

Unveiling Organizational Development-specific or Generic-administrative or Vertical Competencies: A Study on Professional Social Workers

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Abstract

This study provides a thorough investigation of organizational development-specific or generic-administrative or vertical competencies essential for professional social workers. Social workers play a crucial role in problem-solving and development across micro level with families, mezzo level with Groups and organizations and macro level with Communities and Societies from United nations to Local government. The employing a blended methodology that integrates qualitative methods such as functional analysis and quantitative methods such as a survey. Conducted in Maharashtra State, India, the research utilized a random sampling technique to collect insights from 665 social workers. Data collection consisted of an online survey utilizing a seven-point Likert scale, focusing on ten identified competencies. Descriptive statistical analysis indicates strong agreement among participants, with mean scores ranging from 5.64 to 5.78 and agreement percentages between 80.57% and 82.57%. The results emphasize the critical importance of these competencies, which are categorized into three highly, six moderately, and one lowly agreeable group. Notably, competencies related to i) Capability of Project Proposal Formulation & Project Management ii) Using Sources/Resources Optimally iii) Capability to Undertake Research. Despite the rigorous methodology, limitations such as potential biases and regional focus are acknowledged. The study highlights the universal acknowledgment of these competencies as fundamental pillars for enhancing Organization development. Recommendations for future research include conducting further exploration of competency clusters using advanced statistical methods like Exploratory Factor Analysis (EFA) and Structural Equation Modelling (SEM). This approach holds promise for advancing our understanding of competency dynamics and informing targeted interventions, educational initiatives, Organizational Development, and policy development within the field of social work.

Keywords: competencies, competency mapping, organizational development-specific competencies, generic-administrative competencies, vertical competencies, social workers

1. Introduction

In 1973, McClelland, D. C., authored a research paper titled "Assessing Competence Rather Than Intelligence," which questioned the predominant focus on intelligence assessments and proposed the evaluation of competencies instead. His objection is such that, "The key issue is obviously the validity of so-called intelligence tests. Their use could not be justified unless they are valid" [1]. Nearly two decades later, in October 1991, Barrett, G. V., & Depinet, R. L., published "Reconsidering Testing for Competence Rather Than for Intelligence," critically

evaluating competency testing. They emphasized that, "If McClelland's concept of competency is to make a contribution to the field of psychology, he must present empirical data to supporting his contention" [2]. In the contemporary educational setting, there is a growing global trend towards adopting competency-based education, with businesses incorporating competencies into their strategic Human Resource Management practices. Recognizing competencies as key drivers of both personal and professional success, competency mapping aligns individual traits with job demands and societal goals. Social workers occupy a vital position in addressing challenges and fostering progress at various levels—working closely with

families, groups, organizations, communities, and societies, spanning from international organizations like the United Nations to local government bodies. Their roles involve conducting assessments, implementing interventions, and facilitating empowerment through methodical approaches aimed at supporting those in need. This study seeks to explore the essential competencies crucial for organizational development. Its objectives are to pinpoint the competencies essential for organizational efficiency.

2. Methodology

The research methodology applied in this study involves a comprehensive integration of qualitative and quantitative approaches, strategically combining their respective strengths to thoroughly investigate the essential competencies relevant to organizational development. This methodological choice was carefully made to align with the research objectives and accommodate the diverse data requirements involved. By incorporating qualitative methods like organizational analysis alongside quantitative survey-based techniques, the study aims to achieve a nuanced understanding of perspectives and experiences while also collecting substantial data on competencies. The research design encompasses both basic (pure) and applied research models, seeking to uncover fundamental competencies essential for exploring their practical implications within organizational contexts. Conducted in Maharashtra State, India, the study targets social workers as the primary population, employing a robust random sampling method to ensure the representation of diverse perspectives within this group. Data collection primarily relied on a researcher-developed scale, utilizing a seven-point Likert scale ranging from "Strongly Disagree" (Score 1) to "Strongly Agree" (Score 7), allowing participants to express their agreement with competency-related statements. Online data collection was chosen to enhance participant accessibility and streamline the data collection process. The study meticulously determined a sample size of 665 individuals, with significant emphasis placed on obtaining informed consent from each participant before their inclusion. Following data collection, descriptive statistical analyses were conducted to analyse the gathered

information, computing mean values and percentage agreement scores. These statistical analyses aid in quantitatively understanding the levels of agreement among social workers regarding the identified competencies. Ethical considerations remained central throughout the study, ensuring participant confidentiality, obtaining informed consent, and adhering strictly to ethical guidelines governing data collection, analysis, and reporting.

3. Result and Discussion:

The comprehensive assessment of Organizational development-specific or Generic-administrative and Vertical Competencies has unveiled invaluable insights.

Table 3.1: Competencies Showing Agreeableness Mean Scores and Percentages

Organizational development-specific or Generic-administrative and Vertical			
Sr. No.	Name of the Competencies	Mean of Agreeableness out of Seven (7)	Percentage of Agreeableness
1	Organizational Awareness & Systematism	5.68	81.14
2	Capability to Undertake Research	5.74	82.00
3	Ethical Administration & Faith in Stakeholders first	5.69	81.29
4	Techno-savviness	5.68	81.14
5	Using Sources / Resources Optimally	5.77	82.43
6	Resource Literate	5.70	81.43
7	Adhering to Equitable & Sustainable Development	5.72	81.71
8	Capability of Project proposal formulation & Project Management	5.78	82.57
9	Accounting & Record Keeping	5.71	81.57
10	Undertake Administrative & Financial Reforms	5.64	80.57

The mean scores, reflective of the level of agreeableness on a seven-point scale, coupled with the percentage of agreement, illuminate the perceived significance and adherence to these competencies among respondents, primarily comprising social workers.

3.1 Organizational development-specific or Generic-administrative and Vertical Competencies: Within the spectrum of those competencies, mean scores ranging from 5.64 to 5.83, signify considerable agreement on their importance.

3.1.1 The competencies falling under the Highly Agreeable Group (Mean 5.78 to 5.74, Percentage 82.57 to 82.00) are such as: i) Capability of Project Proposal Formulation & Project Management ii) Using Sources / Resources Optimally iii) Capability to Undertake Research.

3.1.2 The Competencies falling under the Moderately Agreeable Group (Mean 5.72 to 5.68, Percentage 81.71 to 81.14%) are such as: i) Adhering to Equitable & Sustainable Development ii) Accounting & Record Keeping iii) Resource Literate iv) Ethical Administration & Faith in Stakeholders first v) Organizational Awareness & Systematism vi) Techno-savviness

3.1.3 The Competency falling under the Low Agreeable Group (Mean: 5.64, Percentage: 80.57%) is such as: 1) Undertake Administrative & Financial Reforms

The data underscores a remarkable consensus among participants regarding the paramount importance of identified competencies in organizational development-specific domain. These findings accentuate the perceived criticality of these important competencies in nurturing excellence within the realm of social work, fostering organizational effectiveness, and catalysing personal-social development.

4. Conclusion:

The thorough evaluation of Organizational Development-specific or Generic-administrative or Vertical Competencies has provided invaluable insights into the essential elements vital for

organizational effectiveness among professional social workers. The mean scores, reflective of the level of agreeableness on a seven-point scale, coupled with the percentage of agreement, illuminate the perceived significance and adherence to these competencies among respondents, primarily comprising social workers. Within the spectrum of these competencies, considerable agreement on their importance is evident, with mean scores ranging from 5.64 to 5.83 and agreement percentages between 80.57% and 82.57%... The competencies falling under the Highly Agreeable Group demonstrate particularly strong consensus among respondents, emphasizing their critical importance. These competencies include Capability of Project Proposal Formulation & Project Management, Using Sources / Resources Optimally, and Capability to Undertake Research. Similarly, competencies falling under the Moderately Agreeable Group underscore their significance, albeit to a slightly lesser degree. These competencies, such as Adhering to Equitable & Sustainable Development, Accounting & Record Keeping, Resource Literate, Ethical Administration & Faith in Stakeholders first, Organizational Awareness & Systematism, and Techno-savviness, contribute significantly to organizational effectiveness and personal-social development. Conversely, the competency falling under the Low Agreeable Group, Undertake Administrative & Financial Reforms, while recognized as important, may require further attention and enhancement. Overall, the data underscore a remarkable consensus among participants regarding the paramount importance of identified competencies in organization-specific domains. These findings accentuate the perceived criticality of these competencies in nurturing excellence within the realm of social work, fostering organizational effectiveness. Moving forward, it is essential to continue fostering these competencies through targeted interventions, professional development, and advance the field of social work as a whole. Indeed, the competencies identified in this study hold significance not only for social workers but also for professionals across various disciplines. Their universal applicability underscores their importance in organizational effectiveness. As essential pillars for success, these competencies serve as guiding

principles for individuals striving to excel in their respective fields, regardless of specialization.

5. References

- 1] McClelland, D. C. (1973). Testing for competence rather than for intelligence. *American Psychologist*, 28(1), 1.
- 2] Barret, G. V., & Depinet, R. L. (1991). Reconsidering of Testing for competence rather than for Intelligence. *American Psychologist*, 46(10), 1020-1021.

