



THE IMPACT OF INTER-PERSONAL COMPETENCIES IN EMPLOYEES ON DIFFERENT ASPECTS OF THE ORGANIZATION

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Abstract:

Many of us have deeply thought on ‘why does competition in an organization take place?’. We all have been studying and admiring organizational values like team work and hormonal environment, but on a practical stand, do we all follow and observe the same? This question definitely has an answer very crystal clear. We know that a healthy competition will lead to the growth of innovation, growth of quality and results. But, what if the competition goes other way round? This research paper speaks on the same. The research team has tried to observe, study and put in front a few aspects that will help us analyze exactly what can make the organizational environment elude the impacts of an unhealthy competition. The paper will also focus on the basic concepts of the relation between competencies and inter personal competition in an organization and exactly how does it impact the organizational environment. The research paper is a descriptive one and will be majorly based on the secondary data collected from various sources. Some of the primary data has been included in the analysis of the questionnaire which helped in studying different professional’s perception about inter personal competencies and which competencies lead to healthy and unhealthy competition in the organization.

Keywords: Competencies, Personality Traits, Organizational Behaviour, Organizational culture, communication, leadership, Management.

Introduction:

While studying organizational Behavior, we have studied the importance of attributes in a personality. These attributes are the general traits, qualities or characteristics that a person possess. Why do we need to study them? And how is it related to the organization? – The simple explanation is, we need the right fit for the job. While recruitment and selection, the Human resource personnel are quite clear about the skill sets they are looking for in a candidate. Every job role has different job specifications. These skill sets or specifications are based on different attributes and competencies required in the employees to not only

perform but also excel in the job. Their excellence will automatically lead to quality maximization and result oriented inputs by the employees.

To study the same process as well as the gaps in this processes, this research paper will focus on emphasizing on the study of competencies and their impact on the organization.

Objectives:

1. To understand the concept of competencies and their relationship with interpersonal competition in the organization.
2. To study what is the impact of these competencies on day to day operations as well long term changes in the organization.

Hypothesis:

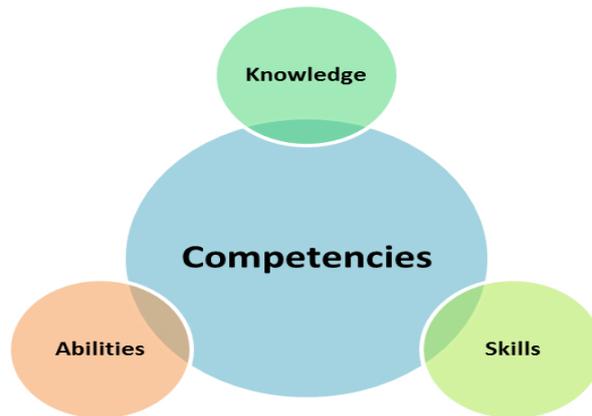
The Competencies that the employees possess has a major role in the evolution of competitive environment in an organization and it impacts positively if there is controlled, healthy competition and effects adversely if the competition is uncontrolled and unhealthy.

Methodology:

The research paper is a descriptive one and involves more of the data acquired from the secondary sources. Some of the data is been acquired from the primary sources for the analysis of perceptions of employees in different organizations as well as different job roles. The limitations of the research paper include to a specific sample selection process :Random sampling and is limited to the region of Nashik District for sample selection. The secondary data is extracted from books, articles and websites and the primary data source from sample size 70 responses through a questionnaire.

The Concept of Competencies:

When we consider the terminology of Competencies, we usually refer to the (KSA) concept. To elaborate the term, KSA typically means knowledge , skills and abilities. It is observed that these three are the components of competencies.



Competencies are of both domains: Technical as well as Behavioral. The study of these competencies will provide a pathway for the conclusion of organizational environment issues and concerns evolved due to the unhealthy competition among the employees.

Competencies are classified under three types: Core Competencies; These are the type of competencies that enable one to create a core foundation of skill sets for the operational, planning and management process. Such competencies are of utmost necessity for any organization to cherish. These competencies include Communication, Quality of work (accuracy & excellence), problem solving etc.

1. Cross Functional Competencies: These type of competencies are not directly indulged with the core jobs but always go along with.
2. Functional Competencies; Also referred to as the technical competencies, these are very crucial for day to day operations and yield making of the organization.

The Relationship between Competencies and Organizational Competition.

As we all have understood by now, competencies or the nature of attributes of the employees can help us in foreseeing or forecasting the upcoming competitive culture to be bread in the organization. We can easily analyze and predict what kind of environment, culture and leadership style will the organization observe depending upon the study of the individual's competencies.

A Healthy Competition:

Logically, if we observe, the individuals who possesses competencies like confidence, quality and accuracy, work ethics and morals, eye to detail and self motivation can lead to a healthy competition in the environment. If the individuals are free from behavioral aspects like jealousy, hatred,

unprofessionalism, and negative comparison, definitely we can assume the organization will lead to much of a healthier competition which will help in the growth of an organization and encourage innovation and team work. The leadership style and management will also play a very important role in this situation. If the leader influences the employees to maintain lesser internal politics, does not encourage favoritism and groupism, and treat all the employees equally will ensure a better employee management and control. The inculcation of organizational ethics, morals and values with in the employees is the core responsibility of the leaders of the organization. What do you think, which leadership style is beneficial for a healthily competitive environment? The Perceptions and opinions might definitely differ here as some may feel democratic leadership shall suit while some may vote for situational leadership.

An Un-Healthy Leadership:

To emphasize on why does unhealthy competition exist in an organization, we need to understand the same aspects that develop a healthy competition in the organizations will be responsible, however in the other way round. If we observe that individuals possess competencies like extreme & continuous comparison, invasion of privacy and peace, leg pulling and gossiping, groupism and intentional accidents in an organization, then we can definitely conclude the environment will lead to unhealthy and hazardous competition between employees. Also, if the leader neglects such practices in the company/department, himself is a dominant leader, a boss cultured mindset or extreme lack of control on the team, then we can predict an unhealthy competition. All the above are basically the behavioral competencies which can be elaborated under positive and negative ones, responsible for the type of competition and environment /organizational culture. Factors that influence Competition at workplace: The Evolution of Competencies To study the different competencies in detail, we need to understand the basic root of it. Competencies can be views segregating them more under the base/nature of competencies. Given below are some of the factors that will help us to study how the competencies actually evolve in an individual. Are they inherent? Or are they developed with the time factor?

1. Psychological Factors that are related with competencies:

- Many of us will agree to the fact that 'It all starts in the brains first, then in the rest of the actions'. When we look carefully into the phrase, we will observe that a person's psychology has a major and main role in developing competencies with in him/her.
- Greed/ Hunger to achieve more and more, the "Want" of Fame & Recognition, Jealousy & Comparison, Emotional Instability etc are some of the psychological factors that might adversely affect an individual's competencies.
- Similarly, Self- motivation, Optimism, Selflessness, Courage and Peacefulness, willingness to always learn & Improve might lead to enhancement of an individual's competencies.

2. Leadership Style & Organizational Structure:

- As we even observed earlier, the perspective of leadership also plays an important role in inculcating as well as maintaining competencies with in Individuals.
- A Supportive, Strategic and Sound leader shall always look after the betterment and continuous improvement of his/her team of employees. He/she shall play a motivational and mentor role in their lives to achieve organizational as well individual goals.
- However, if the leader himself is lazy or exploitative in nature, then he/she shall seek dominance and stagnant growth of the employees. Such a team will always face either uncontrolled or extreme dominant environment in the company leading to unhealthy competition.

3. Cultural/ Regional & Political Influence: The Demographic Factor.

- Keeping in mind the demographic factor, we should also know the region and political background of a particular area will also have a great influence on the individual's competencies.
- The regional and political background also, is a great contributor to the upbringing of a person. The ethical and moral brought up is as important as the technical/functional competencies.

The Impact of Inter-personal competition on work quality, culture & environment of an organization.

To study the impact of inter-personal competition on work quality (accuracy & excellence), organizational culture and organizational environment, we need to keep in mind both the scenarios of a healthy as well as unhealthy work environment.

If the environment is Healthy:

- Individual as well as Organizational Growth:

A blend of positive and enriching competencies and a good leadership style will gradually lead to a healthy environment, which is a foundation for any Individuals personal growth as well as the organization's growth.

- Motivation & Encouragement:

A healthy competition will always motivate the employees & encourage them to perform better. They shall seek the guidance and support of their peer group as well as their leaders in accomplishing team goals. A respect and sportsman spirit for each other can develop a healthy competition.

- Target & goal Setting:

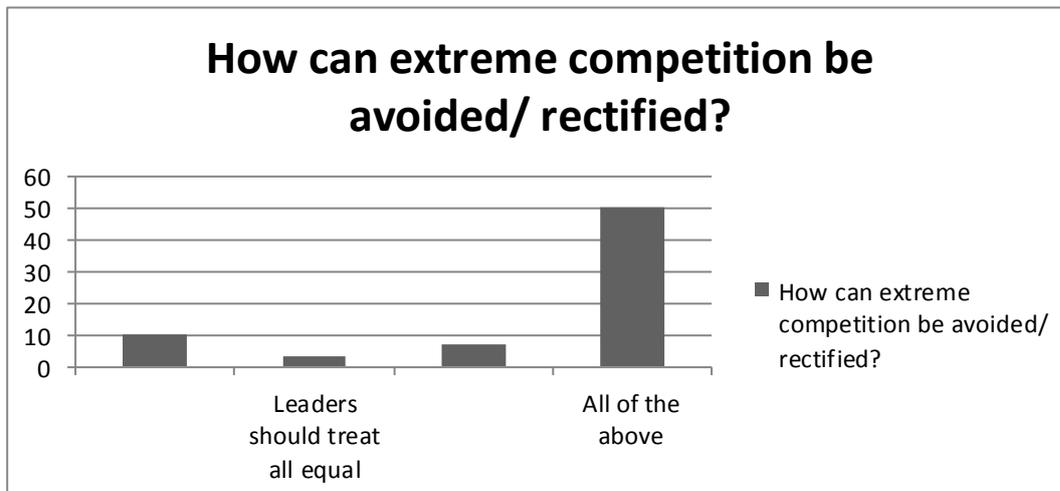
A healthily competitive team can not only achieve but can also assist the organization is setting the bar high and set organizational goals.

If the environment is Unhealthy:

- Un-predictive Environment: A lack of harmony or instability in the environment can be observed in this case.
- Attrition & Employee turnover: We can also observe the attrition rate to be increased in the company if the environment is unhealthy.
- Employee dissatisfaction and internal politics; the hatred and greed to exploit will only lead to the deterioration of organizational ethics, Lack of control, mal-practices and unprofessionalism.
- There shall be a low emphasis on the organizational ethics, values and morals.



According to the responses of 70 samples, 45 (Max) amongst voted that their company's culture is extremely competitive and unhealthy and others voted for Healthy and neutral option. This explains that commonly, an extreme competition is observed that means majority of individuals possess negative competencies.



Majority of respondents (50/70) voted that all the factors are responsible in avoiding an extreme competition.

General Discussions:

1. According to the primary data which can be considered as the opinions of the respondents, majority of the work force in India is working under an extreme competition and an unhealthy environment.

2. This unhealthy environment and competition can be avoided if the competencies in individuals are perforated to be positive. This can be done by the below major remedies:
 - Employees should be regularly observed, and counseled by the top management and mentors regarding their concerns and how they can help in achieving healthy competencies.
 - Team projects & team building activities should not just be conducted as a formality but should be inculcated within.
 - The leaders should analyze case studies and observe what type of leadership is necessary for inculcating healthy competencies in the employees.
 - The organizational goals should also be examined if they are over burdening employees leading to constant comparison and conflicts and should be rectified immediately. Achievable, un-exploitative and realistic goals shall maintain the harmony.

Conclusions:

1. Core Competencies lead to either positive or negative competition/environment in the organization.
2. An in-depth study organizational behavior shall help in reducing the level of unhealthy competition among employees.
3. A healthy competition is not that difficult to be maintained in an organization if a strategy is developed and shall also lead to individual as well as organizational goals.

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