

# ASSESSMENT OF COMPETENCY SKILL AMONG EMPLOYEES OF MANGALORE BIG BAZAR

**Ms. Sumitha P.V**

*Assistant Professor*

*AIMIT, St. Aloysius College, Mangalore*

**Dr. M. G. Krishnamurthy**

*Director*

*Department of Management Studies*

*JNN College of Engineering, Shimoga*

**Mr. Baretto Royce Winfred**

*MBA Student*

*AIMIT, St. Aloysius College, Mangalore*

## **Abstract**

*In today's dynamic world of competition wherein every individual wants to climb the ladder and achieve greatness in any aspect of their work. Today skilled employees are considered as asset for an organization as smart working employees are more in demand than hard working employees. Skills or competencies play a huge role in facing competitive situations in organization. Skills are thus underlying characteristics of people that indicate ways of behaving or thinking, which generalizes across a wide range of situations and endure for long periods of time.*

*The retail sector is in a challenging situation wherein its employees have a huge task of retaining the customers for sustainability of the organization. Present study is conducted with a primary objective to evaluate competency skills possessed by male and female retail employees using non parametric test. The employees need to build up their strength and strive towards expediting the company's as well as individual goals. Present research was conducted at Big Bazaar, Mangalore wherein the retail employees were interviewed using structured questionnaire which emphasizes on technical and behavioral skills. These skills are considered as the core element for every retail sector setup. The present structure of any company wants to have employees possessing these skills which will prove beneficial in the long run. This is why the potential gaps in the employees were tapped in the company and hence a study was done.*

*Research findings highlight the areas in which the Male and Female employees differ in technical and behavioral skills. Present research will help the organization to improve their workforce and create a strong human capital having potential equal level of skills in them thereby leading market*

*to grow and develop employees who are considered as an asset to the organization.*

**Keywords:** Competency, Skills, Gender, Human Capital, Retail.

## **Introduction**

In India we have employees coming from diverse cultural and ethnic background. There is change in the composition of workforce. The country is seeing in a major shift of employment in the service sector mainly the retail sector. Skills or competencies are the underlying characteristics of an individual. It may vary from individual to individual and even for the type of job. Some nature of jobs require highly competent employee whereas some need more of part timer. Competencies possessed by an employee may differ but the role which the employee has to play remains the same in the organization. Competencies are thus underlying characteristics of people that indicate ways of behaving or thinking, which generalizes across a wide range of situations and endure for long periods of time. Companies are now realizing the need to have competent employees for crucial roles. Opportunity cost may go higher if the firm does not have employees to react quickly and tactfully in certain decision making situations.

Skill Mapping is an innovative Human resource management tool to successful achieve the goals and even solve various issue. Skill mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. There may be various set of competencies based on what role he/she is in. Competencies are derived from specific jobs within the organization and are grouped into categories. All the firms should realize the importance of competency assessment together with goal assessment. Every company needs an employee who is competent enough to do a particular task. It is concept which links all the aspects including Human Resource, Marketing, Finance, Operations and Strategy in the firm. It is an all-inclusive concept.

The growing concern regarding employee attrition in retail industry can be solved by the solutions mentioned in this research. It is a tool to achieve greater heights for the firm by achieving sustainable growth and even leads individual development. Employees have differences of skills possessed by them. Some may be an expert in marketing the product whereas some may be expert in grievance handling but an employee need to have an equal balance of the skills possessed by them. The differences in skills between the males and females should not be high. Both the genders should have equal level of skills so that they can develop a strong human capital and work accordingly to the expected work standards for a particular role.

Skill evaluation is an innovative technique wherein the employees know the gaps which they are facing a make themselves more competent enough. Skills usually differ between individuals to an extent. A particular has its requirements but the played by an employee. There needs to be a parity in the work done so as to obtain equal results of the work and achieve success. When there is parity there is expediting of company success and

acceleration of individual growth. Such a noble approach which benefits the stakeholders as company will perform well when employees will achieve the organization goals will make them stakeholders get value for the concern and interest they showed to the company. Thus, this research clearly focuses upon only a primary objective of evaluating the differences of employee's competencies which determine the future of both the company as well as the individual as a whole.

### **Big Bazaar Outlet Profile**

The largest retailer of India - Big Bazaar is now the only modern retail chain to be present across more than 100 cities. Big Bazaar is the flagship hypermarket retail chain from Future Group, having over 264 stores across the country. With its motto of "Making India Beautiful", Big Bazaar ensures that all the products are of good quality and offered at the lowest prices. Promising 'more for less', Big Bazaar, offers 1.6-lakh mass-market product ranges that are sought by a majority of Indian consumers. It also offers a host of value-added services. The special discounts and promotional offers, which are available at regular intervals, make the format very unique and distinct. The consumer experiences a new level of standard in price, convenience, comfort, quality and store service levels. Since its inception, Big Bazaar has been a front runner in industry for creating occasions of consumption for Indians. Shopping days which were created by Big Bazaar like "Sabse Saste Din", "Maha Bachat", "Wednesday Bazaar", and "Monthly Bazaar", have now become an industry norm. The attractive deals that range across product categories coupled with the best of quality, have always delighted millions of Indians.

It is Public Limited Company founded in the year 2001. Its headquarters is in Mumbai, India. It is a hypermarket which employees nearly 36000 people all over India. It has its presence in PAN INDIA Big Bazaar has enabled every Indian to have equal standard of living, so much so that consumers from every strata of society shop at Big Bazaar. From Fashion to Food to Home, Big Bazaar ensures that every category has the best of variety of offerings. Big Bazaar today has a loyal customer base of over two and a half crore. These customers are part of various loyalty programs of Big Bazaar like, Payback, T24 Mobile and Big Bazaar Profit Club that offer them more out of every rupee that they spend in our stores. Along with bringing in modernization in business, Big Bazaar's roots are imbibed deep down to Indian culture. Every employee of Big Bazaar believes in SEVA, that has become everyone's way of life. Be it a customer, colleague, society or community, Big Bazaar is forefront in facilitating a free helping hand in every way possible. Big Bazaar's Rourkela store in Orissa is the latest entrant in the market making the retail chain hit the 100th goal. Now, Big Bazaar reaches out to every consumer's home from Agartala in East to Bhuj in West, from Zirakpur in North to Palakkad in South. Thus, it has existence all over India making its operations extensive to cater to everyone's needs.

Big Bazaar, Mangalore which has its establishment in a prominent location even has competent employees. This study was based upon identifying the competency level of employees, with the highest and lowest skill together with the factors necessary for smooth functioning of the enterprises. This firm has strong orientation with relation to its vision and mission and imparts the same on the employees. There will be shortcomings in every firm but it needs to tackle it continuously. The rise in the online industry, is shaping the future course of action of the firm. This industry already has captured 12% of the market and is creating a sense of emergence in change for the established organizations. To face this new trend, firm must look forward to provide values in its service and in product quality. This can be done only by having competent employees who can retain and recruit new customers.

### **Literature Review**

**Seema, Sanghi (2008)** in her book titled “The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations” highlighted the importance of behavioral and technical competencies of the employees. She said that Technical competencies of the employees can be improved whereas the behavioral competencies of the employees are tough to identify and develop in an employee.

**Brian W Lambert (2009)** in his Ph.D Thesis from Capella University on Creation and Validation of the Salesperson Competency Analysis: a competency model for entry-level business-to-business salespeople in the services industry said more sales managers are recognizing the need for their sales people to shift from a transaction selling approach to a more consulting-oriented approach. However, most studies have not investigated the importance of consulting knowledge and skill within this context. Rather, many researches identify knowledge and skill required based upon frequency of accomplished tasks rather as opposed to the importance of each task in individual's selling environment.

**Nitin Vazirani (2010)** in his research paper titled Competencies and Competency Model gave a brief overview of its Development and Application. Competencies and Competency models are today commonly practiced in most of the organizations. There is a strong business case for competencies at work as they lead to significant human resource development that provides organizations with a competitive edge. While organizations have used the idea of competencies for over 50 years, the expansion of competency models within the private and now, in public sector has resulted into proliferation of definition, tools, models and application.

**R.Yuvaraj (2011)** in his research paper on Competency Mapping- A Drive for Indian Industries said Human resource management is a process of bringing people and organizations together so that the goals of each other

are met. Nowadays it is not possible to show a good financial or operating report unless your personnel relations are in order. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing. This calls for future skill mapping through proper HRM initiatives. Indian organizations are also witnessing a change in systems, management cultures and philosophy due to the global alignment of Indian organizations. There is a need for multi skill development.

**K. Srinivasa Rao, S. Pratibha (2012)** in her research paper titled Competency based Human Resource Development Mechanism: A Case Study of NTPC said the competency framework serves as the bedrock for all HR applications. As a result of competency mapping, all the HR processes like talent induction, management development, appraisals and training yield much better results. In this paper, an attempt is made to study in-depth competency mapping and its organizational influence. This paper seeks to identify how an organization develops a model that reflects its own strategy, its own market and its own customers and the competencies that bring success in that specific context. This paper is based on an empirical analysis by taking a public sector company as a case. Further, the paper discusses, the process of developing a competency based HR mechanism for its organizational effectiveness.

**Priya Vij (2014)** in her research paper titled Revolutionizing FDI in Retail Sector: An Exploratory Study highlighted the growing competition in the retail sector and the importance of foreign direct investment in this sector. Developing countries like India need substantial foreign inflows to achieve the required investment to accelerate its economic growth and development and cater to a population of 1.2 billion. The Government of India, through its reforms in FDI for retailing has through a series of initiatives revolutionized the Indian Retail Sector on the global map of investments

### **Research Methodology**

Present study focuses on the retail sector namely Big Bazaar of Mangalore city. Retail sector firms are in a situation wherein they need to change their outlook to achieve sustainability. Skills of the employees are crucial to manage the risk and be a market leader. Thus a descriptive research study was conducted to find out the evaluation of competency skills among retail employees using non parametric test. This identified the significant difference between certain skills and no difference in few of the skills possessed by employees.

### **Scope of the Research:**

Skills are the major determinant for any employees. Being a smart hard worker is more essential than just being a hard worker. Edward Deming's principal of eliminating numerical targets has a crucial role to play in considering the use of skills of an employee. The scope of the study is restricted to Big Bazaar employees in

Mangalore city. Big Bazaar in Mangalore city consists mostly employees who are involved directly selling the products to the customers. This study was conducted after analyzing the nature of job and how to employees react to certain situation. Thus, it was found that there were differences in the way they respond and the techniques which they used. Hence, this formed the base of my research to evaluate the competency skill of employees.

**Objective of the study:**

Assessing the competency skill of big bazar employees under competency parameters

**Data Collection:**

Primary data was collected using a well-structured questionnaire which included dichotomous, closed ended and scaled questions. Interview method was adopted to collect the required response for the questionnaire. The understanding of what sort of information is required was been told to avoid any discrepancy in the data collected. The study constitutes total of 110 sample respondents. Present study includes all employees who are team members, team leaders, assistant department managers and department managers.

**Limitations**

1. Some of the employees may not know their hidden competencies
2. Opinions may differ due to the various respective reasons
3. All the employees may not give correct information

**4.5 Future Line of Research**

This study can be used as a benchmark to evaluate other retail company employees and check out the feasibility of the analysis done. This research can be even used as a base for future research on tools to bring parity in the level of skills possessed by the employees. It can be even utilized on research analyzing newer training techniques for retail employees.

## 5. Data Analysis and Findings

**TABLE 5.1 SOCIO-DEMOGRAPHIC PROFILE OF RESPONDENTS**

VARIABLE	PARTICULARS	FREQUENCY	PERCENTAGE (%)
Gender classification of respondents	Male	70	63.64
	Female	40	36.36
<b>TOTAL</b>		<b>110</b>	<b>100%</b>
Age group of respondents	Below or =20	31	28.18
	21-30	54	49.09
	31-40	17	15.45
	41 and above	8	7.28
<b>TOTAL</b>		<b>110</b>	<b>100%</b>
Experience level of respondents	Less than 1	35	32
	1- Less than 2	34	31
	2- Less than 3	16	15
	3 and above	25	23
<b>TOTAL</b>		<b>110</b>	<b>100%</b>
Number of daily customer interaction	0-100	38	34.55
	101-200	12	10.91
	201-300	33	30.00
	301-400	13	11.82
	401 and above	14	12.73
<b>TOTAL</b>		<b>110</b>	<b>100%</b>
Educational background of respondents	S.S.L.C	5	4.54
	P.U.C	23	20.91
	Degree	58	52.73
	Post Graduate	10	9.09
	Others	14	12.73
<b>Total</b>		<b>110</b>	<b>100%</b>

### Interpretation:

The above socio demographic table depicts that the majority of the employees responded for the survey were males. Also maximum respondents belong to the age group being between 21 years to 30 years. It is also observed that majority of the employees have a minimum of 1 year of experience with daily customer interaction of 100 customers. Also maximum of employees are graduates.

**TABLE 5.2 ASSESSING THE COMPETENCY SKILL OF BIG BAZAR EMPLOYEES UNDER COMPETENCY PARAMETERS**

H0: There is no significant difference between competency skills possessed by males & female employees

H1: There is significant difference between competency skills possessed by males & female employees

Skills	t- Cal Value	Equal Variances	Asymp Sig Value	Result $\alpha = 5\%$	Decision regarding H0
Basic	0.312	Assumed	0.592	Not Significant	Reject
Knowledge	0.672	Assumed	0.298	Not Significant	Reject
Interpersonal	0.160	Assumed	0.05*	Significant	Accept
Customer Oriented	0.134	Assumed	0.448	Not Significant	Reject
Change Management	0.000	Not Assumed	0.019*	Significant	Accept
Store Management	0.495	Assumed	0.105	Not Significant	Reject
Entrepreneurial	0.044	Not Assumed	0.400	Not Significant	Reject
Executorial	0.027	Not Assumed	0.009**	Significant	Accept
Process Oriented	0.016	Not Assumed	0.850	Not Significant	Reject
Impression Management	0.005	Not Assumed	0.309	Significant	Accept
<b>** Highly Significant</b>			<b>* Significant at 5%</b>		

The above hypothesis was tested using independent t-test to find out whether there is any significant difference which exists between the male and female big-bazar employees. It is observed that there is no significant in the skills possessed with respect to Interpersonal, Change Management, Executorial, and Impression Management skills. It is also observed that with respect to the skills such as Basic, Knowledge, Customer Oriented, Store Management, and Entrepreneurial, Process Oriented skills there was significant change possessed among male and female employees.

### Evaluation for Benchmarking

Evaluation of skills should be done by each and every organization. It is not a measuring tool but a benchmarking tool wherein the company can set up a benchmark on what it wants to do and how does it expects its employees to do the particular task. Every task is different from the other. There are particular skills for every job. The reason for benchmarking is if the level of competencies in every employee differs means that the company has lagged behind in its training and not given the employee the required expertise knowledge about the job to be performed. Whereas if there is difference in skills between two gender then it is the duty of the firm to take corrective actions. Every employee needs to be treated equally. There is a rise in the mixture of female employment. For continuous growth and sustainability of the organization the firm needs to take effective measures on identifying the capacity of every individual, evaluate with the benchmarked skills and take measure for improvement. There is always a scope for improvement in every aspect of life. Thus, this study is very useful for the companies to set up a benchmark tool and thereby gain the added competitive advantage in the market place.



## Conclusion

The retail sector needs smart competent employees to face the turbulent market conditions. It needs to bring about a change in its outlook on how it wants to face the situation with the help of its human resource capital. All the employees need to maintain similar level of competencies. There should not be any significant changes in the skills possessed by employees. There are a set of skills in which every employees should be a jack of all but even master of one. Every employee may be expert in its own field and may have its own techniques of dealing with employee but there should be even enough skill in other dimensions to cope up to the rising trend in the market.

There were ten identified competencies for a retail sales oriented employee in which the significant differences were found and evaluated. It can come to a conclusion that there were certain skills in which the employees had significant difference in which the firm should be aware of and take corrective measure as early as possible. Whereas in few dimensions there was no difference in the level of potentiality of the employees with respect to skill.

Evaluating the skill level will give every company a chance to know its human capital better which will make the firm stronger. Hence it can be concluded that to be a leader every company should learn to learn and blossom in the market.

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