



A Study About Assessment On Competency Of Employees (Gap Analysis) In Pharamceutical Industry In Chennai

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Abstract:

This study focus on “Assessment on Competency of employees in Pharmaceutical industry in Chennai” A study was carried out with a view of measuring the competency level of employees in the pharma sector. It gives a brief description of the employee’s competencies attributes, interdepartmental competencies and suggestions given to enhance their competency level. The major idea is to find out the existing competency level of the employees. The competency assessment focuses on six behavioural segments namely, Action Oriented, Adaptability, Building Trust, Client Focus, Innovation, Quality Orientation, Samples of 100 employees were selected from a population using convenient sampling method. The data were analyzed and interpreted using the statistical tools namely Chi-Square Test. The study has revealed that the competency level of employees from the actual and the standard competency is analyzed and the means to rectify the Gap are suggested.

Key words: Action Oriented Adaptability, Building Trust, Client Focus, Innovation, and Quality Orientation.

1.Introduction

Competency mapping is a process through which one assesses and determines one's strengths as an individual employee and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient, and strengths of the individual in areas like team structure, leadership, and decision making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of employees. They may also use competency mapping to analyse the combination of strengths in different employees to produce the most effective teams and the highest quality work.

2.Statement Of Problem

Unless and until employees match the expected level of competencies with the actual, the parallel activities of the organization will be under trouble, through the nature of work suits with the individual, when he enters into the job. Later on the performance level of the employees may differ in various attributes, because of less involvement, the organization may fail to build trust, and there may be communication gap. It may lead to inefficiencies in work, less concentration, output level will get decrease, there may require of training. So monitoring the level of performance will lead to achieve the organizational goals and it also helps to rectify the mistakes.

3.Need For The Study

- Gap Analysis is a tool that helps a company to compare its actual performance with its potential performance.
- The gap analysis process involves determining, documenting and approving the variance between business requirements and current capabilities.

4.Review Of Literature

- [DietrichAlbert] "Identifying Employee Competencies in Dynamic Work Domains: Methodological Considerations and a Case Study" this study a formalization for employee competencies which is based on a psychological framework separating the overt behavioural level from the underlying competence level. On the competence level, employees draw on action potentials (knowledge, skills and abilities) which in a given situation produce performance

outcomes on the behavioural level. Our conception is based on the competence performance approach by [Korossy 1997] and [Korossy 1999] which uses mathematical structures to establish Prerequisite relations on the competence and the performance level. From this framework, a methodology for assessing competencies in dynamic work domains is developed which utilizes documents employees have created to assess the competencies they have been acquiring. By means of a case study, we show how the methodology and the resulting structures can be validated in an organizational setting. From the resulting structures, employee competency profiles can be derived and development planning can be supported. The structures also provide the means for making inferences within the competency assessment process which in turn facilitates continuous updating of competency profiles and maintenance of the structures.

- [Harsha Parmar] “Re-sitting Assessments and Competence” report seeks to investigate whether there is any link between examinations and the competence of candidates to perform their roles. To address this, we undertook three component studies. The first study involved looking for evidence in the peer reviewed health care literature for links between written examinations and a candidate’s competence. The second study involved analysis of data from a longitudinal cohort study that involved 14 schools of pharmacy, to determine the extent to which early pharmacy careers can identify the characteristics of candidates less likely to progress onto the register of pharmacists held by the regulator. To explore links between assessment during progress reports and examination performance and to allow comparison between students who pass and those who fail the final examination, it had been our intention that the third study should involve analysis of anonymised progress reports and the examination answer papers for all candidates that failed the registration examination and an equal number of candidates that passed, during 2008 and 2009. Lack of availability of progress reports and examination papers from candidates that passed meant that the analysis was limited to the examination papers of failed candidates only. Failure of individual questions was mapped against the examination syllabus, and whether failed questions assessed knowledge and/or understanding.

- [Mrs. B. R. CELIA] “Competency Mapping of Employees in the Power Sector with Special Reference to Chennai” A competency contains knowledge, skills and behaviours that staff members or members of a specific category need to demonstrate in order to carry out their task and responsibility successfully. Competencies are the foundation for effective performance in any job or position. A competency profile can include core competencies, which identify those core values that all staff members should demonstrate, managerial competencies, relevant for management positions and functional/technical competencies that are specific to functional areas. Competency is the ability of an individual to perform a job properly. Some scholars see —competence as a combination of knowledge, skills and behaviour used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role.
- [JAMES T. HERBERT] “Employment –Related Interpersonal competence Among workers with Mental Retardation”Lack of available instruments to assess work-related social skills is a major concern to rehabilitation professionals in the field of mental retardation.This study examines the psychometric properties of the Test for Interpersonal Competence (TICE), an instrument designed to assess work-related social skills knowledge. Two client groups assigned to either sheltered workshop or supportivework programs were administered the TICE. Results indicate that clients assigned to the supportive work program achieved higher TICE scores than those clients assigned to the sheltered work program. While TICE scores were positively related to measured intelligence, years of education, and social maturity, client age was negatively related. Implications for future research and professional practice are discussed.
- [Carrie B. Lenburg] “The Framework, Concepts and Methods of the Competency Outcomes and Performance Assessment (COPA) Model”A significant category of issues and problems related to promoting competence pertains to the limitations or absence of a cohesive conceptual framework that supports learning and assessment methods focused on practice competencies. Typically, teachers in academic and practice settings use traditional course objectives, lectures, and evaluation methods that often are characterized as teacher-focused, subjective, and inconsistent. These historical practices obscure the development of a specific delineation of practice competencies to be attained

and documented. The basic problems center on changing these traditional methods and implementing others that are more outcomes oriented and consistent with contemporary practice needs, and doing so from the foundation of a defensible and cohesive conceptual framework. The purpose of this article is to describe the importance of such a framework and the integration of essential concepts in developing and implementing competency outcomes, interactive learning strategies, and psychometrically-sound performance assessment methods. The COPA Model is explored in detail to illustrate the integration of these concepts into an effective framework that supports competency outcomes and assessment required for contemporary practice. It presents an example to stimulate adaptation and application to meet the goals of diverse academic and practice entities. Although this article describes application of the COPA Model in the academic setting, the principles and criteria presented are equally applicable for educators in the service setting.

5. Research Methodology

5.1. Objectives Of The Study

5.1.1. Primary Objectives

- To analyzes the divergence in the competency level of the employees from the actual and the means to rectify the gaps.

5.1.2. Secondary Objectives

- To analyzes the performance of the employees.
- To analyzes the standard competency required by the company.
- To analyzes the competency level of the employee.
- To finds out the gap existing between the actual and standard performance.
- To suggest ideas to rectify the gap.

5.2. Methods

The study is undertaken with the employee level, with Non –Executive cadre. The researcher had undergone research with monthly rated workers, Non-Management Staffs,

contract laborers. This method of distributing questionnaire to the employees with carried out, questionnaire was prepared on the bases of preliminary information is collected. The universe of the study comprises of about 1000 on roll employees in a manufacturing industry. 100 employees at random, from different departments were choses and the questionnaire gives to them and their doubts, if any, were cleared on the spot. The type of sampling method of non-probability sampling. The researcher used a closed end Likert five point rating questionnaire competency Assessment form comprising of 25 questions.

5.3. Analysis And Findings Of The Study

YX	21-30	31-40	41-50	51-60	Total
Above Mean 48	36	28	14	1	79
Below Mean 48	7	13	1	-	21
Total	43	41	15	1	100

Table 1: comparing the influence of age with the total score of Job Involvement: Age and Mean Value

To examine the secondary objectives of whether there is any significant influence of age on total score of Gap between the expected and the actual. The researcher used chi-square test at 5% level of significance.

Age	A\sumoij	Exp\sumij	Oij - \sumij	(oij-\sumij)²	B\sumoij	Exp \sumij	Oij-\sumij	(Oij-\sumij)²
21-30	36	33.97	2.03	4.1209	7	9.03	-2.03	4.1209
31-40	28	32.39	-4.39	19.2721	13	8.61	4.39	19.2721
41-50	14	11.85	2.15	4.6225	1	3.15	-2.15	4.6225
51-60	1	0.79	0.21	0.0441	-	0.21	0.21	0.0441
				28.0596				
					28.0596			

Table 2: Calculation of X² test

5.4.Hypothesis

Ho – There is no significant influence of age on total score of expected level and the actual level of competency of the employees.

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5.5.Results

Calculated value = 28.0596, Table value: 7.815 Degree of freedom 3

Interpretation: The researcher concludes that there is significant influence of age on total score of expected level and actual level of competency of the employees.

	O	E	O-E	(O-E)²	(O-E)²/E
Action Oriented	74	100	26	676	6.76
Adaptability	63	100	37	1369	13.69
Building Trust	79	100	21	441	4.41
Client Focus	76	100	24	576	5.76
Innovation	52	100	48	2304	23.04
Quality Orientation	86	100	14	196	1.96
					55.62

Table 3: comparing the Gap between the standard competency expected by the company and the actual competency performance of the employees

- Hypothesis:Null Hypothesis: There is no GAP between the standard competency expected by the company and the actual competency.
- Alternate Hypothesis: There is a GAP between the standard competency expected by the company and actual competency.
- Tabulated Value:The table value is Chi-Square for (6-1) =5 degree of freedom at 5% level of significance is 11.070
- Solution: calculation X^2 tab
- Therefore the null hypothesis is rejected. There is a GAP between the stranded competency expected by the company and the actual competency.

5.6.Suggestion

- Innovative ideas of the employees must be encouraged and action has to be taken for those ideas.
- The organization must educate the employees about the importance of the follow up activity.
- The organization must help the employees for the up gradation of recent technologies.
- The focus on the client has to be improved.

6.Conclusion

In this research report thus the divergence in the competency level of the employees from the actual and the standard competency is analyzed, and the means to rectify the gaps are suggested. Few suggestions given are that as the GAP in the competencies is negative, the organization has to groom their employees to take initiative measures. The stress tolerance level of the employees as it is found to be less, stress management courses has to be provided. Employee engagement plan has to be provided with more events. The employees must take more time for proper planning and organizing of the various tasks in the organization. Collaboration among the employees has to be improved. Employees must be educated on the importance of applied learning and follow up has to be ensured. These suggestions when followed can help the organization to rectify the negative GAP that right now prevails in the organization.

7.Reference

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