



FABRICATING THE PROFICIENCIES OF EMPLOYEES TRANSFORM TO IMPERISHABLE ORGANISATIONAL DEVELOPMENT: AN EXAMINATION

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ABSTRACT

Orientation: Human resources are the potential power banks for every organization for imperishable development in the competitive environment. The organizations should shape the human resources towards the strategic competencies to meet the expected results. The researcher has shared the perception about the organisation and importance of fabricating the competencies of employees to transform to a viable organization.

Objectives: The objectives of the study are to examine the perceptions of employees on competencies, identify the gender differentiation and impact of age opinions on competencies factors.

Method: The study has been designed in descriptive cum exploratory. The researcher has selected 251 respondents through simple random sampling technique. The statistical tools applied were One-way ANOVA, Independent Sample T-Test and Regression Analysis. The sample respondents have been selected from six industries that are located in Guntur city of Andhra Pradesh. The questionnaire includes questions on the demographic factors and key factors of competencies.

Findings & Discussions: The study explored that all the respondents irrelevant to their experience and gender, they viewed that there is a need of implementation of HRM sustainable key competencies. The study also showed that there is an impact of age of the respondents in accepting the HRM sustainable competencies. Organizations should align the strategic planning to create competitive environment and support and encourage the employees in all aspects for better individual and organizational performance.

KEYWORDS : Competitive Market, Fabricating, Imperishable Development, Proficiencies and Transform.

INTRODUCTION

In today's competitive business environment, employees are facing challenging demand and to combat these demands employees should be potentially efficient. To maximize the organizational performance to boundless, the management should mobilize the psychosocial resources. To meet the demands of the present scenario, the management should strive to necessitate the significant competencies for employees. The management should fabricate the capabilities of employees to transform the organization to a sustainable leaning organization. Integrating all the systems into a collective decision is a key success to value based organization.

Every organization strives to differentiate and showcase its organizational identity through its own charisma by strategic vision, mission, values and objectives. To withstand with the changes taking place in the present and future business environment, the organizations should meet the demands of competitive market and sustain the success. Accepting and adapting to change is one of the most significant perils for the longevity and better performance of sustainable business. Now a day's many organisations have been persistently incorporating sustainable strategies in order to integrate long run profitability with an opportunity to achieve competitive advantage and value added and cost benefit.

CONCEPTUAL STUDY

The sustainable development for an organization means meeting the needs and demands of the present and future of competitive business environment. Organization should experience the employees' present capabilities and abilities without any compromising the lags and take necessary decisions to develop the future potentials. Organisation should concentrate on the modern HRM policies and practices and competency based approach which aligns with the present and future development. The most important thing is to align the organization with the business culture and the employees with the organizational culture. The management should examine, assess and evaluate the performance of

organization as well as the employees so as to design the future directions towards progress.

REVIEW OF LITERATURE

Matthias Barth et al. (2020), The authors discussed that a little attention has been given to the circumstances in which developing key competencies for sustainable development may take place. The development of key competencies is based both on cognitive and non-cognitive dispositions and asks for multiple contexts. Based on the findings, some main aspects can be pointed out that may be crucial for competence development in higher education settings. The paper analyses the implications of new ways for both formal and informal learning settings for developing key competencies within higher education.

Almudena Eizaguirre, et. al (2019), The paper discusses that the one of the concerns in our time is the need to integrate economic, social and environmental aspects, which is known as sustainable development. The objective of this study is to determine the sustainability core competencies, considering three different geographical regions (Europe, Latin America, and Central Asia), and the perspective of four different stakeholders (graduates, employers, students and academics). Using an exploratory factor analysis (EFA), the results of this study reveal the existence of a factor intimately related to sustainability, which includes competencies such as commitment to the preservation of the environment, social responsibility or respect for diversity and multiculturalism, among others.

NEED FOR THE STUDY

Due to globalization and technological innovations, rapid changes are taking place in business environment. The traditional ways of HR competitive advantage are not enough for success in the present job. Sustainable development navigates the employee's mindset to a better performance and continuous passion to enhance the knowledge. The organization's aim is to create the opportunity, maximize the employee contribution and organization development. If the

organisation can motivate its employees towards their proficiencies and talents of current innovations then the overall adaptive capacity of the organization will improve by immense value and can easily flexible to respond quickly to changes. Hence there is a need to study the proficiencies of employees to transform for imperishable organisation's development.

OBJECTIVES

1. To study the perception of employees on sustainable competency factors in select sectors
2. To identify the gender differentiation in accepting the sustainable competency factors
3. To know the impact of age in accepting the sustainable competency factors
4. To offer suggestions on fabricating employee sustainable competency factors for better organizational development

HYPOTHESES

H₀: There is no statistically significant difference in the opinion on competency variables with relate to experience of the respondents

H₁: There is statistically significant difference in the opinion on competency variables with relate to experience of the respondents

H₀ : There is no statistically significant mean opinion of competency variables and gender of the respondents

H₂ : There is statistically significant mean opinion of competency variables and gender of the respondents

H₀ : There is no statistically significant impact of competency variables with age of the respondents

H₃ : There is statistically significant impact of competency variables with age of the respondents

LIMITATIONS OF THE STUDY

1. The study has been limited to 251 respondent sample size and their perceptions only
2. The study has been carried out only in the manufacturing units of different sectors i.e. heterogeneous sectors.
3. The study is limited to Guntur city of Andhra Pradesh.

METHODOLOGY

The research study is designed in descriptive cum exploratory. The study used questionnaire and interviews that covered the ten different key factors of competencies that sustain the organizational development. The study has selected the five industries of manufacturing sector i.e. Jocil Ltd., Hindustan Coca-Cola Beverages Pvt. Ltd., NSL Textiles Ltd., CCL Products (India) Limited and Deccan Tobacco Exports Private Limited.

Study Area

All the five industries are located in Guntur city of Andhra Pradesh.

Method of the study

Survey method was used to collect the data to get the reliable and accurate information as well as on the outcome of the study.

Sampling Method and Sample Size

The researcher has selected 251 respondents through simple random sampling technique for the study.

Data Collection

The data was collected from the respondents of select industries on the basis of both primary and secondary data.

Questionnaire

The questionnaire includes open ended and closed ended questions on the demographic factors and key factors of competencies.

Statistical Tools

The study has been analysed with One-way ANOVA, Independent Sample T-Test and Regression Analysis.

DATA ANALYSIS

Table – 1: One-Way ANOVA Test for competency variables and experience of the respondents

Competency Variables		Sum of Squares	df	Mean Square	F	Sig.
Change Management	Between Groups	2.680	3	.893	.586	.625
	Within Groups	375.016	246	1.524		
	Total	377.696	249			
Talent Management	Between Groups	.704	3	.235	.177	.912
	Within Groups	326.612	246	1.328		
	Total	327.316	249			
Competency Mapping	Between Groups	3.227	3	1.076	.582	.627
	Within Groups	454.709	246	1.848		
	Total	457.936	249			
Technology Management	Between Groups	2.166	3	.722	.463	.708
	Within Groups	383.338	246	1.558		
	Total	385.504	249			
Workforce Engagement	Between Groups	4.362	3	1.454	.867	.459
	Within Groups	412.694	246	1.678		
	Total	417.056	249			
Relationship Management	Between Groups	.781	3	.260	.196	.899
	Within Groups	326.535	246	1.327		
	Total	327.316	249			
Discrimination Management	Between Groups	.563	3	.188	.146	.932
	Within Groups	315.873	246	1.284		
	Total	316.436	249			
Employee Behaviour Management	Between Groups	3.323	3	1.108	.539	.656
	Within Groups	505.301	246	2.054		
	Total	508.624	249			
Reward Management	Between Groups	2.591	3	.864	.668	.572
	Within Groups	317.925	246	1.292		
	Total	320.516	249			
Ethics and Values	Between Groups	2.227	3	.742	.476	.699
	Within Groups	383.277	246	1.558		
	Total	385.504	249			

The table-1 One-Way ANOVA Test for competency variables and experience of the respondents reveals:

For all the competency variables, the null hypothesis (H_0) is not rejected as the p-value is greater than significant level. There is no statistically significant difference in the opinion on change management and experience of the respondents ($F_{(3, 146)} = .586, p = .625 > 0.05$). There is no statistically significant difference in the opinion on talent management and experience of the respondents ($F_{(3, 146)} = .177, p = .912 > 0.05$). There is no statistically significant difference in the opinion on competency mapping and experience of the respondents ($F_{(3, 146)} = .582, p = .627 > 0.05$). There is no statistically significant difference in the opinion on technology engagement and experience of the respondents ($F_{(3, 146)} = .463, p = .708 > 0.05$). There is no statistically significant difference in the opinion on

workforce engagement and experience of the respondents ($F_{(3, 146)} = .867, p = .459 > 0.05$). There is no statistically significant difference in the opinion on relationship management and experience of the respondents ($F_{(3, 146)} = .196, p = .899 > 0.05$). There is no statistically significant difference in the opinion on discrimination management and experience of the respondents ($F_{(3, 146)} = .146, p = .932 > 0.05$). There is no statistically significant difference in the opinion on employee behaviour management and experience of the respondents ($F_{(3, 146)} = .539, p = .656 > 0.05$). There is no statistically significant difference in the opinion on reward management and experience of the respondents ($F_{(3, 146)} = .668, p = .572 > 0.05$). There is no statistically significant difference in the opinion on ethics and values and experience of the respondents ($F_{(3, 146)} = .476, p = .699 > 0.05$).

Table – 2: Independent Samples t Test for competency variables and gender of the respondents

Competency variables		Levene's Test for Equality of Variances		t-test for Equality of Means				95% Confidence Interval of the Difference		
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Change Management	Equal variances assumed	1.219	.271	-.985	248	.325	-.162	.164	-.487	.162
	not assumed			-.999	173.11	.319	-.162	.162	-.483	.158
Talent Management	Equal variances assumed	.200	.655	-1.180	248	.239	-.181	.153	-.483	.121
	not assumed			-1.196	173.10	.233	-.181	.151	-.479	.117
Competency Mapping	Equal variances assumed	.491	.484	-1.220	248	.224	-.221	.181	-.578	.135
	not assumed			-1.242	175.01	.216	-.221	.178	-.573	.130
Technology Management	Equal variances assumed	.000	.990	-1.201	248	.231	-.199	.166	-.527	.127
	not assumed			-1.206	168.55	.230	-.199	.165	-.52726	.12738
Workforce Engagement	Equal variances assumed	.091	.764	-1.075	248	.284	-.186	.173	-.52738	.155
	not assumed			-1.083	170.13	.280	-.186	.171	-.525	.153
Relationship Management	Equal variances assumed	1.449	.230	-1.040	248	.299	-.159	.153	-.461	.142
	not assumed			-1.058	174.56	.292	-.159	.150	-.457	.138
Discrimination Management	Equal variances assumed	.230	.632	-1.267	248	.206	-.191	.15076	-.487	.105
	not assumed			-1.279	171.03	.203	-.191	.149	-.485	.103
Employee Behaviour Management	Equal variances assumed	.552	.458	-1.329	248	.185	-.254	.191	-.630	.122
	not assumed			-1.363	178.41	.175	-.254	.186	-.621	.113
Reward Management	Equal variances assumed	1.129	.289	-1.026	248	.306	-.155	.151	-.455	.143
	not assumed			-1.046	175.64	.297	-.155	.149	-.450	.138
Ethics and Values	Equal variances assumed	1.310	.254	-1.277	248	.203	-.212	.166	-.540	.115
	not assumed			-1.293	172.71	.198	-.212	.164	-.536	.111

The table-2 Independent Samples t Test for competency variables and gender of the respondents reveals:

For all the competency variables, the null hypothesis (H_0) is not rejected as the p-value is greater than significant level. There is no statistically significant difference in the mean opinion on change management and gender of the respondents ($t_{248} = -.985, p = .325 > 0.05$). There is no statistically significant difference in the mean opinion on talent management and gender of the respondents ($t_{248} = -1.180, p = .239 > 0.05$). There is no statistically significant difference in the mean opinion on competency management and gender of the respondents ($t_{248} = -1.201, p = .224 > 0.05$). There is no statistically significant difference in the mean opinion on technology management and gender of the respondents ($t_{248} = -1.201,$

$p = .231 > 0.05$). There is no statistically significant difference in the mean opinion on workforce engagement and gender of the respondents ($t_{248} = -1.075, p = .284 > 0.05$). There is no statistically significant difference in the mean opinion on relationship management and gender of the respondents ($t_{248} = -1.040, p = .299 > 0.05$). There is no statistically significant difference in the mean opinion on discrimination management and gender of the respondents ($t_{248} = -1.267, p = .206 > 0.05$). There is no statistically significant difference in the mean opinion on employee behaviour management and gender of the respondents ($t_{248} = -1.329, p = .185 > 0.05$). There is no statistically significant difference in the mean opinion on reward management and gender of the respondents ($t_{248} = -1.026, p = .306 > 0.05$). There is no statistically significant difference in the mean opinion on

ethics and values and gender of the respondents ($t_{248} = -1.277$, $p = .303 > 0.05$)

Table-3: Regression Analysis for competency variables and age of the respondents

Competency Variables	R	R Square	Adjusted R Square	Std. Error of the Estimate	F Sig.	(Constant) Unstandardized Coefficients B	B Coefficients Sig.
Change Management	.043 ^a	.002	-.002	1.23293	.466	.043	.000
Talent Management	.034 ^a	.001	-.003	1.14819	.280	.034	.000
Competency Mapping	.032 ^a	.001	-.003	1.35816	.260	.032	.000
Technology Management	.031 ^a	.001	-.003	1.24619	.233	.031	.000
Workforce Engagement	.024 ^a	.001	-.003	1.29642	.144	.024	.000
Relationship Management	.029 ^a	.001	-.003	1.14837	.203	.029	.000
Discrimination Management	.014 ^a	.000	-.004	1.12947	.047	.014	.000
Employee Behaviour Management	.041 ^a	.002	-.002	1.43090	.415	.041	.000
Reward Management	.034 ^a	.001	-.003	1.13619	.285	.034	.000
Ethics and Values	.062 ^a	.004	.000	1.24441	.944	.062	.000

a. Predictors: (Constant), Age

b. Dependent Variable: outcome of Competency Variables

The table-3 Regression Analysis for competency variables and age of the respondents reveals:

The overall, the regression model is statistically significant predicts the outcome variable (i.e., it is a good fit for the data). The null hypothesis (H_0) is rejected in all the cases. There is high correlation between all the dependent variables and age of the respondents, where B coefficient $P = 0.000 < 0.005$, which is less than significant value and indicates that it is statistically significant that there is statistically significant impact of competency variables with age of the respondents.

RESULTS & DISCUSSION

The respondents' opinions on competency variables of HRM are same. The respondents of different age groups are of same perception that there is a need of systematic and strategic HRM competencies to a sustainable organization. As these HRM competencies are the foremost significant aspects for all the business concerns, the organizations should strive to implement and progress the performance of the employees to meet the demands of the competitive market. The respondents gender wise mean opinion is also same regarding the competencies of sustainable organization. There is no gender differentiation to focus on the needs of the sustainable organization. Shaping the future of the employees for the progress of organization without any gender discrimination is benefited to organization itself. It should focus on work for high performance working practices for the sustainability.

There is an impact of age on competency of HRM. The respondents age differentiation makes difference in the performance of the employees when the strategic competencies are implemented. Employees are engaged at different works at different levels. Definitely, there are dissimilarities in the works of different age groups where there is a lag between past and present generation gap. Age related differences in the traits and behaviours benefit the sustainability.

CONCLUSION & SUGGESTIONS

Employees should support the organization through their best

performance for sustainability. There is a need to align all the levels of competencies which support the performance of the employees. Organisations can prosper in the long run by responding and resisting change and forging and motivating the employees for future challenges. For sustainability, the organization should clearly understand their global business strategies, alignment of corporate goals, assessing and evaluating the present human capital, identifying the key gaps of present employees and future shocks and enhance of current position of employees for better performance.

The study revealed that competencies of HRM and demographic factors are related to employee performance. The organization should strengthen the training and development activities and impart the learning culture to achieve high standards of performance. The fact involved in the sustainability is that thriving workforce for better performance and productivity is not only the objective but also forging the employees in creating the future for long run success. Concentrating consistently on organizational core values and well being of the employees keeping in view of future developments and resistant to change are the strengths of the organisation.

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