



# INTERNATIONAL JOURNAL OF ADVANCE RESEARCH, IDEAS AND INNOVATIONS IN TECHNOLOGY

ISSN: 2454-132X

Impact factor: 4.295

(Volume 5, Issue 3)

Available online at: [www.ijariit.com](http://www.ijariit.com)

## Skill gap assessment is a key to survive

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### ABSTRACT

*To ensure that the workforce is well trained, knowledgeable and better equipped to perform the job. Identifying skill gap becomes essential. Skill gap presents an opportunity for the organization and the employees to identify the missing skills and try to gain them. This study analyzed the skill gap between the employees of VASUDHARA Dairy (AMUL), Nagpur and helped in making employees aware of the critical skills they will need to grow. A sample of 60 respondents was considered. The data were collected in 2 phases. At first, the department heads were interviewed and then the questionnaire was prepared based on the parameters communicated by the heads and then it was circulated to the employees. The major findings reveal that most of the employees out of the total sample lack ICT (Information and Communication Technology) and thus a skill gap exists in this area.*

**Keywords**— Identity, Critical skills, Skill gap

### 1. INTRODUCTION

The era of business environment urges companies to undergo changes constantly to remain competitive. Globalization and evolution of technologies force businesses to respond in order to survive in the market. Such changes are maybe relatively minor or major. Minor changes that may occur – installing a new software program, or major changes like- in case of transformation of a company. Employee training becomes an important part to facilitate change and make the organization beat the competition. In these days, the real challenge for the management is to identify the right training to the right person. (Sumati 2015)

In this context, Training needs assessment process plays a strategic role as they provide clear guidelines such as – which skill deficiencies must be remedied and what should be the future trainee's profile. For McGhee and Thayer (1961), the need for training comes from underdeveloped skills and insufficient knowledge. Mager and Pipe (1979) define training needs as the difference between the employee's current performance and the performance that the organization expects of them. For Wright and Geroy (1992), TNA should be a systematic process of collection, analysis and interpretation of data on individual, group or organization skill gaps.

In this study, a Skill Gap Assessment is carried out on employees of VASUDHARA Dairy (AMUL), Hingna Road, Nagpur. This division of Amul focuses only on ice-cream production. It started its operation in the year 2017. Since the division is new and the company needed it, therefore, we chose to conduct a survey of skill gap assessment in the company.

### 2. LITERATURE REVIEW

Several researchers conclude that the world continuously becomes a global village, there are various businesses that face both environmental uncertainty and new challenges that include managing cultural diversity. This makes the organizations invest in their employees through effective training and development programs to give them the capacity to run their work. (Khaled Adnan Abedal Raheem Batainch 2014)

In an organization, skills and knowledge have become increasingly important at the workplace to its performance, competitiveness and innovation. (Phyllis Tharenow 2007)

Research has shown that the characteristics of the trainee's personality directly affect the training process and training transfer. The ability of the person to learn, synthesize and connect what he has learnt to practice the skills and knowledge to work. Some of the trainee characteristics affecting the training transfer has been identified:

- The motivation of the person to learn and transfer the skills to his work.
- Finding opportunities to apply new skills
- Personal career goals

- Organizational commitment
  - Connecting goals directly to the work
- (Irene Nikandrou 2009)

Change is necessary for survival and this change is associated with organizational learning from their past experiences, disseminate the knowledge within the organization and adapt themselves to continuously changing the market. (Jacqueline Reed 2006)

Managers perceive “training program” acts as a drug to the employee's related issues in organizations. As the training programs are planned to churn more responsible supervisors, technician’s managers and leaders in complex organizations. (Shulanga Sarkar 2013)

### 3. RESEARCH METHODOLOGY

The Skill Gap assessment was conducted in two phases, in the first phase interview with the unit heads was conducted and the expectations of the department heads from the Employee were identified. Two parameters are ICT (Information, Communication and Technology) which was common for all the department and Technical parameter which were different for all the departments. In the second Phase, Survey was conducted using Structured Questionnaire on the basis of the parameter identified in the first phase. There was a Total 13 Statement made. The identified ICT along with their respective statements were put in Likert five Point Scale. We also added a mixture of quiz and open-ended questions in the questionnaire for the identified technical parameter for the unit in the organization. The designed Questionnaire was shown to the operations Head of Vasundhara Dairy (Amul) and after including some suggestion given by Operations head the questionnaire was finalized.

Sample size taken was 60 employees working in Vasundhara Dairy, Hingna, and Nagpur. Out of the total employees surveyed, 40 were staff on company roll, 20 were workers on contract role. There are were a total of 70 Employees working in Vasundhara Dairy (Amul). Convenient Sampling technique was used for the study. The respondents were selected based on their availability in their respective department.

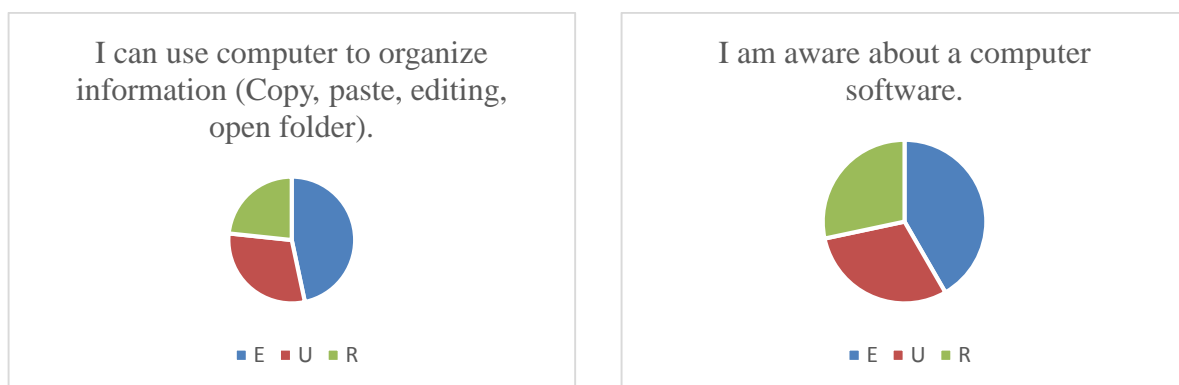
Researchers had visited the company for the purpose of data collection and the questionnaires were distributed to employees and the findings of the questionnaire then were shared with the unit heads. The data collected using questionnaire was analysed by using Descriptive statistics. The questionnaire had options from “Strongly Agree”, “Agree”, “Neutral”, “Disagree”, “Strongly Disagree” for ICT so that employee can choose the option depending upon whether the employee poses the skilled mentioned in the questionnaire or not. For representation Frequency of Strongly Agree and agree were clubbed and summed as Expert, the frequency of Neutral was named as Unsure and Frequency of disagreeing and strongly disagree was clubbed and summed as require training. For technical parameter, different open-ended questions were given as a quiz to the employees these questions were then verified from the department head and out of 60 the scores were given to the employee's answers. Employees with scores from 0 to 30 need basic instrumental training for the respective department. 31- 40 are Neutral, which score average and don’t need basic training but are not expert, employees with a score above 41 are expert and they are capable enough to handle all the instruments in the department and don’t need training.

### 4. RESULT

**Table 1: ICT**

ICT	E	U	R
I can use a computer to organize information (Copy, paste, editing, open folder).	46.67	30	23.33
I am aware of computer software.	41.67	30	28.33
I know how to use computer software.	46.67	33.33	20
I am able to attach a file in email.	45	25	30
I know how to send an email.	48.33	30	21.67
I know how to print any documents or file using a computer.	48.33	21.67	30
I am good at word processing such as Microsoft Word.	40	13.33	46.67
I am good at data processing such as Microsoft Excel.	43.33	15	41.67
I am able to present information using PowerPoint.	41.67	16.67	41.67
I am able to use technical software’s to carry out job functions.	33.33	25	41.67

In the table mentioned for ICT (Information and Communication Technology) above “E” stands for the percentage of employees who are experts in these skills and can train others, “U” stands for the percentage of employees who are unsure if they possess the skills or not and “R” stands for the percentage of the employees who do not possess the skills and require the training for the same.



**Fig. 1: Result 1**

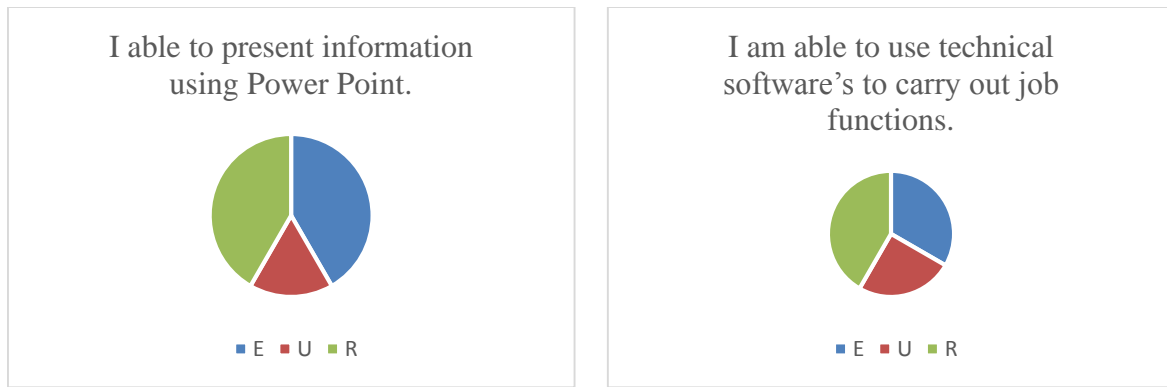


Fig. 2: Result 2

Table 2: Technical

Department	E	A	N
Stores	53.33	33.33	13.33
Quality Management	50	25	25
Ice cream	60	16.67	23.33

In the table mentioned for Technical Parameter above, “E” stands for the percentage of employees who are experts in these skills and scored above 41 marks, “A” stands for the percentage of employees who are average scorers and who scored marks between 21-40 and “R” stands for the percentage of the employees who are below 20 marks and require training.

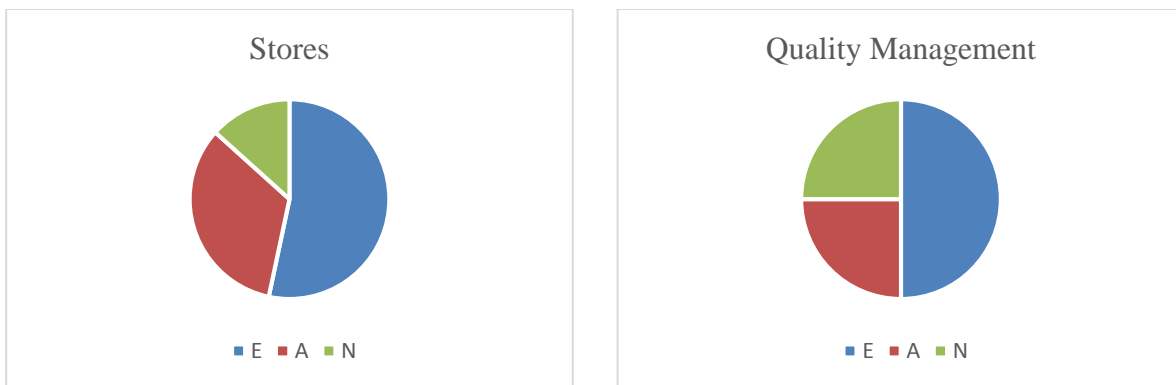


Fig. 3: Result 3

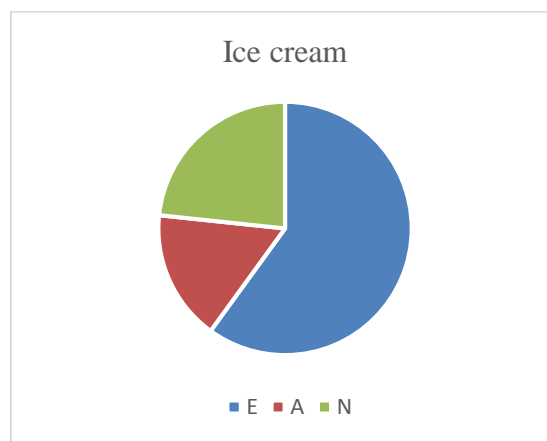


Fig. 4: Result 4

## 5. CONCLUSION

The study revealed that the major part of the employees lacks ICT and basic technical skills with respect to different departments. In this competitive environment, it is very essential for the company to train their employees with basic ICT skills to beat the competition. Hence, the company should provide good ICT training to the employees as common for all and basic technical skills for the departments separately.

### 5.1 Implications for theory and practice

Workplaces are highly dynamic, employee’s competencies and skills quickly degrade and becomes outdated. Thus it becomes important for organizations to plan adequate training programs to install new skills to its employees to meet the current needs of the business. In this study, a skill gap assessment is carried out on the employees of VASUDHARA Dairy (AMUL), Nagpur. As the

company is newly setup and it is experiencing change. This study will help them to find the skill gap existing in their manufacturing firm and will enable them to design suitable training initiative programs for its employees.

## **6. FUTURE SCOPE**

In this study, a skill gap assessment is carried out only to assess the behavioural skills of employees. Thus, future study can concentrate on analyzing the technical skills of the employees. The study was restricted to employees working in VASUDHARA Dairy (AMUL), Hingna Rd, Nagpur thus findings of the research cannot be generalized. So future studies can focus on identifying the training needs and skill gap for employees working in other companies and factories of Hingna and Nagpur.

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