

FACTORS CONTRIBUTING TO EMPLOYEE COMPETENCY: INSIGHTS FROM MALAYSIA

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ABSTRACT: *This study investigates the factors that contribute towards employee competency in Kuching, Sarawak. There are four variables involved, Personality, Peer support, Work life balance, and Employee competency. This study used 302 respondents selected through simple random sampling from telecommunication and food and beverage industry. Survey design is adapted in this study using a survey questionnaire as a research instrument. Reliability and validity test indicated all the construct reliability is above 0.80. This study only restricted to personality, peer support and work life balance. Therefore, it is unable to cover other soliciting factors such as technical and non-technical competency factors. On top of that, ergonomic factor and the usage of tool to perform work also need to be considering exploring and analysing the underpinning factors that may contribute toward employee competency. It is also limited to two organizations in Kuching, Sarawak which does not fully cover the entire Kuching area.*

Keywords: Competency Profiling, factor relating to competency.

INTRODUCTION

Competency profiling is crucial in order to align with other functional expertise from another department, for instance, how one individual expertise could interrelate with other individual expertise and transform it into the output. Competency profiling is typically a method for identifying specific skills, knowledge attitude and behavior necessary to fulfill a task, activity or career [1]. In the course of recent years, numerous organizations and legislative associations have tended to issues, for example, hierarchical change, execution change, worker improvement and succession arranging by the usage of competency demonstrating programs through key activities went for adjusting representative execution to employment necessities. The issue on "how employee competency can help in achieving organization strategy and objective" has become the main issue in achieving organizational effectiveness [2]. The issue of competencies has developed in the hierarchical world and can be effectively identified with the issue of employability. It is turning out to be more critical to have the capacity to distinguish the responsibility for abilities and their execution, at a given time [3]. New polished methodology makes it vital for individuals and associations comprehend what sort of "behavioral dialect" will effectively affect quick changing circumstances and situations. There are many factors that contribute towards incompetent and poor talent identification such as ambiguous task description, internal and external factors, recruitment

And selection, poor training and need analysis implementation, workplace conflict and support from organization.

Personality on Employee Competency

Personality trait is important in order to match individual personality and their task. Without a proper job matching with employee personality, the employee may not be able to perform their task efficiently. Personality will define employee competency by matching their personality and the task. Personality test measures individual inclinations for managing and identifying with individuals, preparing data, settling on choices and matching individual personality and task [4]. Personality element in this study is important to match up with an employer's requirements. Personality element is widely used by organizations for assessment

centres, team building, coaching, competency profiling and personal development. Personality is vital in aligning the task and individual personality. The alignments of these two elements are necessary in order to measure employee competency. Personality is important in order to stimulate job performance and competency if it is carefully matched with the appropriate occupation and organization [5]. Conscientiousness impacts administrative competency either in a positive or negative way [6]. Conscientiousness is observed to be decidedly identified with measurements of administrative skills, for example, initiative, critical thinking and examination, arranging, sorting out, organizing, client administration introduction, and managing others, however contrarily to impart. Second, openness (or its features) additionally impacts administrative competency either in a positive or negative way. For instance, while "dream" (a feature of openness) has a negative relationship to authority, the worth has a positive relationship. Neuroticism is found to impact visionary administration, a measurement of administrative competency, negatively. Personality is vital in order to determine employee competency. Based from previous findings above, it has been shown that personality provides positive correlation towards employee competency. Thus, the current study aims to investigate the need of personality in order to determine employee competency level. Another study on Saudi context investigating about personality and attitudes of employees towards work performance that revealed qualities of a personality which can be related to the state of business mind. For example, work contribution and hierarchical duty contain direct link with work representatives and direct impact of Saudi authorities in the Saudi Arabian setting [7]. This study addresses how employee personality link towards employee work performance. Employee with high work performance could also consider as high level of competency. Employee personality also affects the performance of the company and the team. Therefore, personality is much more related to employee competency. Diverse personality characteristics have distinctive both positive and negative consequences for various parts of showing execution [8]. Of all discoveries, the most exceptional one is that outgoing going to doctors are assessed as better educators, both on general and particular instructing execution.

Previous study addressing how personality affects teaching performance, meanwhile current students interested in studying on how the personality of the employee effect employee competency. Previous study is significant in order to draw a guideline of current research to understand the essence of how personality correlated with employee performance and competency based from big five theory.

Peer Support on Employee Competency

Having peers show each other is an answer that offers numerous advantages, including sharing the preparation obligation among numerous and vesting all staff included with a feeling of possession. Peer support is significant in providing support in term of knowledge sharing, transfer learning and improves knowledge, skills and ability of the employee. Through this support system employee could increase the level of competency and level of confidence in order to perform the related task for their duty. A study on preparing in private and open association demonstrated that a critical rate of an individual taking in originates from help by collaborators and other casual sources [9]. Employee competency not only comes from the exposure to the task or related experience, it has also come from support system that helps employees to diffuse the knowledge, skills and ability. Working environment learning happens outside the classroom in a casual setting among employee and their peers. Many organizations are helping staff sharpen their abilities and redesign their insight by offering staff advancement opportunity which cover the of increasing employee competency [10]. Peer support acts as support group that help employees to perform better in their work. Employees with greater peer advice ties will have greater access to their peers and the information they could provide, thus being able to use the employee support more effectively than employees who have less peer advice ties because of which will have limited access to information from peers [11]. Peer support is important to help individuals to develop their competencies. The key variables used in this study include: peer advice, job performance, job satisfaction, job stress, and system satisfaction. Results from the previous studies are significant in order to aid current study to investigate how employee competency depending on peer supports in order to be competent at work place.

Work life balance on Employee Competency

In this study, work life balance refers to the factor that associate between the responsibility at work and responsibility at home as the factor that contribute towards employee competency in performing their task. In the recent work life balance research writing, there is a general acknowledgment that the accessibility of work life parity hones prompts advantageous results. Among the advantages of offering work life equalization rehearses examines have highlighted change in general society picture of the firm as the organization is seen to be socially dependable [12]. There are additionally other more substantial advantages, for example, lessening of non-appearance, lower anxiety levels, more elevated amounts of efficiency, competency, execution and enhanced nature of life, satisfaction and duty among representatives. Based from previous literature and research, the element of work life balance as an indicator in this study

is crucial in order to measure employee competency. Many organizations ignore the practice of work life balance due to ambiguous results that does not provide tangible benefits to the organization and poor understanding of towards work life balance practice [13]. In addition, work life balance practices are viewed as key to holding and drawing in exceedingly qualified experts (men and women)[12]. For all the above reasons, the accessibility of work life parity hones, regardless of the possibility that representatives don't utilize them, can be required to increment authoritative performance. Work life balance practices for representatives can cultivate the representatives' personal satisfaction by decreasing work-life strife and, as a result, laborers will be more fulfilled, more equipped, roused and focused on their bosses. Thus, the past hassles that work life equalization practices can help organizations build their outcomes in efficiency, competency, execution, and decrease turnover [13]. Study on "Competence development and work-family conflict Professors and gender" indicated that work, family conflict contribute towards informants competency due to the demand of the work and family. However, previous study also stated that most of Professors enjoy their work although having work family conflict and demand at work that forces them to balance their work. This phenomenon occurs due to commitment, university professors dedicated their life to university and always seeking for improvement and development for their competency. Work life balance is vital in order to help employee to develop their competency [14]. It is significant in order to investigate the underpinning reason what can contribute toward individual competency.

There are three hypotheses in this study:-

Ha1: The relationship between Personality and employee competency may be prevailed

Ha2: The relationship between peer support and representative competency may be prevailed

Ha3: The relationship between work life balance and employee competency may be prevailed

METHODOLOGY

This study used quantitative approach based on simple random sampling as sampling technique. There were 303 respondents in this study, Pearson correlation analysis was utilized to test the relationship among the variables. Research instrument in this study was Survey Questionnaire

RESULTS

For reliability, it was measured by Cronbach's Alpha. Cronbach's Alpha could be deciphered as the rate of fluctuation where the watched scale would clarify in theoretical genuine scale made out of every single conceivable thing [15]. As a rule, alpha esteem under 0.6 were considered as poor, while those with alpha value of 0.7 extents were viewed as worthy and unwavering value above 0.8 was viewed as great. Factor analysis is used to determine sample adequacy, factor loading should be accounted for to two decimal places and utilize illustrative marks notwithstanding thing numbers. Relationships between's the components ought to additionally be incorporated, either at

the base of this table, in a different table, or in an informative supplement. Factor analysis was performed, Kaiser-Meyer-Olkin measure of examining sufficiency was over the usually suggested estimation of 0.6 and Bartlett's test of sphericity

was critical ($P < 0.05$). Therefore, factor analysis for this study is adequate. Table 1 showed mean for overall section meanwhile for Table 2 showed the result for exploratory factor analysis.

RESULT

Table 1

Employee competency	Mean
I could use my knowledge to perform current task.	2.2649
My communication skill is my strength.	2.2201
I could use my skills to teach other employees.	2.4067
My skill is acknowledged by the management.	2.2948
My leadership skill is my strength.	1.9925
I have the ability to adapt to the changes.	2.3321
I have the ability to influence others.	2.4813
I have the ability to cope with stress.	2.5933
I have the ability to deal with difficult situations.	2.4179
My ability helps to improve organizational effectiveness.	2.4179
Personality	Mean
I get to know people quickly.	2.5224
I always believe people have good intention for me.	2.4739
I always behave straightforward.	2.6045
I always make people around me feel welcome.	2.5336
I have strong imagination to solve a problem.	2.5410
I always get things done efficiently.	2.2351
I always emphasis high standards for my job.	2.1828
Peer support	Mean
My peers understand my responsibility.	2.3545
My peers as my support system	2.4142
My peers help me with on the job training.	2.5000
Work life Balance	Mean
Work life Balance I can spend the greater part of my energy with my family and companions	2.3993
I can work flexible working hour.	2.1269
I can do my task at home.	2.2985
I have enough time for social activities.	2.3806
I have a freedom to complete my task.	2.2873
I have enough time for personal activities.	2.4963
I work from 9 am to 5 pm every day.	2.3843
I have less conflict at the workplace.	2.5448

Exploratory Factor analysis

Table 2

Employee competency	Personality	Peer support	Work life balance
1	.93		
10	.90		
6	.89		
8	.88		
2	.88		
3	.86		
5	.86		
9	.86		
7	.83		
4	.80		
	8	.91	
	6	.90	
	7	.88	
	15	.83	

	13	.83		
	1	.80		
	5	.75		
			5	.96
			4	.93
			6	.83
				6
				8
				3
				7
				2
				1
				4
				5
KM0 = .945	KMO=.893	KMO=.738	KMO.938	
Bartlett's Test of Sphericity = 3675.690 p=0.000	Bartlett's Test of Sphericity =2033.144 p=0.000	Bartlett's Test of Sphericity =848.870 p=0.000	Bartlett's Test of Sphericity =2623.769 p=0.000	
Eigenvalue =7.621	Eigenvalue =5.060	Eigenvalue =2.513	Eigenvalue = 6.076	
Variance =76.208	Variance = 63.453	Variance = 83.750	Variance = 75.953	
Cronbach's =.969 Alpha	Cronbach's =.968 Alpha	Cronbach's =.831 Alpha	Cronbach's =.961 Alpha	

Pearson Correlation Matrix Table

Table 3

Variables	Peer Support	Work Life Balance	Personality
Peer Support	-	-	-
Work Life Balance	.956**	-	-
Personality	.962**	.991**	-
Employee Competency	.975**	.994**	.990**

Significant at 0.01

The Table 3 showed the value of Pearson Correlation analysis between independent variables toward dependent variable. The independent variables in this study are Personality, Teamwork, Working experience, Organizational culture, Change management, Peer Support, Work life balance and Technological Change. Meanwhile, for dependent variable is Employee Competency. Based on the table summary below, the highest r- value is 0.961 for Work life Balance and significant value below 0.01 followed by Organizational culture with 0.928 and significant value below 0.01, Working experience with r- value 0.919 and significant value below 0.01, Personality with r- value at 0.910 and significant value below that 0.01, Teamwork with r- value at 0.899 and Significant value below than 0.01, Technological Change with r- value at 0.892 and significant value below than 0.01, Change management with r- value at 0.857 and significant value below than 0.01 and peer support with r- value at 0.745 and significant value below than 0.01.

DISCUSSION, RECOMMENDATION AND CONCLUSION

Employee personality is significant in order to align with the nature of job, it has also affected the level of employee competency based from the way on how individual perceived and perform the job based on the ability to align with individual personal traits. Personality test measures individual inclinations for managing and identifying with individuals, preparing data, settling on choices and matching individual personality and task [4]. Personality element in this study is important to match up with an employer's requirements. The current study showed that there was a solid constructive relationship between personality and employee competency. Personality is important in order to stimulate job performance and competency if it is carefully matched with the appropriate occupation and organization [5]. Another study also provide the same pattern indicated that personality qualities have distinctive both positive and negative consequences for various parts of execution

and competency [8]. Employee personality needs to be aligned with the job design and therefore the output of this alignment will increase competency level.

Current Study provide the finding which highlighting the necessary element that can be used to measure employee competency based on employee personality. This showed that personality and employee is important in order to shape employee competency. Personality provides positive correlation towards employee competency [6]. Based from the finding, we can infer that there is high positive connection and consistent finding from both perspective and personality is significant in order to measure employee competency. As for peer support it was demonstrated that there was a huge relationship and solid positive relationship between peer support and employee competency. Most of working environment learning happens outside the classroom in a casual setting among employee and their peers [10]. Another study stated that that a critical rate of an individual taking in originates from help by colleagues and other casual sources [9]. The use the employee support more effectively than employees who have less peer advice ties because of which will have limited access to information from peers [11]. Peer support is important to help the employee to shape their competency level by learning from people around them. Previous scholars also agree that peer support; act as learning, agent that helps to improve employee performance. The findings also showed that there was a critical connection and solid positive relationship between work life balance and. Work life balance is vital in order to ensure employee balance both social, family life and work demand. Current result has shown that work life balance element acts as a stimulus for employee competency. The study on work life balance can be used to identify tangible benefit, for example, diminishment of truancy, lower anxiety levels, larger amounts of profitability, competency, execution and enhanced personal satisfaction, and fulfillment and duty among workers [13]. Previous study also found there was a positive correlation on work performance and competency. Another supporting study also stated that due to commitment, individual dedicated their life to their work and always seeking for improvement and development for their competency although to balance work and life is not as easy as employee believe [14]. However, work life balance element will also contribute towards employee competency level. Competency profiling is a dynamic process which requires practitioners to analyse not only from internal factors, but also covering micro and macro external factors. It is highly recommended for future study to perform mixed method approach and develop the relevant model that could be used to track and analyse competency in the future.

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