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Research paper



Impact of Competency Based Training Need Assessment on Individual Performance: A Study on Employees of Essel Mining Industries

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Abstract

With the increase in competition among different players in the mining industry, it has become an area of attention and focus for every player in the industry to streamline their employee's competencies with the job requirement and outline the gap and design optimum strategies to bridge the gap in order to overcome the deficiencies. The present work is a lucid attempt to study the impact of competency management on identification of training need among employees of Essel Mining & Industries ltd. To achieve the set objectives a questionnaire was designed and it was distributed to a sample size of 112. The data was collected based on Purposive sampling. Correlation, Single factor ANOVA, technique was used to identify the present level and the expected level. Based on the above analysis and interpretations suggestions were given to bridge the gap and match the employee's competencies with organizations set goals and objectives.

Keywords: Competency, Management, Training, Need identification, Individual performance, Essel Mining.

1. Introduction

In the era of globalization, the competition has increased many folds organizations are now facing difficult times to compete in the market. Among all the resources, managing human resources is one of the toughest aspects as day by day market demand is changing, so every organization should strive hard to make their employees more competition oriented and face the challenges. Organizations should need to focus on their employee's knowledge and skills and try to identify their strength and match with organizational requirements. Existing literature already clearly defined that the success of every organizations lies at how they manage their employees and making them competent enough or is there any gap lies between their competencies and set objectives.

The term Competency was first coined by David McClelland and many research works carried out in this area as it is a booming topic now days. Every Organization should try to create a base of competent employees in order to address different challenges.

1.1 Training Need Assessment

Training is considered as an important tool to identify and map the gap that lies between expected and actual skills an employee possess. Basically, it has been witnessed that organizations have started a move from traditional approach of designing training programs to more employee-fit methodology of designing. There were different research works which has extensively focused on assessing the importance of Training Need Identification and focused on how organization should make proper investment in terms of designing training program so that the result will be more positive and optimum.

1.2 Need of Competency Management and Design Training Program in Mining Industries

The mining Industry is considered as one of the scarce manufacturing industry which faces stiff competition among their existing players. In order to compete in the market they need to have a competent employee force, at the same time it is very essential to make the employees aware about the risk associated with it. Competency and Training are just two sides of a coin which need to be carried out simultaneously both of them.

2. Literature Review

Study of literature plays a crucial role in developing a research idea and is always referred in due course of continuing and completing the research work. Same thing is also practiced here to substantiate each and every point of discussions. Some views are encountered as a part of primary research and others are experienced from the available secondary sources. From the study of Ramlall, Sunil J. (2006) has studied to determine competencies as predictive factor of success in the HR profession and to understand the significance of competency in different functional areas. The work of Nagaraju, Dr. Y & Gowda, V. Sathyanarayana(2012) have studied on employee competency mapping strategies at select organizations of Bangalore; Studied to analyze the mode of competency linkages to strategies, business performance and results. Research dwells on both analytical and survey to establish the linkage of employees' competencies with business strategies. From the work of Mani Vijaya (2013) it has focused on developing a competency management system for managing talent, the primary objective is creating an effective system for assessing the competencies of the employees.

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2.2 Training Need Identification

Rossett (1995) defined training need as a gap between current state of performance and desired state of performance, mapped after training need analysis. Few authors defined training need as gap between the degree of knowledge, skills and abilities of a person which he/she had, that did not match the standards specified for a job to perform in an effective manner

2.3 Problem Statement

Though research works carried out in the area of competency management and even in training need analysis, but how far the relationship between both the components and how identifying the competencies of the very few works has been carried and again in context to mining sector.

2.4 Objectives of the Study

- To assess the impact of Competency based Training Need Assessment on Individual Performance of employees
- To identify the relation between employee competency and training need identification.

2.5 Hypothesis of the Study

The study was undertaken with the following hypotheses: -

- There is a impact of employee competency and training need identification.
- There is a positive impact of existing employee competency and training need identification.

2.6 Method of Study

2.6.1 Data Collection

In order to meet the above stated objectives, researcher framed a questionnaire by using 5-pointer likert scale. The questionnaire consists of two parts Competency related question (top level, middle level, lower level) and Training related question.

2.6.2 Study Period and Sample Size

The research work has been carried around for a period of 5 months from October-2017 to February 2018. The researcher collected data from 112 respondents. Out of 112 respondents 24 no of employees are from top level, 31 no of employees are from middle level and 57 no of employees are from lower level.

3. Result Analysis and Interpretation

Table 1:. Correlation Matrix Lower Level Middle level Top level

	Training	Competency		Training	Competency		Training	competency
Training	-		Training	-		Training	-	
Competency	0.786**	-	Competency	0.810**	-	Competency	0.701**	-

Note. *N*= 112 . Higher scores indicate a greater magnitude of each variable. Figures in the brackets represent *N*. ***p* < .01

Table.1 is describing the inter correlation matrices of two variables. Analysis of correlation matrices table has shown that the correlation between Training and Competency of Top Level Employees was (r = .786), correlation between Training and Competency of Middle Level Employees was (r = .810), correlation between Training and Competency of Lower Level Employees was (r = .701), which were significant at .001 levels (p < .01). It was concluded that both Training and Competency for Lower, middle and top level employees were inter-related.

The above figure clearly defines that there is a high correlation between employee competency and training need identification. As the sample is collected from three different levels of employees (top, middle & lower) and all shows there is a high positive relation, which emphasizes that training need identification is essential for enhancing employee's competency to meet the challenges of current business environment.

Table 2:. ANOVA performed on employee's Competency based Training Need Assessment

Source of Variation	df	MS	F	P-value
Between Groups	2	112.3352	7.275875**	0.001
Within Groups	109	6.04608		
Total	111			

The term "competence" is used to describe a set of behaviors that reflects a combination of knowledge, skills, abilities and motivations, and is related to a function in an organizational role. For example, listening competence usually found in merit models includes behaviors such as eye contact, head plating, verbal assertion, correct interpretation, and so on.

How to use the right person to listen properly, to have the knowledge about listening, the skill of listening behaviors, and the motivation behind it. There are usually two relevant definitions in the field of merit. The first one indicates the individual's ability to perform work related tasks in an effective manner, and the latter is what the individual needs for effective performance. These two definitions are very close to each other, but they are different. The second involves what is needed to succeed in the job, while the former is related to what the individual is doing as an important activity in his job.

Hence it can be concluded that there is need of competency-based training need identification for enhancing the individual performance level of employees.

4. Conclusion

The motive of the study is to know the impact of training in top level, middle level and lower level in an organizational setting and find out the linkage between existing competencies and training need identification. Hence it is clearly noticed that employee competencies has close relationship with training need identification. The design of training should be based on their employees existing competencies and bridge the gap between the future requirements.

Hence from the above data analysis we concluded that there is a high positive relation between existing competencies of employees and training need identification. Therefore the present study revealed how individual performance impact on organizational productivity.

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