
Employee Skill Matrix Approach in Automobile Industry with Special Reference to Krishnagiri District, Tamilnadu, India

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Abstract

This research paper examines the applicability of Employee Skill Matrix in the Automobile Industry of Krishnagiri District on the basis of primary data collected from 100 employees of different levels. Method of hypothesis test has been administered to measure the applicability of Employee Skill Matrix. This paper finds that according to the employees, Skill Matrix denotes the Competitive position of the company; they believe that their company's training policy is leveraged towards its skill requirements. This study helps the company to identify the present employees' skill level and their skill improvement for the growth of organization. Skill Matrix has been defined and identified covering all staff level positions. Suggestions have been proposed in line with company's requirements and capabilities and to identify the perfect and highly skilled employees for the organization. The employee skills matrix, though simple, is an effective tool to assess the training needs of the organization. This is also a good guide as to the suitability of individuals for additional tasks, promotion, group participation, suitability for a newly created position.

Key words : *Skill Matrix, Training, Performance Review*

Introduction

In today's world, companies around the world are looking for things that could give them the competitive edge. Over the period of time, they have realized that the Competitive advantage are to be built up through their employees. This paper deals with this aspects of the corporate. "Training and Development" are key words for the work force to be kept in the best possible shape. It is essential to train one's employees according to the skill requirement for the jobs. An organization is able to decide upon the type and level of training be imparted to its employees only with the correct knowledge of where the employees stand in terms of their skills. This is where Skill Matrix comes into the picture. Skill matrix defines the skills and skill levels of each employee as per perceptions of both supervisor /team leader /manager

as well as the employee . While skill matrix called Lominger Competencies is primarily a pre-defined set of skills, it links to the skill matrix ratings to find how good the employees are. Skill Matrix analysis is different from performance appraisal exercise which is an in depth analysis at 180, 270 or 360 degrees. But in the case of skill matrix, it is a compilation of the ratings in order to have a base on which to plan and schedule the training programs for the whole year. The idea is to find out the areas of weakness

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and strength in each of the employees. The analyzed sheets are color coded so that they can work as a tool for many purposes. Also the competency map is made in a manner so that it can be used for planning.

Review of Literature:

Elsevier B.V extends the conventional and superficial notion of measuring digital skills by proposing definitions for operational, formal, information and strategic skills. The main purpose was to identify individual skill related problems that users experience when navigating the Internet. In particular, lower levels of education and aging seem to contribute to the amount of experienced operational and formal skill related problems.

Venetia Saunders and Katherine Zuzel (2013) describe the development of the Clinical Skills Matrix, a consensus document designed to underpin clinical skills teaching in the Skills Centre at St Bartholomew's Hospital in London. It provides a framework for students, teachers and clinical staff, identifying the skills needed and the level of competence expected in each skill.

Findings of the study by Christian Twigg-Flesner outline the underlying skill set required in getting and sustaining employment in the organised grocery and vegetable retail industry.

In his paper, **Rajkumar Paulrajan** describes competency mapping as an important and is an essential exercise. Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. Such list should be used for recruitment, performance management, promotions, placements and training needs identification.

The article by **Katherine Zuzel** presents a seven-step action planning sequence to facilitate schoolwide social skills instruction—highlighting how an expectations-within-settings matrix facilitates effective, efficient and contextually relevant school wide social skills instruction.

The main aim of the project by **Paul Mayes** was to produce demonstration version of online skill development maps “for a range of different approaches to skills development. The project

collaborated in curriculum mapping of Janet A, hale in 101.com and Rubicon international to use Rubicon's Atlas online curriculum mapping software to host the skills development maps as well as demonstrating such software to a British audience.

K. Saptathy,j surveyed a significant representation of the Southwestern Pennsylvania regional technological corporate community to determine what information skills, services, functions and business intelligence resources are needed to meet the rapidly changing workforce environment. Two associations in this are engaged the academic community in developing the regional economy.

Objectives of the Study:

- To identify the training need of employees
- To find out the existing performance levels of each employees in the operation section
- To find out the best performer of the operation section in the Company.
- To prepare the quadrant chart for every employee working in Operation section
- To develop a list of skills required in the various business units and for different job descriptions.
- To examine the employee's own perspective of the skills that he/she possess.

Scope of the Study

The study analyses the performance level of each employees to access where the Operators are lacking in their performance. Skills of individuals in a team and any gaps between the skills of employees and their job roles, are tabulated. This is also referred the competency framework. Critical skills are those minimum skills required to successfully accomplish the assigned work/job. If the skill of employees lies below the critical skill, then the productivity of workers is hampered and the organizational output will be affected. During the study the researcher was directly in contact with the Operators and Supervisors and has got a remarkable practical experience in this period of 30 days. This paper is important when looked at from the Organization's perspective. That

is because at any given time, the motto of the organization is concerned with employees; as employees become more and more skilled and competent, they can contribute better to the organization's growth. This project gives the organization a lot of concrete data regarding the employee skill levels which can be further used to plan the training content for employees.

Research Methodology

The research design used in this study is descriptive and the non-probability convenience sampling method was applied in this study. The study covered automobile industries in Krishnagiri District. Primary data were collected from 100 employees from various automobile companies through questionnaire. Secondary data are from books, magazines, records and files maintained in Personnel Department. Chi-square test was used for testing Hypothesis and percentage and graphical tools also used for analysis. The scope of the study is to know applicability of talent management in automobile industry.

Hypothesis Testing

- H₀:** There is no association between Qualification of the respondents and ability to seek, use and present information in an appropriate manner
- H₀:** There is no association between Age of the respondents and the analytical thinking ability helps me to consider issues of the future

H₀: There is no association between Experience of the respondents and the problem solving ability to confront obstacles in pursuing an objective and arrive at positive ways of overcoming them

H₀: There is no association between Gender of the respondent and teamwork ability helps me to cooperate with others and make proper contribution

H₀: There is no association between marital status of the respondents and Social competence ability helps me to relate others socially at ease, with people from various backgrounds

Statement of the Problem

According to the result of a new survey, more than half of today's businesses find it more difficult than five years ago to recruit employees with the skills they need. Communicating the job responsibilities, skills and the exact nature of the job, what it involves, the good as well as mundane part of the job are very critical for an employer to ensure right candidate is being selected for his company. If these things are not communicated clearly at the outset, there is a high chance of the mismatch happening. Indeed, communicating the employer's level of expectation from an employee with respect to the possession of the skill with which he has to perform his job seems to be the biggest factor in setting up the performance level for an employee. Skill matrix can solve this problem by giving an exact idea to the employee about the Employer's requirement which will ensure increased performance

Result and Discussion:

Table : 1 Hypothesis Results of Chi-square tests

S.No	Hypothesis	Calculated Value	Table Value	Result
1	There is no association between Qualification of the respondents and ability to seek, use and present information in an appropriate manner	9.111	15.507	Accept
2	There is no association between Age of the respondents and the analytical thinking ability helps me to consider issues of the future.	14.357	26.296	Accept

S.No	Hypothesis	Calculated Value	Table Value	Result
3	There is no association between Experience of the respondents and the problem solving ability to confront obstacles in pursuing an objective and arrive at positive ways of overcoming them	9.103	21.026	Accept
4	There is no association between Gender of the respondent and teamwork ability helps me to cooperate with others and make proper contribution	0.574	9.488	Accept
5	There is no association between marital status of the respondents and Social competence ability helps me to relate others socially at ease, with people from various backgrounds	4.257	7.815	Accept

- The calculated value is 9.111 less than the table value is 15.507. It shows that there is no association between the Qualification of the respondents and ability to seek, use and present information in an appropriate manner. Any kind of employees can grasp the information, so it is not based upon the qualification.
- The calculated value is 14.357 less than the table value is 26.296 it shows that there is no association between the Age of the respondents and the analytical thinking ability helps me to consider issues of the future. So the analytical thinking ability of the employee are not dependent on the age.
- The calculated value is 9.103 less than the table value is 21.026. It shows that there is no association between the Experience of the respondents and the problem solving ability to confront obstacles in pursuing an objective and arrive at positive ways of overcoming them. If the capable and well trained employees can easily overcome the obstacles faced by them.
- The calculated value is 0.574 less than the table value is 9.488. It shows that there is no association between Gender of the respondent and teamwork ability helps them to cooperate with and make proper contribution. Gender is not the problem to cooperate with each other. It depends on the attitude and behaviour of the employee.
- The calculated value is 4.257 less than the table value is 7.815. It shows that there is no association between the marital status of the respondents and Social competence ability helps them to relate others socially at ease, with people from various backgrounds. Social competence depends on the interest and commitment towards society it doesn't depend on the marital status.
- Most of the respondents are able to get the information promptly which is given by the higher authority. They mean there is a good communication between the employers and employees.
- The designation plays a major role in the job satisfaction and most of the employees are satisfied with their job. But to maintain this level, training should be conducted every month to motivate them to do their job well and attain high level of satisfaction.
- About more than half of the respondents need a good training to improve their promotional skills. By doing so the employee will be able to grow in the organization.

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- Most of the respondents are aware of social networking skills and so there is no need for more training in this field.
 - More than half of the respondents agree that a team work is essential, so it should be ensured that all possess the skills of team work. If not proper training should be provided.
 - About 30% of the employees lack to maintain relationship with co workers. So training should be provided to them so that they are able to maintain a good relationship with co workers, which can motivate them to perform well in their job.
 - Most of the employees have good communication skills and only very few need training in this level.
 - Many of the employees lack creativity skills. Programs and training can be provided for them which will help them to improve this skill.
 - Very few employees need training which will help them to achieve target on time. Most of the employees are able to achieve their target on time.
 - Very few employees don't aim for the next target in advance, but they should be able to meet their target on time. For this, they should be motivated by the organization.
 - Most of the employees need training to improve their stress resistance level. By doing these they will be able to overcome the pressure of the job.
 - Most of the employees are not competitive in their work. The employees should be provided training in a way which will motivate them to do their job in a perfect way.
 - Few employees are not much interested to learn. They should be motivated and encouraged to learn so that the new techniques will help them in their work.
 - Some of the employees are not taking their responsibility. These employees should be made to accept their responsibilities.
 - About half of the employees are needed to be trained to manage the stress over the job. By doing so the employees will be able to overcome the stress of the job and perform their job effectively
 - About one third of the employees who are lacking in computer knowledge are required to be provided with a good other employees.
 - About more than half of the employees require training to solve the problem. They should be well trained by allowing them to solve problems and help them in finding the solution.
 - More than half of the employees require training to plan the work. They are not able to plan their work properly because of which they may lack in achieving the target.
 - About one fourth of the employees need training to improve their interpersonal skills. These employees need an immediate training as they are poor in those skills.
- Most of the employees are lacking in leadership skills. The training should be provided in full length which will help them to improve their leadership skills.
- Recommendations:**
- The critical skill mapping study reveals the various skills of workers in which they are expert or they are lacking. Special training program should be arranged for those employees who are lacking in their respective modules.
 - Employees should be clearly explained regarding the objective of conducting the Exercise, so that there is some cent percent

involvement from the employees' side. This would also help in speeding up the exercise.

- The trainings should be planned with the involvement of the employees as well (not only the team leaders) so that there are no low yield trainings being held. This would cut down the costs of training further.
- The exercise should be carried out in 360 degrees as it would strengthen the authenticity of the ratings and would give a clearer picture as to the exact skill and competency levels of employees.
- The mapping is done by the supervisors of the department. Thus it should be shared with all operators so that they come to know about their skill level and try to improve it.
- The company can send operators for outside training program.
- The exercise should be carried out with the involvement of the senior management as it would bring more quality to ratings.
- All training modules should be evaluated at proper time and this activity should be carried out regularly.
- Training should be as per work requirement and should be given at the right time.
- This sharing of the results would also give the employees an idea on who to approach in case of a certain skill, as the experts are identified as a result of this exercise. So this would improve the cross education, helping and cohesiveness among the employees.

Conclusion

The skill matrix were successfully developed and analyzed for all teams' of Automobile Industries, Kishnagiri District. Data provided can be used by the organization for forecasting the employees' skill level and planning its training and development programmes. Critical Skill mapping helps to indicate

the image of management in the mind of employees as well as their capabilities and attitudes. It has been found out from the survey and its analysis that the training program in this department is effective. The future of an organization largely depends upon its productivity; productivity depends upon its employees. Thus employees should be trained in best possible way to increase the productivity. For this purpose Automobile Industries, Kishnagiri District has an effective training Centre that takes the responsibility of training the employees. One of the reasons for this project was to discover the skills possessed by the operators. The evaluation of these data would help the company to critically analyze the skills in their employees and recognize the need of training.

Limitations

- Due to lack of time, only the manager and employee self-ratings could be taken.
- It was observed that in many teams the complete seriousness of the exercise was not understood. This was reflected in the type of ratings that were provided.
- A part of the employees could not be included in the exercise as they were out of the country on on-site assignments and tours.
- As the team leaders had a major say in the ratings, therefore the problem of favoritism and the bias due to that could not be accounted.
- The over confidence or the under confidence of the employees in their self-ratings caused some amount of inaccuracy in the overall picture that emerged. But the manager's rating provides a good comparing ground for the discrepancies.
- The sharing of the results with the employees has not been done and so it leaves a doubt as to whether the full effect that could be achieved by the employee direct involvement is being achieved.

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