
Radar Analysis (Competency Gap Analysis) – Analytical Study Of Employees Competency Level

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Abstract: Competency mapping is one of the sought after term in the domain of HR irrespective of the nature of the organization. The term competency mapping has always taken as an important factor because of its analytical nature in assessing the employability level of workers. Though the nature of job and the job description varies, the technique of understanding the need between what employees possess and what the organization want from an employee always stay evergreen. Keeping this as an objective, the present study attempted to find the competency gap analysis among 150 employees of a private manufacturing organization located in Tamilnadu, India. The study implemented the Radar analysis to measure the competency gap and also the same was done for assessing selective skill set of the employees. The present study found a very less gap between the expected and actual competency of employees which infers that the present organization has competent employees and they are also found to be less deviating from the expected competency which can be eliminated by organizing training needs.

Keywords: Radar Analysis, Competency Mapping, Competency Analysis, Gap Analysis.

INTRODUCTION

Competency analysis is the process of identification, evaluation of employees' competencies and organizational requirements and establishing perfect collaboration among them. A competency is an underlying characteristic of an individual that is related to effective performance in a job or situation. Competency analysis helps to find whether the companies possess all the competencies relating to the job. Competency analysis also helps the organization to identify the areas in which training has to be given to the employees to improve their competencies. The competencies are divided into three categories viz., Technical or Functional Knowledge, Managerial Skills and Human Attributes.

The current study analysis the skill level of staff and executives of Diesel machinery works, so that the training needs can be found out. The study can also provide an insight to the staffs' multi-skill level.

Velayudhan and Maran (2009) assessed the competencies possessed by the employees in an unbiased manner and the gap between the present competencies and expected competencies of the employees. Yuvaraj (2011) mapped the technical competencies of the employees across different departments of Textile Manufacturing Industry. Jaideep and Vikas (2012) explored the requirement of different types of competencies for a job and measured the existing gap for the same. Ajai (2012) identified the need for HR competencies at senior and middle level managers among the government and private sector. Celia and Karthik (2012) analysed the level of competencies among the employees of power sector. Shruti (2012) in her study has explored the gap present between the required and existing competencies level of individual in Jaipur. Maria and Karpagavalli (2013) studied the competency mapping of the employees in Madura Coats private limited and found the gap analysis to be evident in the group. Suguna and Tamilselvi (2013) evaluated the individual competency level of employees in the garment industry with respect to different job profile. Krishnaveni (2013) analyzed the competency level of employees of hospital industry and found out the need for employee competency level. Vikram and Sandeep (2013) identified the competency mapping mode for the HR professionals. Jim Paul (2016) has identified the need for competency mapping as a critical tool of HR department towards assessing the balance between employer needs and employee skills. Zulfar (2017) studied empirically the competency mapping of employees from Tourism sector of J&K. Hanes (2017) and Venkataraman et al., (2018) has worked on Teacher Competency, a study towards teacher development and associated factors.

It was understood from the literature that though competency mapping analysis was done at various level, through descriptive analysis. No study revealed the visualization part of the gap analysis. Hence the present study has attempted to show the gap through visualization technique and hence the study implemented radar analysis for presenting the data analysis. Also the study has implemented studying the competency analysis of employees with different job description which was found different from the literature survey.

OBJECTIVES OF THE STUDY

1. To find the gap between present and expected competencies of employees of Diesel Machinery works, Perundurai
2. To assess the skill and personality gap between the employees
3. To assess the trainings required to improve the competencies of employees of Diesel Machinery works, Perundurai.

RESEARCH METHOD

The present study is descriptive in nature. The data was collected from 150 employees of Diesel Machinery works located at Perundurai, Tamilnadu through a questionnaire. The data were collected through convenience sampling method. Both primary data (collected by survey method) and secondary data (books, journals, magazines and internet) were used for the study. Radar Method was used to estimate the gap analysis. The questionnaire was drafted at two different level based on the difference in the nature of job of the employees at machine hall and line inspection. The data was collected from the

DATA ANALYSIS

Descriptive Statistics

Mostly the respondents were at young age and all are male employees of Diesel Machinery works. Almost 71 percent of the respondents has more than 5 years of experience and nearly 30 percent of the employees are diploma holders. It was found that half of the group were highly satisfied with their supervisor and same amount of respondents were highly satisfied with their self and organizational competencies. Nearly 44 percent of the employees are highly satisfied with their Supervisor competencies.

The competency analysis was done with different groups based on the difference in their work nature. The different groups are classified as two groups viz., Group 1 (Machine Hall 2 and 3) and Group 2 (Line Inspection).

COMPETENCY GAP ANALYSIS

RADAR CHART (Competency Gap Analysis)- 1

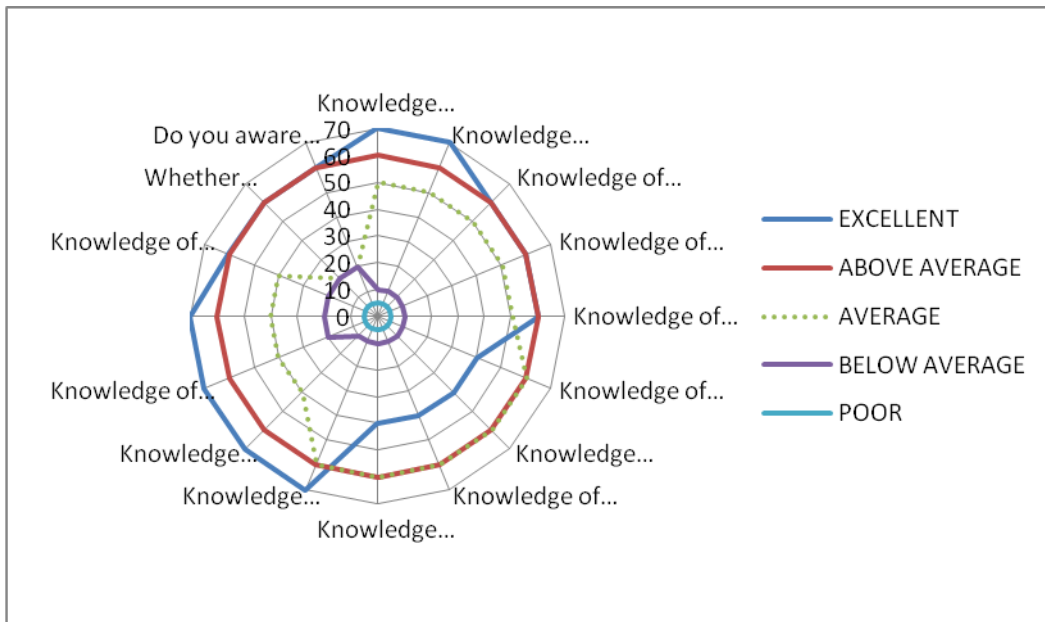
Factors that causes Competencies – 1

FACTORS	ACTUAL	EXPECTED	GAP
Knowledge Identification of Raw materials	4.21	5	0.79
Knowledge Identification of Tools	4.54	5	0.46
Knowledge of Machine Operating	3.93	5	1.07
Knowledge of tools setting method	4.10	5	0.90
Knowledge of Drawing study	3.47	5	1.53
Knowledge of Report Writing	3.87	5	1.13
Knowledge Identification of Fixture	4.15	5	0.85
Knowledge of Instrument handling	3.23	5	1.77
Knowledge Identification of Component setting method	3.61	5	1.39
Knowledge Identification of crane operation	3.10	5	1.90
Knowledge Identification of component loading & unloading	4.35	5	0.65
Knowledge of 5S practice	4.09	5	0.91
Knowledge of safety Equipment usage	3.23	5	1.77
Knowledge of wastage elimination	3.56	5	1.44
Whether training useful improve your competency	3.74	5	1.26
Do you aware of suggests & KAIZEN in your concern	4.06	5	0.94
Knowledge Identification of Raw materials	4.23	5	0.77
Knowledge Identification of Tools	4.46	5	0.54
Knowledge of Machine Operating	3.86	5	1.14
Knowledge of tools setting method	4.11	5	0.89
Knowledge of Drawing study	3.90	5	1.10
Knowledge of Report Writing	3.64	5	1.36
Knowledge Identification of Fixture	3.72	5	1.28
Knowledge of Instrument handling	3.75	5	1.25
Knowledge Identification of Component setting	3.93	5	1.07

method			
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Sources: Primary Data

RADAR CHART -1



A gap analysis chart done for the employees of machine hall can be used to identify the gap existing in the employee competency level .It is clear that the gap is spread more or less equally in all dimensions of competency factors. This shows the presence of all factors of competency amidst the employees. The lesser gap found can still be reduced by addressing at a closer lever with the employees of the organization.

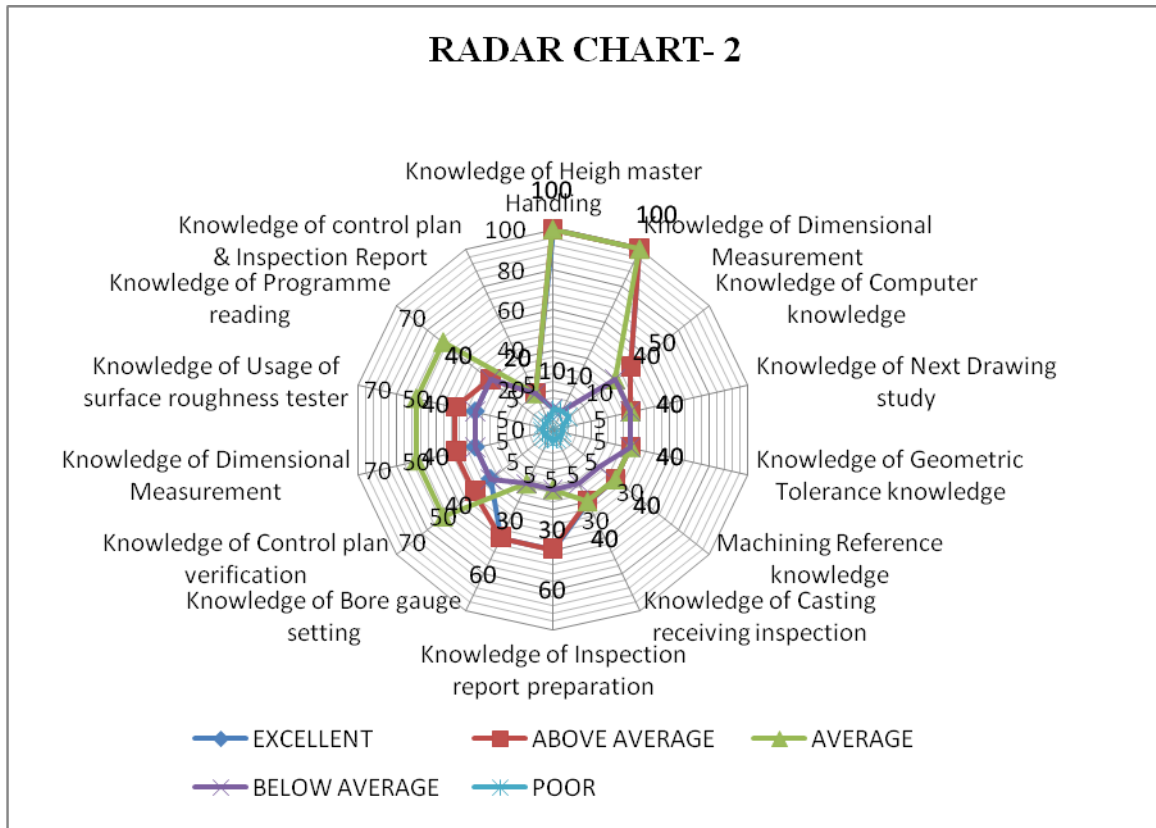
**RADAR CHART (Competency Gap Analysis) - 2
Factors that causes Competencies (Line Inspection)**

FACTORS	ACTUAL	EXPECTED	GAP
Knowledge of High master Handling	4.23	5	0.94
Knowledge of Dimensional Measurement	4.46	5	0.77
Knowledge of Computer knowledge	3.86	5	0.54
Knowledge of Next Drawing study	4.11	5	1.14
Knowledge of Geometric Tolerance knowledge	3.90	5	0.89
Machining Reference knowledge	3.64	5	1.10
Knowledge of Casting receiving inspection	3.72	5	1.36
Knowledge of Inspection report preparation	3.75	5	1.28
Knowledge of Bore gauge setting	3.93	5	1.25
Knowledge of Control plan verification	3.90	5	1.07
Knowledge of Dimensional Measurement	3.64	5	0.79
Knowledge of Usage of surface roughness tester	3.72	5	0.46

Knowledge of Programme reading	3.75	5	1.07
Knowledge of control plan & Inspection Report	3.93	5	0.90

Source: Primary Data

Radar Chart – 2



A gap analysis chart has been shown in the figure which clearly indicates the gap analysis for identifying the employee skill. From the above Radar Chart, it is clear that the gap is spread more or less equally in all dimensions of competency factors. It can be inferred that the competency factors is found to be good and the little deviations can also be met by introducing suitable HR policies.

SKILL ASSESSMENT

Diversity skills give managers and employees a competitive edge and increase the productivity levels of small businesses. A company that values and teaches diversity will have lower turnover, higher job satisfaction and more creativity, and will be able to attract and retain the best workforce.

Skill and Personality among Employees

Observed Diversity of skill and personality among group members	Expected Diversity of skill and personality among group members	Gap
22.88	25	2.12

Source: Primary Data

It is observed from the above table that the observed value of Diversity of skill and personality among the employees is 22.88. The estimated gap in this dimension is 2.12. The expected maximum value on the variables that decides Diversity of skill and personality on the objective of the team is 25

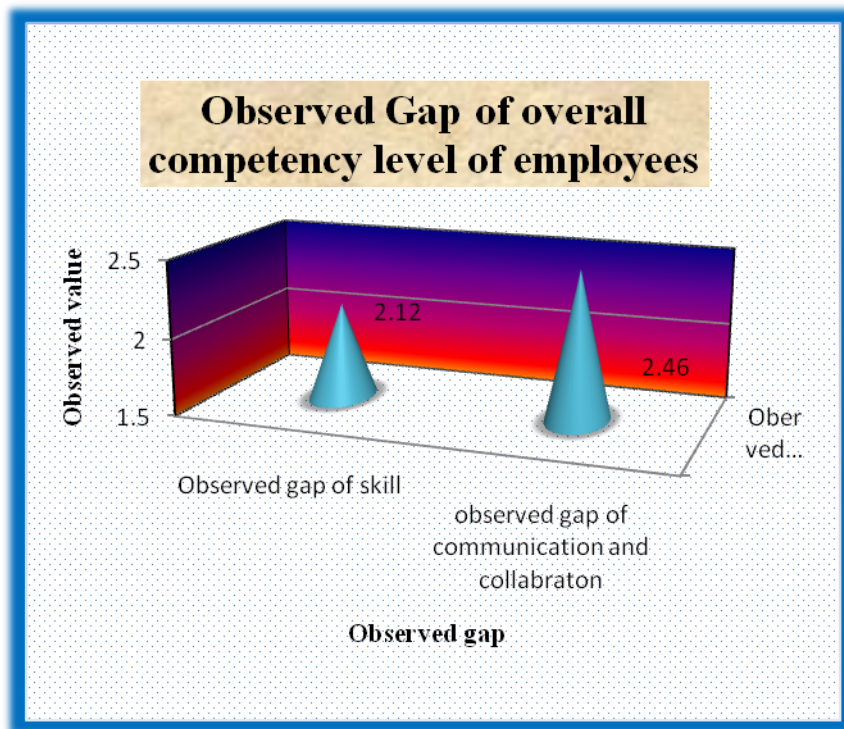
Strong Communication and Collaboration of employees

Observed Strong communication and collaboration	Expected Strong communication and collaboration	Gap
22.54	25	2.46

Source: Primary Data

It is observed from the above table that the observed value of strong communication and collaboration among the team is 22.54. The estimated gap in this dimension is 2.46. The expected maximum value on the variables that decides the Strong communication and collaboration on the objective of the team is 25.

Chart-5 -Observed gap of overall Competency level



The overall gap of the competency level of employees was found to be varying at a smaller gap which shows the competency gap is quite acceptable and can be enhanced by few identified training needs.

SUGGESTIONS

- Organization could help the respondents to improve their education so that they could perform better and it also helps them to improve their competency level with respect to their career.
- Complex Decision making ability of the respondents could be improved by providing proper training.
- More interaction could be made between the top management and the other employees so as to improve their leadership and organizational competency.
- Communication and Organizational awareness of the respondents could be trained so as to motivate them towards skill enhancement.
- Skill development training may be organized at various levels to improve their job related skills.

- Employees may be given management games during work time, yoga and periodically taking employees on outdoor relaxation/entertainment to overcome their stress tolerance.
- Employees may be given responsibilities on arranging meetings and programs to overcome their organizing capabilities.

CONCLUSION

It was understood that Diesel Machinery works is having employees who possess a great competency level. Their self-competency nature could help them to improve the Organizational goal. It also helps them to improve their own career development. At the same time, Diesel Machinery works can also provide required training for the respondents so that they can further improve their competency level. The firm can also provide more welfare measures for the employees. However, it is found that the employees are more willing to work in Diesel Machinery works, till their retirement.

Thus, by having more interaction between the employees and by providing proper training the competencies of the employees could be developed significantly which may help them to improve the competency level which in turn help the organizational competency level and organization climate as a whole.

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CONFLICT OF INTEREST

There is no conflict of interest with respect to the present study.

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