

# Asian Resonance

## Assessment of Skill of the Employees: An Analytical Study of Big Bazaar, Jorhat



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### Abstract

Skill is the ability to carry out a job task with determined results within a given amount of time and energy. In the changing environment, life skills are essential to meet the changes of everyday life. It is important for the employees to have the key employability skills i.e the skill to self-manage, solve problems and understand the business environment, adaptability to different roles and flexible working environments. In this age of globalization and technological volatility, development of skill is an important instrument to increase the efficiency and quality of the labor to result in improved productivity and economic growth. Besides all these, the development of skill helps to take the opportunities for career development. The organization uses the existing skill of an employee and expands on it to help that employee perform his job more efficiently. The managers should also understand how each employee's skill affects work performance to develop effective employee development programme. Job Performance of an individual is depended upon the amount of his or her skill.

The study has been carried out in Big Bazaar, a retail store in Jorhat. In this study, an attempt has been made first to study some select factors that determine the level of the skill of the employees and then to assess the level of skill of the employees thereupon and finally to suggest some remedial measures to improve the level of the skill of the employees of the organization.

The information has been collected from sixty (60) respondents through a questionnaire on the three dimensions of skill. The collected information has been analyzed with the help of weighted average method. After the assessment, the study revealed that all the three dimensions affect the level of skill of the employees differently. The attribute wise assessment of skill shows that the highest level of skill is found in the attribute that represent effective communication skill at 3.82 weighted average values under the human relation skill dimension of skill mix. On the other hand, the lowest level of skill is found in the attribute which represent analytical skill of selling at 1.98 weighted average value under the technical skill dimension of skill mix.

The study could suggest that there is a greater scope to improve the level of skill of the employees through training and development to sharpen further their existing skill mix.

**Keywords:** Skill Mix, Conceptual Skill, Technical Skill and Human Relation Skill.

### Introduction

Skill is the ability to do something well. Skill is the ability to carry out a task with determined results often within a given amount of time, energy or both. People need a broad range of skills to contribute to a modern economy. In a constantly changing environment, having life skills is an essential part of being able to meet the changes of everyday life. It is important for the employees to have the key employability skills i.e the skill to self-manage, solve problems and understand the business environment, adaptability to different roles and flexible working environments.<sup>1</sup> In this age of globalization and technological volatility, building of skill is an important instrument to increase the efficiency and quality of the labor for improved productivity and economic growth. Besides all these, the development of skill helps to take the opportunities for career development. Skill is an important factor of ability to perform a job. The organisation uses the existing skill of an employee and expands on it to help that employee

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perform his job more efficiently. The managers should also understand how each employee's skill affects work performance to develop effective employee development programme. Job Performance of an individual is depended upon the amount of his or her skill.

In this context, an attempt has been made to examine some select factors that determine the level of the skill of the employees and to assess the level of skill of the employees through a process of assessment and finally, to suggest some remedial measures to improve the level of the skill of the employees of the organisation.

#### **Organization Profile of Big Bazaar**

Big Bazaar Pvt. Ltd. was launched in September, 2001 by Kishor Laxminarayan Biyani with the opening of its first four stores in Kolkata, Indore, Bangalore and Hyderabad headquartered in Mumbai, India. The company operates as a subsidiary of Future Retail Limited. It is the largest hypermarket chain in India. Big Bazaar operates a hypermarket that offers fashion and general merchandise such as home furnishings, utensils, crockery, sports goods, electronics, toys, footwear, men's and women's apparel, accessories such as sunglasses, and luggage, fruits, vegetables and stationary products. Mr. Sadashiv Nayak is the present President and Chief Executive Officer (CEO). Currently there are 300 stores across 100 cities and towns in India.<sup>2</sup>

The organisation structure of Big Bazaar, Jorhat is based on the decentralized organization structure. The store is headed by the Store Manager (SM). There is an Assistant Store Manager (ASM) who works under the supervision of Store Manager. There are two Departmental Managers (DM) under the Assistant Store Manager. The Assistant Departmental Manager (ADM) follows the Departmental Managers. There are seven Team Leaders (TL) who are supervised and directed by Assistant Departmental Manager. There are 56 sales executives who are being supervised and directed their respective Team Leaders. The overall number of employees is seventy two (72).

#### **Importance of The Study**

The growth and development of an organisation is dependent upon many factors. Human factors play more importance than any other factors. Among the entire human related factor, the skill of the employees of the organisation plays vital importance. The possession of a skill increases the employment opportunities and also empower the employees as an individual. Besides the technical skill, the management wants the human and the conceptual skill in their employees. The basic skills are needed for every job profile. Only the confident and competent workforce can drive the company successfully and overall developing the economy. Therefore, the study of the skill is also found important.

#### **Review of Literatures**

The following literatures had been reviewed for the study

#### **Concept of Skill**

Skill is the ability to perform a certain mental or physical task. It is the ability to carry out a task with

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pre-determined results within a given amount of time, energy, or both. It is an ability and capacity acquired through deliberate, systematic, and sustained effort to smoothly and adaptively carryout job activities. It indicates the ability to carry out a task with a pre-determined result often within a given amount of time, energy, or both. Generally, three kinds of skills are needed to perform a given job effectively, efficiently and economically. These are conceptual, technical and human relation skills.<sup>3</sup> Conceptual skill is needed during the course of planning of each day job to perform and so as to reach the performance goals. Technical skill is needed to carry out a given job according to the stated rules and regulations framed at the time planning. The human relation skill is essential to make a good relationship among the team members. Therefore, it has been established that there is always a link between skill and job performance.

#### **Pioneering Research Findings**

1. Dave, M. and et. al (2012)<sup>4</sup> had shown the importance of skill in the organization. The paper defines that the desired skill set are connected with the job requirements through appropriate training, development and research. They concluded their paper by the statement that the development of organisational competencies regarding the skills through knowledge management creates synergies that assist in achieving the organisational goals.
2. Krishnaveni, J. (2013)<sup>5</sup> assesses the abilities regarding the skill of the employees of Meenakshi Mission Hospital and Research Centre, Madurai, India. It evaluates various aspects of employees' skill such as ability to mutual relationship, communication, adaptability, leadership and overall task proficiency. In this study, the researcher tries to identify the incompetence among the employees, and to suggest some measures to improve their performance. It was found that the respondents have the desired skill to do their job. The leadership skill is found to be moderate. The researcher suggests that the organisation should develop the skill set for each job.
3. Barman, M. (2016)<sup>6</sup> in her study highlights about the importance of the ICT skill and development among the library professionals in Rural Kamrup District. The study also attempts to find out the role of education programme for the development of ICT skill for the development of the competency among the library professionals.
4. Abas, M.C. and Imam, O.A. (June 2016)<sup>7</sup> have carried researches about the relationship between categories of employability skills and the elements of Contextual Performance. The responses were collected from 220 respondents in Philippines. The results of the study showed that teamwork skills were also correlated with employees' contextual performance. This indicates that graduates' competence in employability skills could give them advantage in their respective work settings. Developing competence on employability skills by employers

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and employees, higher academic institutions, labor agencies, and policy makers can be used to address the problems on job performance. It was also found that all categories of employability skills are relevant to the employees to advance their contextual performance and become successful in work place.

**Objectives of the Study**

The study has been carried out undertaking the following objectives:

1. To study some select factors affecting the level of skill;
2. To assess the level of the skill of the employees; and finally,
3. To suggest some remedial measures to develop the skill of the employees.

**Methodology of the Study**

The following methodologies have been adopted to achieve the research objectives:

**Universe and Sample Size of The Study**

The universe of the study is the total number of employees working in Big Bazaar, Jorhat i.e. 72

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employees. The sample size has been determined based upon the table of determination on sample size from Krajcie and Morgan (1970)<sup>8</sup> which is found to be sixty (60).

**Research Design of the Study**

The research design is descriptive and qualitative in nature based upon the concept of 'mix of skill' propounded by Robert Katz. According to him, a skill is an ability to translate knowledge into action that result in a desired performance of the employees working in the organization. Robert Katz has classified the skill mix into three distinct types which have been considered for this study. These are conceptual, technical and human relation skill.

**Selection of The Variables**

According to the model of the study, fifteen attributes have been selected grouped under the three dimensions i.e. conceptual, technical and human relation skill to assess the level of skill of the employees presently serving in Big Bazaar, Jorhat. The select attributes have been codified as A<sub>1</sub> to A<sub>15</sub> which are shown in Table-1.

**Table-1: Showing Dimension-Wise Selected Attributes**

Dimension	Codes	Attributes
1	2	3
<b>Conceptual Skill</b>	A <sub>1</sub>	Knowledge about the producers
	A <sub>2</sub>	Knowledge about the product
	A <sub>3</sub>	Knowledge about the management of human resource
	A <sub>4</sub>	Knowledge about the aims and objectives of the organization
	A <sub>5</sub>	Knowledge about the selling process
<b>Technical Skill</b>	A <sub>6</sub>	Analytical Skill of selling
	A <sub>7</sub>	Decision making Skill
	A <sub>8</sub>	Problem solving Skill
	A <sub>9</sub>	Ability to resolve conflict
	A <sub>10</sub>	Awareness regarding the technical change
<b>Human Relation Skill</b>	A <sub>11</sub>	Effective communication skill
	A <sub>12</sub>	Discussion and sharing of opinion to arrive at a decision
	A <sub>13</sub>	Ability to learn from others
	A <sub>14</sub>	Applying ethical standards to workforce
	A <sub>15</sub>	Applying strategies for enhancing employee relation

**Methods of Collection of Data**

The study has been conducted with the help of both primary and secondary data. The primary data have been collected through a questionnaire of 5 point Likert Scale containing fifteen (15) different statements representing the given attributes under the three (3) select dimensions. The secondary data have been collected from the websites and reports of the organisation.

**Methods of Analysis**

The collected data have been tabulated and then analyzed with the help of vital statistic like table, percentage and weighted average method etc.

**Analysis and Interpretation**

The collected data have been analyzed based on the selected dimensions of skill to assess the level of the skill of the employees of Big Bazaar.

**Assessment of the conceptual skill**

The conceptual skill is the ability to analyze and solve complex problems. These skills helps the employees to see how all the parts of an organization work together to achieve the organizational goals. The employees with high conceptual skills can work through abstract concepts and ideas.<sup>9</sup> Conceptual skills are most important management skills. The employees with higher conceptual skill have the ability to carry out the detailed study of the possible and probable inter-relation between various ideas and concepts. The responses regarding the conceptual skill received from the respondents are shown in table-2.

Table-2: Conceptual skill of the employees [N=60]

Codes of Attributes	Scale of Skill						Weighted Average
	SD(1)	D(2)	N(3)	A(4)	SA(5)	Grand Total	
1	2	3	4	5	6	7	8
A <sub>1</sub>	12	12	0	24	12	60	3.20
A <sub>2</sub>	12	0	12	24	12	60	3.40
A <sub>3</sub>	0	12	48	0	0	60	2.80
A <sub>4</sub>	24	12	24	0	0	60	2.00
A <sub>5</sub>	0	12	0	36	12	60	3.80
Total Average Score							15.20

Source: Questionnaire

[SD- Slightly disagree; D- Disagree; N-Neutral; A- Agree; SA- Slightly Agree]

It is observed from the table 2, that the highest and the lowest weighted average are 3.80 for the attribute A<sub>5</sub> and 2.00 for the attribute A<sub>4</sub> respectively. It can be stated that the employees does not have enough conceptual skill regarding their aims and objectives which is denoted by attribute A<sub>4</sub> whereas the employees are highly skilled of the selling process which is codified as A<sub>5</sub>. It is very important to have the ability to analyze and evaluate whether or not a company is achieving its goals and

sticking to its business plan. They should have the ability to create and devise creative solutions to the problems.

**Assessment of technical skill**

Technical skill means the ability and knowledge to perform a specialized task. These are the knowledge and abilities that helps to boost the confidence among the employees, work efficiently.<sup>10</sup> The responses of the employees regarding their technical skill are shown in table-3.

Table-3: Technical Skill of the employees [N=60]

Codes of Attributes	Scale of Skill						Weighted Average
	SD(1)	D(2)	N(3)	A(4)	SA(5)	Grand Total	
1	2	3	4	5	6	7	8
A <sub>6</sub>	26	17	9	8	0	60	1.98
A <sub>7</sub>	17	17	17	0	9	60	2.45
A <sub>8</sub>	8	17	26	0	9	60	2.75
A <sub>9</sub>	0	26	26	0	8	60	2.83
A <sub>10</sub>	0	35	17	8	0	60	2.55
Total Average Score							12.56

Source: Questionnaire

[SD- Slightly disagree; D- Disagree; N-Neutral; A- Agree; SA- Slightly Agree]

From the table 3, it is found that A<sub>6</sub> has the lowest value of 1.98. It represents the 'analytical skill' of the employees. On the other hand, A<sub>9</sub> has the highest value of skill that amounts to 2.83. It represents the 'ability to resolve conflict' between the sub-ordinates under them. The study reveals that the organisation have high skilled employees that have the ability to resolve any conflict between them or between them and the management so as to ensure peace in the organisation. The employees should also have to be competent of analytical skill.

**Assessment of human relation skill**

Human relation skill is the ability to work well with the other people. These types of skills facilitate effective interaction with personnel. These skills include leadership, effective communication and negotiation skill. It helps to interact in a healthy way with other people to build effective relationships.<sup>11</sup> The healthy relation between the employees helps to maintain and increase productivity of the organization. In this regard, the responses received from the respondents are shown in the table-4.

Table-4: Human relation skill [N=60]

Codes of Attributes	Scale of Skill						Weighted Average
	SD(1)	D(2)	N(3)	A(4)	SA(5)	Grand Total	
1	2	3	4	5	6	7	8
A <sub>11</sub>	1	4	19	17	19	60	3.82
A <sub>12</sub>	0	5	25	16	14	60	3.65
A <sub>13</sub>	12	19	19	10	0	60	2.45
A <sub>14</sub>	22	20	13	5	0	60	2.02
A <sub>15</sub>	6	6	19	19	10	60	3.35
Total Average Score							15.29

Source: Questionnaire

[SD- Slightly disagree; D- Disagree; N-Neutral; A- Agree; SA- Slightly Agree]

From the table 4, it is found that A<sub>14</sub> representing the 'skill to apply ethical standards to workforce' has the lowest level of skill valued at 2.02. On the other hand, A<sub>11</sub> has the highest value of skill at 3.82 representing 'ability to effectively communicate'. The employees are competent in communication

process whereas they lack the ability to apply ethics in their jobs. The ethics is considered to be the most important factor of any organisation that will help them to build a brand value in the minds of the people.

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**Findings of the Study**

According to the objectives set for the study, major findings are presented based on the analysis and interpretation of the collected data drawn from the study through a process of assessment and measurement. The findings are drawn from the analysis and interpretation of the collected data through a process of assessment and measurement.

1. It can be inferred that the employees are highly skilled with the attribute  $A_5$  that highest and the lowest weighted average are 3.80 for the attribute  $A_5$  and 2.00 for the attribute  $A_4$  respectively. It can be stated that the employees does not have enough 'conceptual skill regarding their aims and objectives' which denoted by attribute  $A_4$  whereas the employees are highly skilled of 'the selling process' codified as  $A_5$ . [Table-2]
2. It is found that  $A_6$  has the lowest value of 1.98. It represents 'the analytical skill of the employees'. On the other hand,  $A_9$  has the highest value of skill that amounts to 2.83. It represents the 'ability to resolve conflict' between the sub-ordinates under them. [Table-3]
3. It is found that  $A_{14}$  representing 'the skill to apply ethical standards to workforce' has the lowest skill based competency valued at 2.02. On the other hand,  $A_{11}$  has the highest value of skill based competency at 3.82 representing 'ability to effectively communicate'. [Table-4]
4. The attribute wise assessment of skill shows that the lowest level of skill is found in the attribute  $A_6$  representing the analytical skill of selling under the dimension of technical skill and the highest level of skill is found in the attribute  $A_{11}$  representing effective communication skill under the dimension of human relation skill.

**Suggestions**

The following suggestions can be made for the enhancement of the skill in the employees of Big Bazaar so as to achieve high job performance and overall the organizational objectives:

1. There is a greater scope for the organizational improvement by giving more importance to the development of the human resource of the organization.
2. The organization should initiate the training and development programmes to improve their conceptual, technical and human relational skill.
3. The organization should sharpen the conceptual skill, analytical skill and the skill of applying ethical standards of the workforce.

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4. The employees are to be trained about the global changing environment.

**Conclusions**

It can be concluded that the management based on the skill is emerging. It helps to make the employees more effective in their work so that the organization can achieve the competitive edge over their competitors. The development of the skill in the employees will improve the performance level of the employees in the organization.

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