-.894 Df=28 .379>0.05 N Not Significant
UG(n=3)	5.00	.000	
Accuracy in Diagnosing			
Diploma(n=27)	4.70	.542	T=.112 Df=28 .912>0.05 Not Significant
UG(n=3)	.67	.577	

The above table reveals that there is no significant difference between educational qualification of the respondents and their opinion about knowledge, communication, technical skill and accuracy in diagnosing as the competencies required for nurses to perform their job. Hence, the calculated value greater than table value ($p > 0.05$).

Research Hypothesis

There is a significant difference between educational qualification of the respondents and their opinion about knowledge, communication, technical skill and accuracy in diagnosing as the competencies required for nurses to perform their job.

Null Hypothesis

There is no significant difference between educational qualification of the respondents and their opinion about knowledge, communication, technical skill and accuracy in diagnosing as the competencies required for nurses to perform their job.

Statistical test - 't' test was used for the above table

Findings: The above table reveals that there is no significant difference between educational qualification of the respondents and their opinion about knowledge, communication, technical skill and accuracy in diagnosing as the competencies required for nurses to perform their job. Hence, the calculated value greater than table value ($p > 0.05$). So the research hypothesis is rejected and the null hypothesis accepted

General Findings

- 56.7 % of the respondents in the study lies under the age group of 20 – 30 years (table no 1)
- 2.90% of the respondents are diploma holders (table no2).
- 3.40% of the respondents have less than 5 years of experience (table no 3).
- 4.73.3% of the respondents have strongly agreed that knowledge skill is required as a competency skill to perform the job better.
- 80% of the respondents have strongly agreed that communication skill is required to perform the job
- 70% of the respondents have strongly agreed that technical skill is required to perform the job
- 73.3% of the respondents have strongly agreed that accuracy in diagnosis is essential to perform the job effectively (table no 4).

SUGGESTIONS

- The hospital management can provide proper training and development to make the nurses even more competent in performing their job more effectively.
- The management has to take proper care in timely updation of medical equipment's.
- The management should give importance to the nurses for their self and organisational growth
- The nurses should be properly oriented and counselled to face emergency situation at the work place.
- The management must standardize their recruitment policy by hiring qualified nurses in order to accomplish the primary objective of the hospital serving the public.

CONCLUSIONS

The study has dealt on the importance of competency among nurses leading to their performance. The core competencies focused upon in the study were knowledge, communication, technical skill and their accuracy in diagnoses. It was observed that the level of knowledge, communication, technical skill etc does not necessarily lead to development of patient. Therefore it might be stated that there is a need for further research in this area in order to trace

other competencies that are needed for the nurses to perform their duty effectively.

REFERENCES

1. SaluR.K, Competency mapping, New Delhi 2009, Excel Books
2. Shankar Ravi, 2011, Role of competency mapping in Human resources management, Lambert academic publishing.
3. Sanghi, Seema, 2005, The hand book of competency mapping, New Delhi, Sage publication limited.
4. American International Journal of Research in Humanities, Arts and Social Sciences AIJRHASS 13-238 ; © 2013, AIJRHASS All Rights Reserved Page 168 (<http://www.iasir.net>)
5. European Journal of Business and Management, IISN 2222-1905 (paper)ISSN 2222-2839 (online), Vol.4 NO.5 2005 (www.iiste.org)
6. International journal of Scientific and Engineering Research, Vol.2, Issue 8, August 2011, (<http://www.iiser.org>)