

A CASE STUDY ON SELF CONCEPT – A TOOL OF COMPETENCY MAPPING WITH SPECIAL REFERENCE TO THE STUDENTS OF ST. AGNES COLLEGE

DEEPA. KAMATH

Lecturer, St. Agnes College, Mangalore, Karnataka, India

ABSTRACT

India has one of the largest technical manpower in the world. However, compared to its population it is not significant and there is a tremendous scope of improvement in this area. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the **global alignment** of Indian organizations. Like any other organization, the educational institutions are also thinking seriously towards their competence management. There is need for the educational institution to improve their academic quality by incorporating the **knowledge creation** and knowledge service to the society. The linkage between talent and an organization's business challenges and strategy execution requires sufficient numbers of the right people with the right skills and knowledge, in the right roles. This research paper made an attempt to identify whether **competency mapping** can be beneficial for talent acquisition, talent development and **self concept** of an individual, competency mapping is not complicated as it may appear. At the heart of any successful activity lies a competence or skill, keeping students group as the beneficiaries and target their competencies are evaluated in detail.

KEYWORDS: Competency Mapping, Self Concept, Global Alignment, Knowledge Creation

INTRODUCTION

Human resource management is a process of bringing people and organizations together so that the goals of each other are met. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. Every individual should be aware about the competency to prove self in this competitive world. Competency Mapping is a process of identifying key competencies for a company or an organization and the jobs and functions within it. Competency mapping is important and is an important activity.

Every well managed organization should have well defined roles and list of competencies required to perform each role effectively. Competency mapping analysis individual's SWOT for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition and a student thus, have to attain the skills to prove and survive. All the methods and approaches for improving the performance and efficiency of individual are points to the basis key factor – "Skill and Competency.

Competency refers to underlying behavioral characteristics that describe motives, traits, self-concept, values, knowledge or skills that a superior performer brings to the workplace. For an aspirant student from the critic realism, one should really go into the new era of education that makes the educative process based in a three concept relation: Knowledge Transmission, Knowledge Creation, Knowledge Services. It is well recognized today that all professions

require more than just technical knowledge in order to be successful.

Prof. Davis. C. McClelland (1973) conducted a research on school and college students to prove that its individual competency which helps them to shape their future. In his study, one of the outcome was “*Tests should assess competencies involved in clusters of life outcomes to explore self*” taking this as base and Prof. Carl Roger (1947) theory of ‘Self-Concept’ which emphasizes the importance of the individual who determines his own fate, means a higher driving force within human being which compels him to move towards his goal of self-actualisation is acting here as a base of research, where in students should have a urge to achieve goal by realizing the potentials which in turn helps even global organizations to get competent individuals as professional for them. “*The person who was able to solve yesterday's problem is not necessarily the right person to solve tomorrow's problem*” thus to solve future problem of industry and to attain self-actualization by analyzing various other factors relating to students - Competency Mapping is one of the accurate means in educational institution.

Definitions

What is Competency?

A competency is an underlying characteristic of an individual that is related to effective performance in a job or situation. **Competency:** A person – related concept that refers to the dimension of behavior lying behind competent performer.

What is Self-Concept?

Everyone knows, self is the core of one's conscious existence, awareness of self is referred to as self-concept.

Self-Concept: the trait of a person, which has values, traits, ethics, principles, ideas referencing “**I and ME**”

LITERATURE REVIEW

Cooley (1902) defined the self as "that which is designated in common speech by the pronouns of the first person singular, 'I,' 'me,' 'my,' 'mine,' and 'myself' [p. 1361." He noted that what is labeled by the individual as self produces stronger emotions than what is labeled an non-self, and that it is only through subjective feelings that the self can be identified.

Rogers (1951) defined the self as "an organized, fluid, but consistent conceptual pattern of perceptions of characteristics and relationships of the 'I' or the 'me,' together with values attached to these concepts" He stated that the self-concept includes only those characteristics of the individual that he is aware of and over which he believes he exercises control. There is a basic need to maintain and enhance the self.

Prof. Davis. C. McClelland (1973) discovered that, the profile of achievements should be reported not only at entrance but at various points throughout the schooling to give teachers, administrators, and students' feedback on whether growth in desired characteristics actually is occurring. Test results then become a device for helping students and teachers redesign the teaching-learning process to obtain mutually agreed-on objectives.

Bracken (1992) suggested that there are six specific domains related to self concept;

- **Social:** the ability to interact with others
- **Competence:** ability to meet basic needs

- **Affect:** awareness of emotional status
- **Academic:** success or failure in school
- **Family:** how well one functions within the family unit
- **Physical:** feeling about looks, health, physical condition

Mirabile (1997) introduces a descriptive competency model. Three ways of rating an employee's level of competence are used in this model:

- Absolute rating scale – discrete rating with a description for each level,
- Forced-distribution rating scales – absolute rating with limits, and
- Paired-comparison rating based on pair wise comparison.

Dr. Vijay P. Goel (2009) in his study, the impact of Technical and Vocational Education System in India has been highlighted; author believes that government can take initiations through various institutions to inbuilt the skills in students. The role of education in facilitating social and economic progress has long been recognized.

V. Raji Sugumar (2009): Competency of teachers assumes a lot of importance in the era of knowledge society who are expected to produce students of high calibre. In India however competency development and mapping still remains an unexplored process. Not much study has been done on competency mapping in higher education sector, thus the present study is ventured upon. The study was carried out in Bharathidasan Govt. College for Women, an Accredited Autonomous College affiliated to Pondicherry University, which is the first and the biggest college in Puducherry. The competency gap was negligible indicating a higher performance level.

Pooja Tripathi (2010) discovered a development of the new tool for the performance assessment and the quality enhancement of the educational institutions. They described a PAKS (Personality, Ability, Knowledge, Skills) based competence model for the assessment of faculty members in academia. They authenticated the usage of the PAKS based model and challenge that this was a very rare model available for the performance enhancement in academics. They believed that if PAKS based model was incorporated in any academic institution for the competence management, fruitful results would be obtained for the up gradation of faculty and the institution.

Richa Nanda (2012) stated in her study Assessment is essential for the forward momentum of a given field of endeavour. The competency assessment system would help in identifying the strengths and developmental needs of employees to facilitate performance improvement. The behaviours pertaining to each competency in the grid truly reflects the company's culture, business and unique market dynamics. Assessment Centre concepts can be applied to any situation in which people need to be evaluated, including promotion, performance appraisal, selection. It's not a new thing; it's merely a systematic way of obtaining data and making decisions about individuals.

Preeti Jayachandran Nair (2012) Talents constitute the prime resource needed to reach the destination laid out in the organizational goals and vision, study indicates that Competency Mapping if used in Educational institutions can help in the identifying the core competencies needed by the faculties for their job description thus helping the management for effective recruitment and selection based on the right competencies.

Jaideep Kaur & Vikas Kumar (2013) in their study stated that each and every employee at different job position

requires competencies but of different level. The different level of management should conduct the training to polish the competencies required for the job. As the senior managers lack in business awareness, planning skills, delegating and supporting the subordinate, team work, interpersonal skills but exceed the concern for excellence and rest other competencies were up to the mark. The junior manager was short of technical skills, external awareness, leadership, team effectiveness and interpersonal skills but was excellent in planning and risk taking.

STATEMENT OF PROBLEM

Research taken on Competency Mapping is so for concentrating on institutes, faculty, syllabus and other factor. But, the real target of corporate i.e., students are neither analyzed nor a tool or grid is developed to facilitate individual for evaluation. It appears necessary to investigate if there is a difference in demand and supply of candidates from institute to the global alignments and if so, how students could train themselves and take up initiation in attaining competent skills?

Objectives

- To formulate a student grid for competency mapping
- To study the conceptual background and implication of competency mapping
- To study self concept theory and various domains
- To create link between self concept and global alignment
- To offer suggestion on the basis of findings of study

Scope

- The study analysis various skills, traits of students so that self awareness could be achieved
- The study could also provide insight to the staff and college for curriculum revision and to bring change in teaching methodology

RESEARCH METHODOLOGY

- **Research Design:** The research was not done before in institute. The research is a descriptive research, as it includes surveying and fact-finding and the research was supposed to explore details for further studies
- **Sampling Method:** Random Sampling method was adopted for the study, from various stream and department students were randomly selected for survey
- **Sampling Design:** 100 students were taken on random basis, which comprised of students from science, arts, commerce, management, computers, social work background.

Data Source

- **Primary Data:** Questionnaire technique and interview method was adopted to conducted survey
- **Secondary Data:** Various research paper on competency mapping of international and national repute, context from various authors books, articles, college result, library data, PTA reviews was referred

Data Analysis

Competency mapping for evaluating self, 100 students at random were taken, the major criterion for analysis were Social, Competence, Affect, Academic, Family of each individual. Questionnaire consisting 30 various questions directing towards various aspects of individual was targeted. Students had mixed opinion, as few were eager to know self, where as for few it seemed of no importance. Out of sample size 80% of individuals responded positively as expressed their aspiration to settle in corporate sector with self-actualization. Few responses and analysis based on the results of questionnaire:

Data Representing Various Factors for the Selection of Course

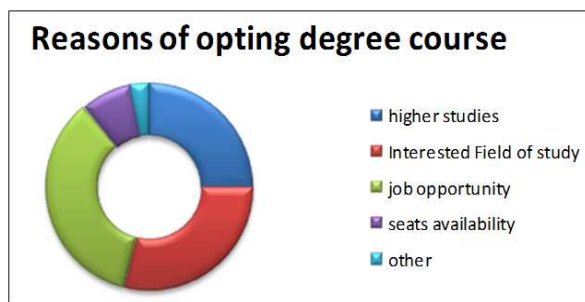


Figure 1

It represents the students desire towards opting job is more and they are aware about the courses they opt and its future result. 35 students had selected the course in seeking of job, 29 students choice was their personal interest towards the course, where as even higher studies was also the major reason according to 25 students. Few students have forcefully taken up course and are negligent about future results.

• Chart Representing Student's Top Priority of Life

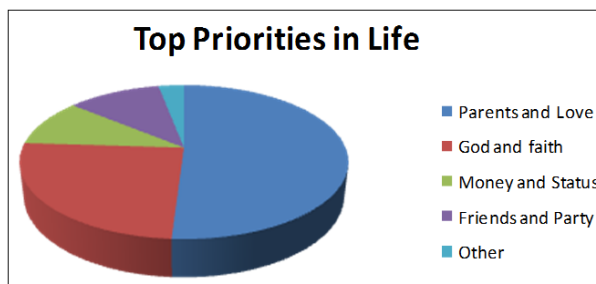


Figure 2

When students were asked about their life's priority, major of them i.e., about 51 students priority is their parents love and affection. Many students had opinion as their faith in god and his seeking is their priority of life, few students had opinion that money, material life and pleasure, friends and party are the top priority in life.

• Study on Impact of Education of Students Life

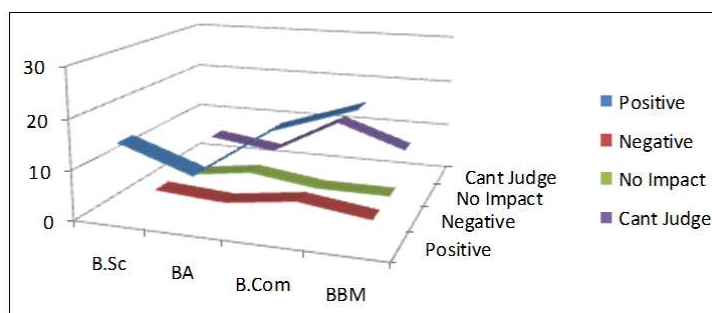


Figure 3

Students and education in life is like real and mirror image, when random students were asked about the impact of education on their life, major reaction for about 70 students had positive impact of education on their life, many students were even not so sure, about 25 students said as they can't judge the impact but were happy about the course, very negligible told as education is of no use or have made a negative impact.

- **Data Representing Impact of Internet on Students**

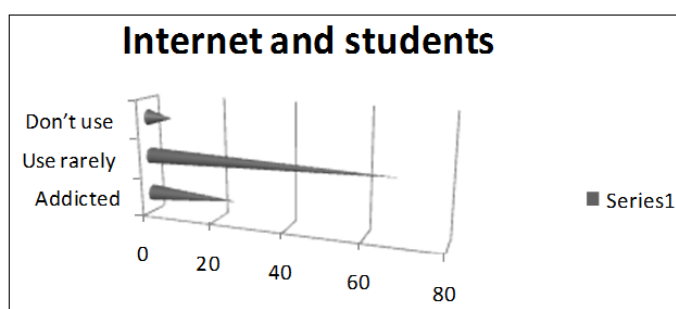


Figure 4

As present world is based on technology, survey was made to know the internet and students usage of internet for productive purpose, about 68% of students use internet rarely, to a surprises 25% of students are excessively addicted to internet, where as there was even a group who do not even use internet.

- **Chart Representing Students Interest towards Library**

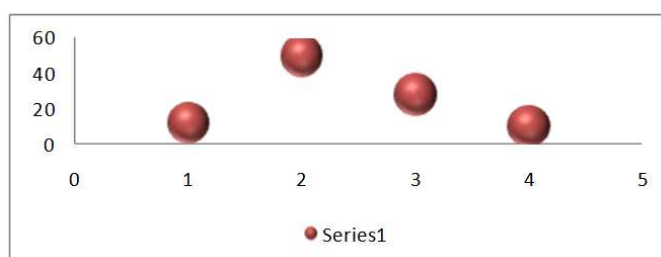


Figure 5

Books are the best source of knowledge and wisdom and even are the best friends for human, but when it was asked to students about their visits to library, results were; about 50% of students visit library once in a week for assignment purpose, about 28% of students visit library once in a month for projects and when actually forced, the geeks group of around 12% visit library on daily basis, but few students have a record of not visiting library in their entire course or degree life.

• **Data on Lecturers Co-Operation with Students**

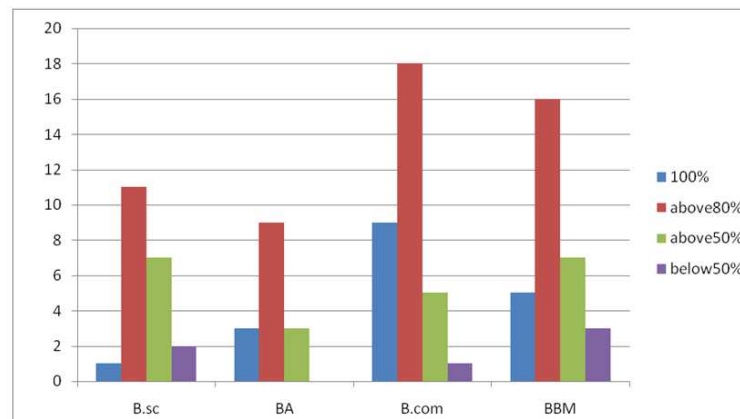


Figure 6

Lecturers are the mentors of student's life, when it was asked to students about lecturers co-operation in shaping there life, about 54% of students said their lecturers are friendly, motivator. Whereas about 18% of students where proud about lecturers complete co-operation in mentoring students life, 22% of students had a average opinion due to custom made expectations, few were reluctant about lecturers.

Data on Factors Effecting Skill Development

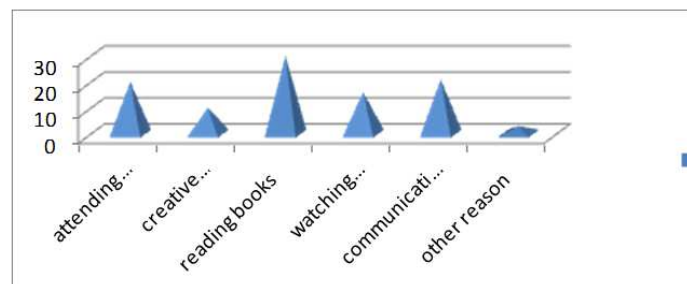


Figure 7

To know about self, to know about others and world one must possess certain skills, so students were asked the source for their skill development, 30% of students believed in reading books can improve their skills, 20% each had opinion that by attending classes and communicating with others can even improve their skills, few students gave thoughts on educative TV channels and creative thinking about general issues makes them improve their knowledge, few had other reason like tuitions, workshops make mend their knowledge seeking ability.

Grid Representing Various Life Relation, Emotions and its Impact on Individual

Table 1

Factors	Domineering	Restrictive	Understanding	Protective	Neglecting	Rejecting	Loving	Easily Controlled
You to your mother	2	0	22	13	1	2	55	5
You to your father	0	0	10	0	13	28	49	0
You to your siblings	15	20	23	10	4	0	22	6
You to your friends	8	1	45	11	1	2	29	3
You to your lecturers	2	0	30	0	42	7	19	0
You to yourself	0	8	35	10	7	0	40	0
You to unknown	5	2	0	3	46	29	1	14
Your parents to you	15	19	23	24	3	0	12	4
Your friends to you	10	2	41	6	7	3	25	6
Your lecturers to you	29	24	3	0	3	0	29	12

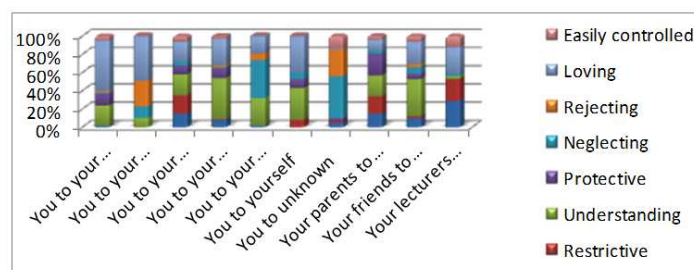


Figure 8

LIMITATIONS

- Time Constraint restricted from contacting more students
- Reliability of data in few responses are not positive
- Co-operation from students part was low due to the fear of information relevance
- Cost factor

FINDINGS AND SUGGESTIONS

Change in education system and excessive technology has a greater impact on present world, it might be positive or negative. In this study an attempt is made to know the ways where a student can realize self and can evaluate self for better results in future. Even though 360°degree appraisal helps individual to analyze and to get result easily, but SWOT analysis in past have even made its way. The results of this survey are

- Students are clear about their future goal.
- Students prioritize parents, emotions over money.
- Students approach towards seeking knowledge is wide and changing drastically
- Students believe in widening contacts and seek same response from rest.
- 30% students are found incapable of solving problem and handling situations in their life.
- 75% students are unaware about their Strengths, Weaknesses, Opportunities and Threats
- 90% students are unaware about their IQ and EQ level

SUGGESTIONS

- Educational contents should be more sensitised
- Institutes should ensure co-operation and should take special interest in developing employability skills
- Parents, teachers and students should be provided common platform to discuss and open up views and thoughts
- Assignments, projects should be encouraged irrespective of student background to improvise their creative skills
- Lecturers should take special interest in students by being a facilitator not only towards syllabus, contents but also towards life and career issues of a student

CONCLUSIONS

Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently and the self concept thus, can act as a tool, where an individual will analyze, evaluate self and will try to develop the essential skills to get employed in various sector. It is an attempt to reach the root-level of skills i.e., students and their hidden potentials.

Competency mapping should not be seen as reward tool, but Competency mapping can be a talent management strategy. Competency if used for students' evaluation will sensitize individual perception and will help individual to be clearer towards future goal and improves overall personality.

This paper gives a scope for further study and development of a grid or tool for competency evaluation.

REFERENCES

1. Cooley, C. H.(1902) '*Human nature and the social order*', New York: Scribner's
2. Rogers, C. R (1951) '*Client-centered therapy*'. New York: Houghton Mifflin.
3. Professor David McClelland (Jan, 1973) '*Testing for Competence Rather Than for "Intelligence"*', journal-American Psychologist
4. Seymour Epstein (1973) '*The Self-Concept Revisited Or a Theory of a Theory*', Reprinted from: American Psychologist (1973), 28, 404-414.
5. Srikanthan, G. and Dalrymple, J. (2005), '*Implementation of a holistic model for quality in higher education*', Quality in Higher Education, Vol. 11 No. 1, pp. 69-81
6. Glenn M. Mc Evoy, James C. Hayton, Alan P. Warnick, Troy V. Mumford, Steven H. Hanks and Mary Jo Blahna (Aug 2007) '*A Competency-Based Model for Developing Human Resource Professionals*,' Journal of Management Education, 2005; 29; 383
7. Professor Chris Rowley and Dr Irene Poon (Dec. 2009) '*The Importance for Managers and Organizations of Cultural Intelligence*,' Case Knowledge
8. Dr. Vijay P. Goel (2009) '*Technical And Vocational Education And Training (TVET) System\In India For Sustainable Development*', Deputy Director General, Department of Higher Education Ministry of Human Resource Development, Government of India
9. Prof. Pooja Tripathi and Dr R K Suri (Oct 2010) '*Development of Competence based management and Performance Assessment System for Academic Management: Empirical Investigation*,' International Journal of Innovation, Management and Technology, Vol. 1, No. 4
10. Mily Velayudhan T.K (2011) '*Competency Mapping of the Employees- A Study*', International Conference on Information Communication and Management, IPCSIT vol.16
11. Preeti Jayachandran Nair (Nov 2012) '*Is Talent Management Accentuated By Competency Mapping?: With Special Reference To Educational Sector*', International Journal of Social Science & Interdisciplinary Research Vol. 1 Issue 11

12. Jaideep Kaur & Vikas Kumar (Jan 2013) '*Competency Mapping: A Gap Analysis*', International Journal of Education and Research Vol. 1 No. 1
13. Dr. A. Palan,(2003) *Competency Managament- A Practitioners Guide*, Specialist Management Resources Sdn Bhd (co. no. 385604-V) 14-4