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A STUDY ON EMPLOYEES SKILL MATRIX AT AUTOMOBILE INDUSTRY IN VELLORE, TAMIL NADU

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ABSTRACT

This research work entitled "A STUDY ON EMPLOYEES SKILL MATRIX AT AUTOMOBILE INDUSTRY IN VELLORE, TAMIL NADU." is carried out to identifying the gap of an individual's performance or job related skills in order to fill those gaps through effective training. The main objective of study is to analyze the skill level of employees in the company. This study helps the company to identify the present employees' skill level and their skill improvement for the growth of industry. A well structured Questionnaire is used to collect primary data. Sample size is 100.The researcher adopted convenience sampling for the study. The data was analyzed using the statistical tools like percentage analysis, chi square, ANOVA and Quadrant chart. Charts and tables are used for better understanding. The result of this study to reveal the gap between the current and the expected skills of the employee which tends to arrange a necessary training and improve the quality of work. The employee skills matrix, though simple, is an effective tool to assess the training needs of the organization. It also provides a good guidance to the suitability of individuals for additional tasks, promotion, group participation, suitability for a newly created position.

KEY WORDS: Skill Matrix, Technical skills, Performance   Review.

INTRODUCTION

Organization in recent years has been experiencing significant changes. There is a steady shift from the hierarchy based organization to team based organization. The multitier organizational flutter ones are replacing structure. All these changes would be effective only when employees understand the values of their organization places in them.

This requires clarity on the part of the employee about the contribution expected from him. Identifying the contribution to be made by the employee requires detailed understanding of the knowledge and the skill necessary to make the contribution. A skill matrix gives an outline of various skills necessary and the level of skills possessed by each employee.

This is the first step in the skill assessment process, which aids in developing world-class employees for world-class organization. Assessing the individual competencies is an important process in the development and retention of employees. This assures employees about the value placed in them.

Well-implemented skills management should identify the skills that Job roles require the skill of individual employees, and any gap between the two. To be most useful, skills management needs to be conducted as an ongoing process, with individuals assessing and updating their recorded skill sets regularly.

OBJECTIVES OF THE STUDY

- To identify the training need of an employee
- To find out the existing performance levels of each employees in each section
- To find out the best performance in the each sections in company
- To identify the skill gap that exists between the employees' current performance level and the expected level employee.
- To prepare the quadrant chart for employee's.

SCOPE OF THE STUDY

- Skill matrix is a tool to assess training needs. The study also analysis the performance level of each employees. It helps the company to access where the employees are lacking.
- It is a table shows that skills of individuals in a team and any gaps between the skills of employees and the job roles they have. It is also known as a competency framework or competency matrix.
- It can help to identify and develop the training plan for employees. It also identify the training needs within their organization and to maintain a record

LITERATURE REVIEW

According to **Jain,** "competencies including Attributes, Skills and Knowledge parameters in detail and makes a gap analysis in the actual and desired skills and assesses the training needs of the employees".

According to **Sandeep Srivastava, "**HR practitioners can view the competencies model: Strategic partners, Administrative experts, Employee champions, Change agents and HR experts".

According to **Chitali Rasal, "**Template assists for easy identification of most effective training module to reach the desired level. Co-operation and team building among employees will increase because of mutual training technique".

According to **Maran, "**training, empowerment, teamwork, compensation and management leadership in a theoretical model for studying employee competency within the framework of Management system**".**

According to **Paulrajan, "**the managerial jobs with different set of factors like academic qualifications, communication skills, leadership skills, teamwork skills and work experience**"**.

According to **Ruddlesdin, Jennifer, "**compensated by planned teaching or simulation training wide spread difficulty in achieving the competencies. Development of competency –based training is a complex multistep process**".**

According to **Ramlall, "**the knowledge of business, HR delivery, and strategic contribution were interviewed as most important competencies and other competencies were not seen as critical to success in HR profession**".**

A 'skills matrix' falls within the 'skills management' process. A skills matrix is a grid or table that clearly and visibly illustrates the skills and competence held by individuals within a team. Its primary aim is to help in the understanding, develop, deployment and tracking of people and their skills. Well-implemented skills matrices should identify the skills that job roles require, the skills of individual employees, and any gap between the two.

Peter Drucker (1993) argued that a skill could not be explained in words, it could only be demonstrated. In order to perform the function of management and to assume multiple roles, managers must be skilled. Robert Katz identified three managerial skills that are essential to successful management: Technical, Human and conceptual. Technical skills involve a process or technique knowledge and proficiency. Manager use the process, Technique and tools of a specific area. Human skills involve the ability to interact effectively with people. Managers interact and cooperate with employees. Conceptual skill involves the formulation of ideas. Managers understand abstract relationships, develop ideas, and solve problems creativity. Thus, Technical skill deals with things, human skill concern people, and conceptual skill has to do with ideas.

Definition of Skill Matrix:-

According To Business Dictionary : A Skills Matrix or Competency matrix is a table that clearly shows the skills held by individuals in a team, and the skills gaps within a team.

According to larapedia.com: A visible means of displaying people's skill levels in various tasks. Used in a team environment to identify the skills required by the team members have those skills.

EMPLOYEE SKILLS MATRIX

The employee skills matrix is a very simple but very effective tool to assess the training needs of

your organization. It is also a great guide as to the suitability of individuals for:

✡ Additional tasks
✡ Promotion (to a higher role)
✡ Team/group participation
✡ Suitability for a newly created position

And this is a great discussion tool when used in a performance review, where the employees training can be assessed reviewed and mapped and this information can be transferred on to a performance appraisal form. Also the level of skills attained may assist in the salary review of the individual compared to other employees.

RESEARCH METHODOLOGY

The total study is of Descriptive type because each item is clearly described. This approach enables a researcher to explore new areas of investigation. A well structured Questionnaire is used to collect primary data. The research was conducted at Vellore. Sample size is 100, convince methods are used for Determining sample size. The researcher adopted non probability sampling for the study

RESEARCH INSTRUMENT

The research instrument that is used in this study is questionnaire. The instrument consisted of 25 items with

✦ Five-point Likert scale
✦ Dichotomous questions.
✦ Demographic questions.

Collection of data:-

The data collected are mostly primary and rarely secondary data.

DATA ANALYSIS AND INTERPRETATION

Percentage Analysis:-

Table-1 - Age of the customer

Description	Frequency	Percent	Valid Percent	Cumulative Percent
<20	21	21.0	21.0	21.0
20-30	36	36.0	36.0	57.0
31-40	32	32.0	32.0	89.0
>41	11	11.0	11.0	100.0
Total	100	100.0	100.0	
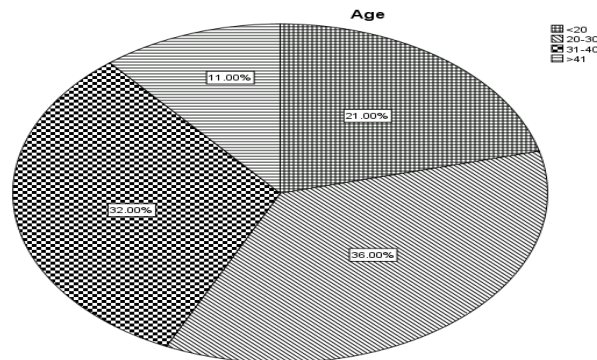
Table 2: Aware About Quality Standard of Material

Description	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	44	44.0	44.0	44.0
agree	52	52.0	52.0	96.0
neutral	3	3.0	3.0	99.0
disagree	1	1.0	1.0	100.0
Total	100	100.0	100.0	
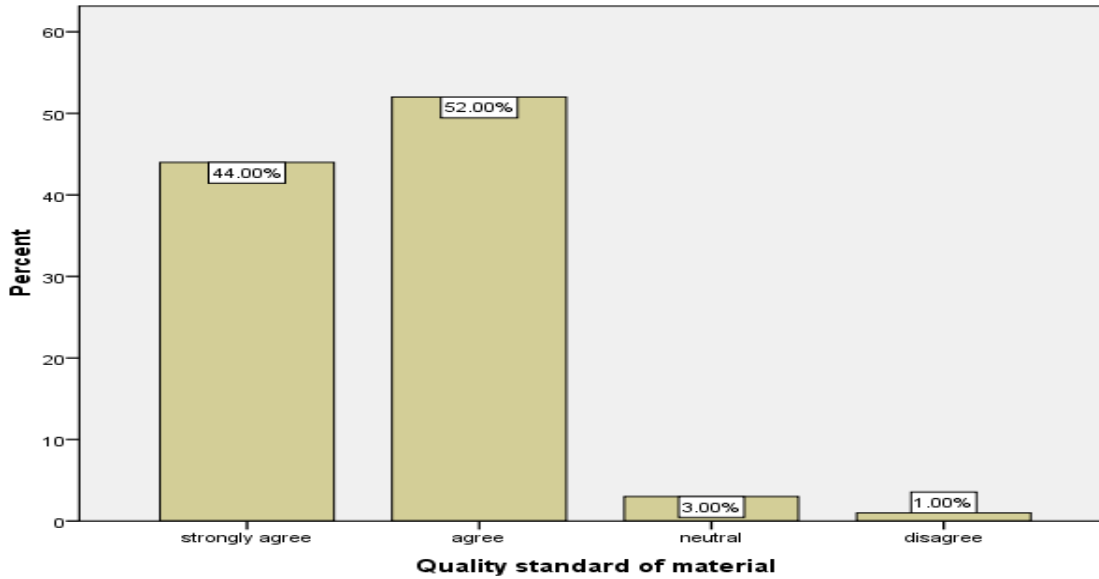
Table-3 ANOVA-Descriptive

Attitude To Learn New Things								
Description	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
<20	21	1.67	.483	.105	1.45	1.89	1	2
20-30	36	1.67	.535	.089	1.49	1.85	1	3
31-40	32	1.78	.491	.087	1.60	1.96	1	3
>41	11	1.82	.751	.226	1.31	2.32	1	3
Total	100	1.72	.533	.053	1.61	1.83	1	3

Description	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.388	3	.129	.447	.720
Within Groups	27.772	96	.289		
Total	28.160	99			

Interpretation:-

H_0: There is no significance difference between the attitudes to learn new thing based on the age of the respondents.

H_1: There is significant difference between the attitudes to learn new thing based on the age of the respondents.

Result:

P=0.720

P>0.05

Since P value is greater than 0.05 at 5% level of significance. Null hypothesis H_0 **is accepted.** Therefore, there is no significance difference between the attitudes to learn new thing based on the age of the respondents.

Table-4 Chi-Square Tests

Experience * Identify material grades

Description		Identify material grades				Total
		strongly agree	Agree	Neutral	Disagree	
Experience	<1 yr	1	10	0	0	11
	1-3 yr	4	23	1	1	29
	3-5yr	8	18	0	0	26
	>5 yr	19	15	0	0	34
	Total	32	66	1	1	100

CHI-SQUARE TESTS			
Description	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.098[a]	9	.017
Likelihood Ratio	20.752	9	.014
Linear-by-Linear Association	14.570	1	.000
N of Valid Cases	100		
a. 9 cells (56.3%) have expected count less than 5. The minimum expected count is .11.			

INTREPRETATION

H_0: There is no significance difference between identify the material grades based on the experience of the respondents.

H_1: There is significant difference between identify the material grades based on the experience of the respondents.

Result:

   P=0.017
   P<0.05

Since P value is lesser than 0.05 at 5% level of significance. Null hypothesis H_0 **is rejected.** Therefore, there is significant difference between identify the material grades based on the experience of the respondents.

QUADRANT CHART

S.NO	PHILOSOPHY / IDEAL NUMBER TRAINED	KNOWLEDGE	QUALITY	WORK	DEFECT	FIRST AID	TPM,5S	SCHEDULED
1	001							
2	002							
3	003							
4	004							
5	005							
6	006							
7	007							
8	008							
9	009							
10	010							

RESULTS AND DISCUSSION

Based on the finding on employee skill matrix in automobile industry at Vellore that skill matrix was used very effectively helped to identify training needs for the employees in automobile industry. In industry they are used skill matrix for decisions making in human resources.

In the result found that in manufacturing sector was rapid growth in skill management to handle and also found the gaps in skills and knowledge within the human resource in automobile industry.

LIMITATIONS OF THE STUDY

- This study done only as a specified time period.
- The result of the study depends upon the information furnished by the employee. Hence the information provided by them is subjected to personal basis.
- The accuracy of findings is limited by the accuracy of statistical tools used for analysis.
- The data collected are limited by the method adopted. The method of data collection being a questionnaire, data is limited to the extent of data generation available through this method.

CONCLUSION

In this study, the researchers concluded that, Skill matrix helps to indicate the image of management in the mind of employees as well as their capabilities and attitudes. The skill matrix implemented in the automobile industry at Vellore is analyzed through this study and it can be used by the industry for forecasting the employee's skill level and planning for future development program. It has been found out from the survey and its analysis that the training program in this conducted in the automobile industry 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. The skill matrix will help the company to critically analyze the current skills in their

employees and recognize the need of training which tends to improve the quality of work.

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