



## AN ANALYZE THE CORE COMPETENCIES OF EMPLOYEE ON PERFORMANCE IN SELECTED SERVICE SECTOR COMPANIES

V.Sankaranarayanan\* Dr.C.Samudhararajkumar\*\*

\*Ph.D., Part time research scholar, Periyar University, Salem.

\*\*Professor and Head, Department of Business Administration, Annamalai University, Chidambaram.

### Abstract

Managing work force is about to bring people and firms together by the way the goals of both of them can be met easily. As the population of skill packed employees is getting boom, companies are supposed to create an effective skill mapping through proper HRM initiatives to raise their overall performance in market. This purpose of study is an analyze the core competencies of employee on performance in selected service sector companies in Coimbatore City. The objective of the study is to analyze the core competencies of employee competencies on performance in selected service sector companies. For the purpose 450 respondents were selected using simple random sampling. A structured questionnaire was administered to the respondents and the primary data is collected. The secondary data is collected through various sources like magazines, journals, company records etc. these data are collected and based on the analysis made, and the suggestions are given.

**Key Factors: Core Competencies, Employee, Performance, Skill, Mapping**

### Introduction

Now a days, the Indian companies are witnessing a rapid change in systems and management cultures as the result of the global alignment of Indian organizations, As the population of skill packed employees is getting boom, companies are supposed to create an effective skill mapping through proper HRM initiatives to raise their overall performance in market. There is a huge need for bringing multi skill development by identifying and analyzing required competencies to perform tasks. Effective career growth is the ultimate benefit that can be gained by employees through raising their actual standard to expected standard of job performance as competency mapping identifies the gap for improving knowledge to develop. Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this era of competition.

### Statement of the Problem

The approaches for improving the performance and efficiency of the core points to basis key factors are Skill and Competency. Every industry, especially production industries, emphasizes on skill and competency. Competency mapping is a technique of studying and analyzing the skills possessed by the persons concerned. It is a comprehensive way of knowing the skill levels of the persons. Competency mapping evolves a result, which not only specifies the skill level of the persons but also identifies the gray areas where improvement can be made by training or by other means. Accurate job competencies need to be communicated to all the employed in the service sectors. Research indicates that the closer of the employer job competency expectations i.e, the required competency level to the actual job competency level of the employees brings the better chance for employee performance.

Hence the present study has been carried out to examine the above enquires and offer solutions.

### Objectives of the Study

The primary objectives of the research is

1. To analyze the core competencies of employee on performance in selected service sector companies
2. To offer suggestions on the basis of the result of the study.

### Scope of the Study

The study has been undertaken mainly to highlight the core competencies of employee competencies on performance in selected service sector companies. The study is confined to Coimbatore city.

### Methodology & Research Design

Methodology is the backbone of the research programme. It directs the researcher to conduct the research in a systematic process which enables the out coming with accuracy. Hence it is mandatory to adopt a right mode of study to derive the conclusion with result.



### Data collection

The study has used only primary data. They data have collected from various select service sector companies in Coimbatore city and very few data would be collected from secondary sources like newspapers, magazines, journals, books and websites etc.

### Sample Size and Techniques

The sample size restricted to 450 respondents in various core competencies of employee competencies on performance in selected service sector companies in Coimbatore city. A convenient random sampling technique has used this study.

### Statistical Tools Used

- Percentage analysis.
- Garret ranking techniques.

### Limitation of the Study

This is an empirical study on the core competencies of employee competencies on performance in selected service sector companies in Coimbatore city. Undoubtedly the results and finding of the study can be applied directly to any other areas. Due to limitations of time and money consideration, the sample size has been restricted to 450 customers. Many respondents have been unable to provide proper answer with insight due to lack of knowledge.

### Analysis and Interpretation

#### Garret Ranking Technique

This technique was used to rank the preference of the respondents on different aspects of the study. The order of merit given by the respondents were converted into ranks by using the following formula.

$$\text{Percentage Position} = \frac{100 (R_{ij} - 0.5)}{N_j}$$

Where  $R_{ij}$  = Rank given for  $i^{\text{th}}$  factor by  $j^{\text{th}}$  individual.  
 $N_j$  = Number of factors ranked by  $j^{\text{th}}$  individual

The percentage position of each rank thus obtained is converted into scores by referring to the table given by Henry Garret. Then for each factor the scores of individual respondents are added together and divided by the total number of respondents for whom the scores were added. These mean scores for all the factors were arranged in the descending order, ranks given and most important aspects identified.

**Table – 1: Core Competencies of Employee Competencies in Selected Service Sector Companies**

S.No	Factors	Total Score	Rank
1	The company mission is clear	11062	XIV
2	The company objectives are clear	18793	III
3	The company strategy is coherent	19258	II
4	Decision Making tends to occur in a decentralized manner	13934	VIII
5	Most problems that arise, there are rules and procedures for dealing with them	14608	VII
6	Individuals establish their own rules and procedures to facilitate the works progress	18211	IV
7	All individuals are committed to the same goals	23452	I
8	Operating rules and standard procedures play important roles	18184	V
9	Ideas tend to flow horizontally as vertically	12175	X
10	Decision Making responsibilities are pushed down to the lowest possible level	11551	XII
11	Management gives staff complete freedom to complete the work entrusted to them	17878	VI
12	Management work on develop the employee performance and improve their skills	12304	IX
13	Operations system rapidly reallocates people to address demand changes	11572	XI
14	Operations system rapidly changes manufacturing processes to address demand changes	8938	XV
15	Operations system rapidly adjusts capacity to address demand changes	11262	XIII

Source: Primary Data



The above table reveals the ranking of core competencies of employee on performance in selected service sector companies. "All individuals are committed to the same goals" was ranked first by the selected sample respondents with the total score of 23452. "The company strategy is coherent" was ranked second with the total score of 19258. "The company objectives are clear and Individuals establish their own rules and procedures to facilitate the works progress" occupied third and fourth position with the total score of 18794 and 18212 respectively. "Operating rules and standard procedures play important roles" was ranked fifth with the total score of 18184. "Management gives staff complete freedom to complete the work entrusted to them" occupied sixth position with the total score of 17878. "Most problems that arise, there are rules and procedures for dealing with them and Decision Making tends to occur in a decentralized manner" occupied seventh and eighth position with the total score of 14609 and 13935 respectively. "Management work on develop the employee performance and improve their skills" was ranked ninth with the total score of 12304. "Ideas tend to flow horizontally as vertically" occupied tenth position with the total score of 12175. "Operations system rapidly reallocates people to address demand changes" was ranked eleventh with the total score of 11572. "Decision Making responsibilities are pushed down to the lowest possible level" occupied twelfth position with the total score of 11551. "Operations system rapidly adjusts capacity to address demand changes and The company mission is clear" occupied thirteenth and fourteenth position with the total score of 11262 and 11062 respectively. "Operations system rapidly changes manufacturing processes to address demand changes" occupied last position with the total score of 8938. It is evident that most of the respondents give top priority to All individuals are committed to the same goals as the first rank for core competencies of employee on performance in selected service sector companies.

### **Conclusion**

It is concluded that regardless of different positions, tasks, and nature of service-based businesses, core competencies play a salient role for organizational excellent performance. The onus to identify and develop these so called „core competencies” is on the organisational effort and initiatives. The core competencies that have been identified as critical for organisational excellence are Shared Vision, Cooperation, Empowerment, Flexibility and Responsiveness. Therefore, professionals should ensure that they are well-equipped with these competencies and continuously develop them in order to facilitate their day- to-day work and deal with different levels of colleagues in their respective organisations with these critical core competencies in order to compete with others in the highly competitive job market

### **References**

1. Nargundkar, Rajendra, Marketing Research- Text and Cases, Tata McGraw Hill, New Delhi, 2nd Edition-2003, pp.312 - 313.
2. Malhotra, Naresh K., and Marketing Research: An applied Orientation, Addison Wesley Longman (Singapore) P. Ltd., New Delhi, Edition-1999.
3. Luck, David J., and Rubin, Ronald S., Marketing Research, Prentice-Hall of India Private Limited, New Delhi, Edition-2000.
4. C.R. Kothari. Research Methodology Methods and Techniques. New Age International (P) Ltd., publishing New Delhi. Edition-2004.
5. Garrett, Henry E. 1973, "Statistics in Psychology and Education, Vakils, Feffer and Simsons, Bombay, Edition 2004.
6. Employee core competencies and Organisational excellence: an interpretative Analysis, Australian Journal of Business and Economic Studies, Vol. 2, No. 1, March 2016.