Impact of Competency Management on Employee Self-development for Retention in Large Scale Industries

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Abstract

An organization which grows with the employees of long-time existing will create a historical success story. The creation of emotional bonding between employee and employer is the significant role of HR in a company. The automobile industry is India's one of the largest sectors and placing a fourth largest market globally. Employee retention is very mandatory in the automobile industry because of competitors, day-to-day innovations, and migrant employees. This study is specially focused on the influence of competency assessment and employee self-development for workplace happiness among 72 Managers and 95 Engineers of various automobile companies & ancillary companies in India. Statistical analysis is carried using the statistical tool IBM SPSS 20. The outcome of the study insists that reward programs, promotions, and self-development programs must be organized regularly. The study concludes that competency assessments and self-development have a strong positive impact on workplace happiness, leading to employee retention.

Keywords

Competency Assessment, Employee Self-development, Workplace Happiness, Employee Retention, Employee Recognition.

Introduction

Automobile Industry is the business of producing and selling passenger vehicles, commercial vehicles. The central business creates direct opportunities for the other sub-business such as tour and travel, ancillary companies, oil companies, and shopping centers around cities. (WagnerI, 2020) stated that China is leading number one position in

the automobile market, and Toyota is the top-ranked brand in the automobile industry. India has an enormous market in the automobile industry. (investindia Bajwa) reported that India is in a strong position in the production of the largest heavy tractor, bus, trucks. In the Electric vehicle market, India is expected to grow 44% by 2027 and create five crores of direct & indirect employment by 2030. Further, (IBEF, 2020) report highlighted that India is now the fourth-largest auto market and emerges to get a third-place by 2021. Some recent and planned investments and developments in the Indian automobile industries are described in Table 1.

1. Competency Assessment and Self-development

A competency assessment is a comparison model to evaluate an employee's current skill with the skill requirement for the corresponding job. It will provide the tool for performance assessment and address the performance gaps with employees. Competency assessment is beneficial in the automobile industry because every day, the field is getting technological changes. In the upcoming years, the automotive sector will be focusing more on electric vehicle production, so the employees in this field also need to be updated on new trends and techniques. Employers must provide training programs and self-development opportunities to their employees.

Table 1 Recent and planned investments and developments in the Indian automobile industries

Month & year	Company	Product or dealers	Place or partnership	Investment
Oct 2020	Kinetic green	Electric golf cart	Andhra Pradesh	Rs. 1,750 crores
Oct 2020	Japan Bank for International Cooperation	Dealers of Japanese automobile manufacturers	SBI	Rs. 7,400 crores
Oct 2020	MG Motors	New models (anti-China sentiments.)	India	Rs. 1,000 crores
Oct 2020	GoFrugal Technologies	Ultraviolet Automotive electric motorcycle	India	series B investment
September 2020	Toyota Kirloskar Motors	electric components and technology for domestic customers and exports	India	More than Rs 2,000 crore
September 2020	Mahindra & Mahindra	commercial electric vehicles	Israel-based REE	
April 2020	TVS Motor	sporting motorcycle	Norton	Rs. 153 crores

2. Employee Workplace Happiness

Employee happiness creates the whole work environment the positive waves, which multiplies the success rate. A happy work environment reduces stress, leading to enjoyable work conditions, balanced health, and good relationships with others. Workplace happiness is the central force for creating quality of life.

3. Employee Retention

Employee retention is the success key for any organization. The employer and employee must feel organized as family and the company's family members. The employers must understand the requirements of employees, and the strategies must frame based on them. Once the employees are satisfied with their organization, they will create an emotional bonding towards their company and stay for longer time in their organization, and spread positivity to other employees.

Job fulfilment directed the connection between talent management and deliberate turnover expectations. The primary goal was to decide the relationship between Talent Management, work satisfaction and deliberate turnover expectations of the employees (Barkhuizen, 2021). Self-development Plan is to spur an employee to consider their work profile and the ability needed to do the job, just as to look at those capabilities that the employee as of now need to perceive those that the employee entirely to thrive (Beausaert, 2013). Competencies alone, then again, don't guarantee an upper hand for organizations (Brown, 2018). Authoritative work execution assessments were lower (i.e., exhibiting higher preparing needs) than self-evaluations of job execution, according to explore on performance appraisals (Cigularov, 2020).

As far as competency, production planning, Organizing and control capacities were evaluated with the most fundamental significance. Regarding skills, vital or decisive thinking was assessed with the most essential need (Curbano, 2018). Specific HR executions are associated with prominent laborer work practices, which were then associated with intentionally changed execution results. In any case, there was some imbrication in these association (Edgar, 2020). An engaging organization culture, social assistance, positive power, adjusting work and life, finding significance in work, enabling independence, and staying aware of incredible working conditions were among these characteristics (Jaiswal, 2020).

For execution connection, incorporating decisions as for progression, pay or reward, quantitative instruments are accepted to be more qualified as a general heading. Similarly, it will be ensured that these instruments fill their requirements and contribute for achieving the put out up organizational objectives (Silva, 2020).

In this article, the capabilities and job responsibilities, similarly as the executive's capacities that refined specialists perceive as commonly huge for playing out their administrator work, are dissected for the huge assessment question (MacDonald, 2020). The worth from executing competency systems have been inferred and they can additionally profit from it by expanding it across every one of the degrees of HR processes (Misra, 2019). Employees can't be depended upon to do self-advancement rehearses intentionally assuming that organization conditions are not satisfied. Thusly, the evaluation of self-development direct of Employees ought to be acted in an astute and exhaustive model (Momeni, 2020). The Manager practices can conference the association between organizational citizenship and workplace satisfaction conduct (Mousa, 2020).

Learning openings perceived by managers and experts gave huge positive connections with the expectation to remain in the organisation and huge negative relationships with the goal to leave the organization. No connection was recognized between apparent learning openings and employee retention. Among specialists, the relationship between apparent learning openings and retention was close to nothing (Steil, 2020).

Employee retention was anticipated by organizational environment, intrinsic inspiration, hierarchical learning, knowledge management, enterprising direction and outside interface. Characteristic inspiration, innovational initiative, knowledge management, pioneering direction, hierarchical environment and association inclining are the core aspects that managers and strategy producers should think about for organizational performance and as well as employee retention (Yamin, 2020).

Research Gaps

Although several researches have been conducted on job satisfaction, compensation system, performance management systems, employer branding, employee engagement and work environment, identification of factors influencing employee retention in automobile industry, As there has been no research which has been conducted on specific dimensions of competency assessment & employee self-development for workplace happiness which leads to employee retention in automobile industries in Chittoor district of Andhra Pradesh.

Methodology

The contribution of the research is to assess and evaluate the influence of competency assessment and employee self-development for workplace happiness in large-scale automobile & ancillary companies in Chittoor District, Andhra Pradesh, based on empirical and quantitative research methods. This section includes the research methodology of the study, which are research design, sample size, data collection methods, sampling technique and data analysis.

Research Design

This research is exploratory as it explores the various aspects and dimensions of competency assessment and self-development. The study research is descriptive and would describe the various appraisal methods, performance management systems, self-development, productivity & performance, and workplace engagement. This study research is conclusive, and action oriented which provide specific strategies to be followed by companies and the suggestions will be helpful for companies, HR managers and the government to make action plans.

The Independent variable of the study is competency assessment and work evaluation and appraisal method, Performance management systems & Employee self-development practices, self-development, productivity, and workplace engagement aspects has been chosen as moderating variables. The dependent variables are employee self-development & workplace engagement and workplace happiness.

Employee retention is very important for the automobile industry because majority of the employees in this industry are migrants and outsourced from other states. The major challenges faced by the automobile industries in employee retention practices they are improper compensation to employees due to rising input cost and competitive pressure, poor in talent identification and recognition in right time. (Modgil, 2019) discussed that the major challenges faced by the automobile industries in employee retention practices they are improper compensation to employees due to rising input cost and competitive pressure, poor in talent identification and recognization in right time. So, evaluation of competency assessment practices & employee self-development leads to workplace happiness of employees has not been studied or explored in the form of empirical research in India, this study is an attempt which is done in automobile industry of Chittoor District, AP.

Sample Size

The sample size will be calculated according to the population of selected region. In this study we planned to take according to the sample size calculation method based on the population size and significant level of the study. (p-population).

Significant confidence level	Z score value
90%	1.65
95%	1.96
99%	2.57

$$\text{Sample size} = \frac{(Zscore)2 \times p(1-p)}{margin\ of\ error}$$

The margin of error is 5% at 95% significant level, for the population size is 800 in the automobile industry, the Z score value is 1.96. Based on this calculation the sample size is 167. The sample size for the analysis is chosen as167 Employees of automobile industries. This includes 72 Managers and 95 Engineers of various automobile companies & ancillary companies in Chittoor District, Andhra Pradesh.

The targeted population for the study is employees of various auto mobile industries in chittoor Andhra Pradesh, especially, the managers and engineers of automobile industry.

Based on the literature study the following hypothesis is considered for the present study.

H0: Competency assessments and workplace happiness is not related.
H0: Employee self-development and workplace happiness is not related.
H0: Employee satisfaction and workplace happiness is not related.
H0: Employee recognition not leads to workplace happiness.

The sample size for the analysis is chosen as167 Employees of automobile industries. This includes 72 Managers and 95 Engineers of various automobile companies & ancillary companies in Chittoor District, Andhra Pradesh.

1. Data Collection Method

Two types of data collection are done in this study primary data has been collected from 72 HR Managers and 95 Engineers using multiple choices, Likert scale measured Questionnaire. Secondary data would be collected from articles, publications, periodicals,

magazines which related to individual investing and practices in globe and in India from 2015 till date.

Statistical analysis was done using the statistical tool IBM SPSS Statistics 20. The analysis has been done in 4 levels. The test was conducted among 167 HR managers to assess and evaluate the influences of competency assessment and employee self-development for workplace happiness in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh.

The Levels of Data analysis are explained.

Level-1: Demographic analysis and Reliability test would be done with Frequency analysis & charts, Cronbach alpha test.
Level-2: Objective based analysis would be done with descriptive analysis, cross tabulations, and Correlation analysis.
Level-3: Conceptual based analysis would be done with Path analysis using SEM (structure equation model)
Level-4: Hypothesis based analysis would be done with Test of significance, Z test.
The outcome of this paper would be an empirical model for competency management practices and its impact on workplace happiness which leads to employee retention in large scale automobile & ancillary companies in Chittoor District, Andhra Pradesh.

2. Competency Management – Conceptual Framework
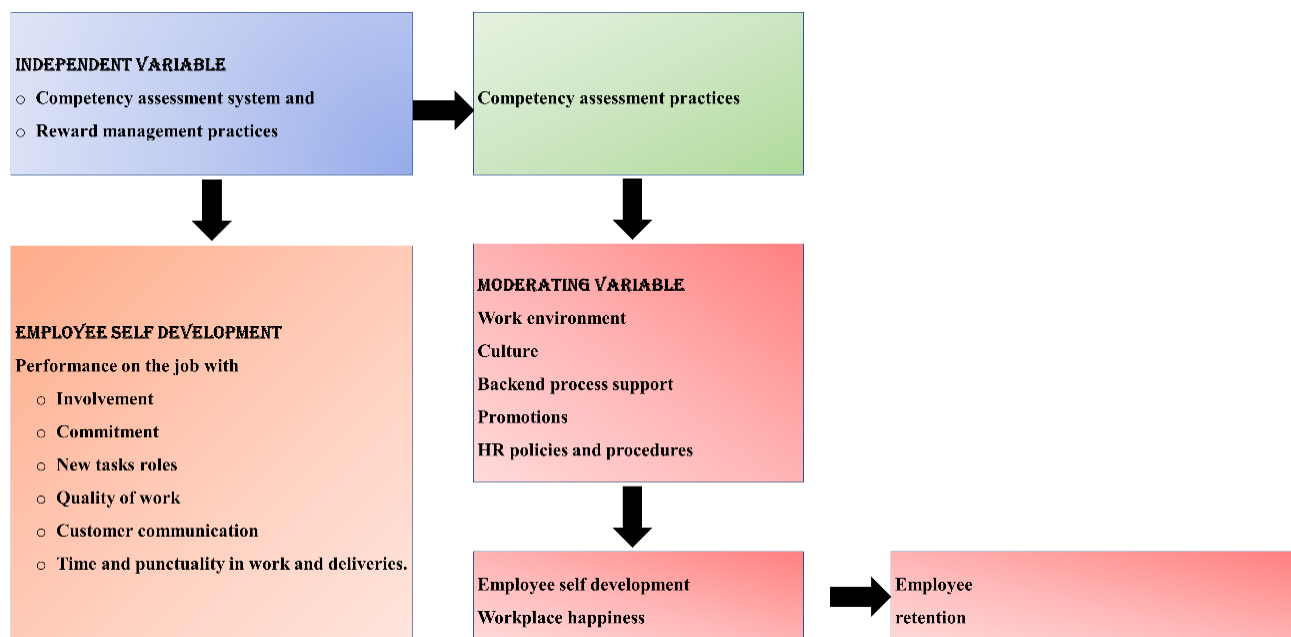
Figure 1 Conceptual framework

Figure-1 explains that how Competency management system is having an impact on the employee self-development which leads to employee retention. Employee self-development is one of the key variable for Workplace happiness in the organisation. It is not only the work of the organisation to identify the self-development areas of the employee but also the responsibility of the individual in order to increase the performance of the work. The areas where self-development of the employee can be improved are involvement in work, Quality of work, Commitment towards the work, Time & Punctuality in completion of work. For ensuring the successful employee self-development programs, one should have good work environment, culture, backend process support from the management, giving timely promotions for the all the well performing employees. By considering all the factors, organisation should ensure employee self-development & work place happiness for every employee in the organisation which results in retention of the employees for a longer period.

Data Analysis And Intrepretation

1. Demographic Analysis

57% of the employees are Managers and 43% of the employees are Engineers and the majority of the respondents served below 5 years in existing company. Most of the respondents continue in the same department for 3 to 5 years.29% of the respondents not get any promotions in their service and 20% got 1 time promotion,23% got 2 times promotion only. This result shows that there is a lag in the promotional activities. Cumulatively only 25% of the respondents play different role and doing new tasks usually.55% of the respondents are doing same role and work regularly so it is clearly known from the result that there is no job varieties and skill development take place in automobile companies. (InternationalLabourOrganization, 2020)discussed in details on future demand for skill development in automobile industries and highlighted that job transitions through skill development of an employee is the key for sustainable development.

Table 2 Reliability analysis

| Employee retention factors	Cronbach alpha	No of items
Competency management practices	0.830	4
Self-development	0.753	3
Satisfaction and recognition	0.692	3
Workplace happiness	0.844	3

From table 2 the reliability coefficient of .70 or higher is considered "acceptable" so most of the factors measured are highly reliable which shows that items in a group are closely related with each other.

2. Objective based Analysis

Table 3 revealed that the respondents are somewhat agreed on competency assessment, self-development activities provided in the company and the employee recognition and satisfaction is in moderate level. The respondents stated that reward programs must be designed more, promotions must be provided on a regular basis and self-development program must be provided more so that they can stay longer in this company.

Table 3 Descriptive Analysis

	N	Min	Max	Mean	Std. Dev
Competency assessments					
Competencies are very well known to management and provide opportunities for self-development	167	1	7	4.48	1.635
Motivated to work	167	1	7	5.20	1.666
More scope for increasing competency management practices	167	1	7	5.00	1.654
Clear focused and approach on performance management	167	1	7	4.54	1.696
Employee self-development					
Company provides self-development programs and opportunities more	167	1	7	4.69	1.790
Happy on the self-development programs of the company	167	1	7	4.77	1.689
Work autonomy and freedom to decide own work	167	1	7	5.17	1.463
Employee recognition					
Work is recognized in this company	167	1	7	4.95	1.657
Talent and skills are recognized	167	1	7	4.63	1.838
Employee satisfaction					
Need to provide more opportunity for self-development of employees	167	1	7	5.53	1.409
Happy in my work as I contribute more	167	2	7	5.35	1.384
Satisfied with work	167	1	7	4.73	1.681
Workplace happiness and Retention					
Reward programs must be designed more	167	2	7	5.75	1.320
Promotions must be provided on a regular basis	167	2	7	5.86	1.256
Self-development programs must be provided more	167	2	7	5.84	1.204
Will stay longer in this company more happy in my work regularly	167	1	7	4.84	1.711
Valid N (listwise)	167				

Workplace happiness factors
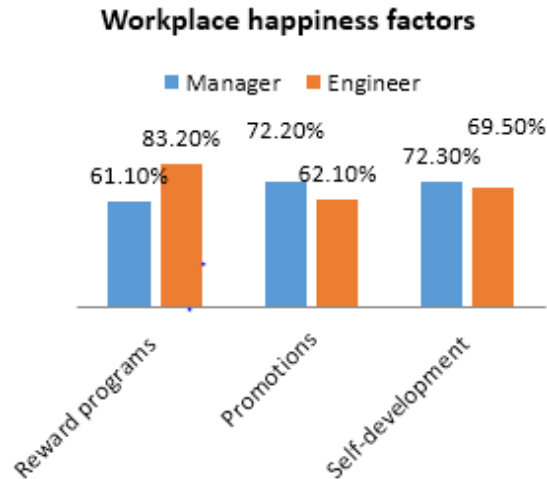
Figure 2 Workplace happiness improvement factors

From figure 2 it is inferred that 83% of the engineers are expecting reward programs to motivate them and make their work place more happiest one. 72% of the managers are highly insisting for regular promotions and self-development to make workplace happiness more and engineers opined that reward programs for motivation and encouragement and then self-development activities finally provide promotions based on performance management system. Finally, it is inferred that to work effectively and efficiently in the working environment, the employees are expecting more rewards and awards based on their performances.

Table 4 Correlation analysis

			Competency assessment	WPH	Employee retention
Spearman's rho	Competency assessments	Correlation Coefficient	1.000	0.402	0.724**
		Sig. (2-tailed)	0	0	0
		N	167	167	167
			self-development opportunity	WPH	Employee retention
Spearman's rho	self-development opportunity	Correlation Coefficient	1.000	0.155*	0.571**
		Sig. (2-tailed)	0	0.045	0
		N	167	167	167
			work satisfaction	WPH	Employee retention
Spearman's rho	work satisfaction	Correlation Coefficient	1.000	0.539**	0.489**
		Sig. (2-tailed)	0	0	0
		N	167	167	167
			Recognization	WPH	Employee retention
Spearman's rho	Recognization	Correlation Coefficient	1.000	0.423**	0.741**
		Sig. (2-tailed)	0	0	0
		N	167	167	167
**Correlation is significant at the 0.01 level (2-tailed)					

From table 4 it is depicted from the above correlation analysis, the employee retention highly correlate with the recognition of employees, which is 0.74 higher than p value 0.05. The correlation between competitive assessment and employee retention are 0.72, it is also highly correlated. The self-development activity and work satisfaction has significant value more than 0.05; it is also positively correlated with employee retention. Therefore, the analysis stated that to ensure the employee retention in the company, it is necessary to encourage the employees based on their performance. Finally, competency assessments, self-development, work satisfaction and recognization are positively correlated with workplace happiness & employee retention.

3. Conceptual Framework-Based Path Analysis
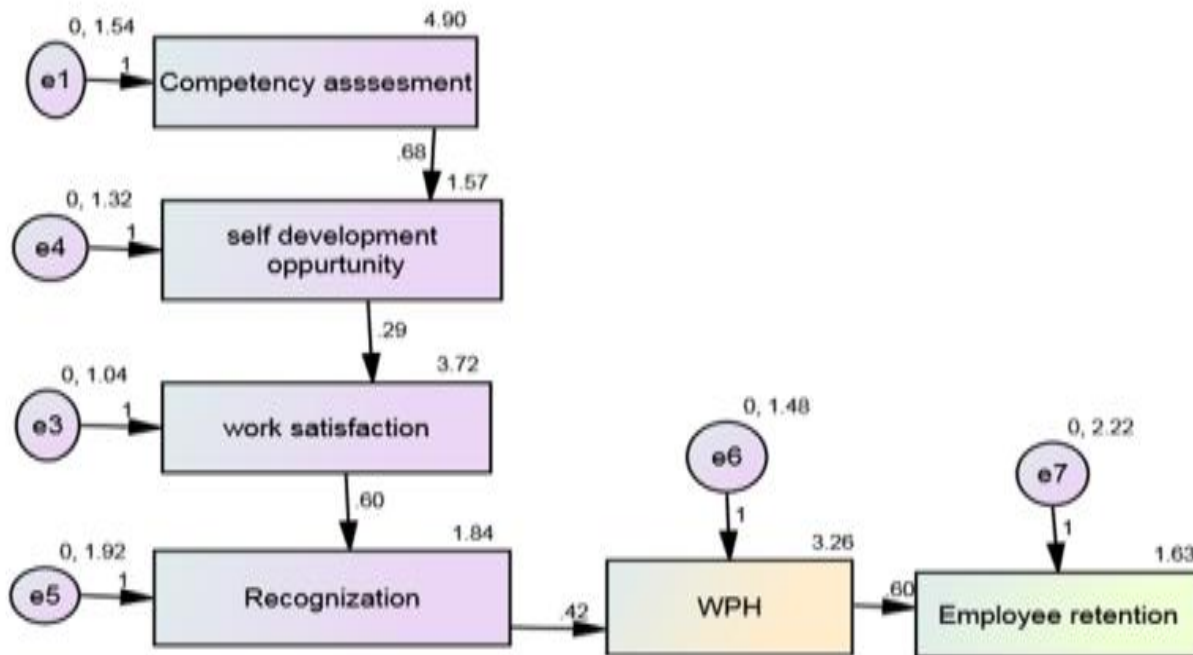
Figure 3 Path analysis for employee retention

It is known from the figure 3 (generated using the statistical software AMOS-Analysis Of a Moment Structures) that the path coefficient theta between workplace happiness and employee retention is 0.60 which stated that when workplace happiness of employees increases by one standard deviation from its mean, effect on employee retention would be expected to increase by 0.60. All the factors generated the positive values more than 0.05. It indicated that each and every factor positively associated with other variables. Finally, the structural model implies positive significant impact on the variables and resulted that competitive assessment, self-development opportunity, work satisfaction and recognition

will leads to work place happiness and it will ensure the employee retention in the automobile industry.

4. Hypothesis based Analysis

The section is to understand and study about the hypothesis.

H0: Competency assessments and workplace happiness is not related.

Table 5 Relationship between competency assessments and workplace happiness

Chi-Square Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	101.677[a]	25	0
Likelihood Ratio	107.994	25	0
Linear-by-Linear Association	38.605	1	0
N of Valid Cases	167	-	-
a: 24 cells (66.7%) have expected count less than 5. The minimum expected count is 0.14			

Z test	Mean	Std. deviation	
competency assessments	4.7907	1.2344	
work place happiness	5.3373	1.3819	
Difference		-0.5467	
z (Observed value)		-3.8012	
|z| (Critical value)		1.9600	
p-value (Two-tailed)		0.0001	
alpha		0.05	

The significant p value obtained is lower than the significance level alpha=0.05 which is shown in Table 5, so rejecting the H0 and accept the alternative hypothesis Ha. Competency assessments and workplace happiness is positively related (H0: Employee self-development and workplace happiness is not related). The Pearson chi-square value is 101.67, it is more than probability value 0.05, it shows high positive impact in the study. The Z-test analysis stated that, mean value and standard deviation value for competency assessment and work place happiness is more than p value 0.05; it stated the positive significant impact on the variables. The competitive assessment and work place happiness are positive associated in the automobile industry.

H0: Employee self-development and workplace happiness is not related.

Table 6 Relationship between employee self-development and workplace happiness

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	142.519[a]	25	0
Likelihood Ratio	143.017	25	0
Linear-by-Linear Association	14.240	1	0
N of Valid Cases	167	-	-
a: 25 cells (69.4%) have expected count less than 5. The minimum expected count is 0.20			
Z test	Mean	Std. deviation	
self-development	4.8635	1.3697	
work place happiness	5.3373	1.3819	
Difference		-0.4739	
z (Observed value)		-3.1380	
|z| (Critical value)		1.9600	
p-value (Two-tailed)		0.0017	
alpha		0.05	

The significant p value obtained is lower than the significance level p value is 0.05, which is shown in table 6, so rejecting the H0 and accept the alternative hypothesis. Employee self-development and workplace happiness is positively related. The Pearson chi-square value is 142.5 which are higher than significant p value; it showed the positive impact on self-development and work place happiness. The mean and standard deviation value is more than 0.05; it also indicated the positive relationship between the variables.

H0: Employee satisfaction and workplace happiness is not related.

Table 7 Employee satisfaction in creating workplace happiness

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	188.801[a]	20	0
Likelihood Ratio	202.827	20	0
Linear-by-Linear Association	89.194	1	0
N of Valid Cases	167	-	-
a: 17 cells (56.7%) have expected count less than 5. The minimum expected count is 0.27			
Z test	Mean	Std. deviation	
Employee satisfaction	4.7169	1.6764	
work place happiness	5.3373	1.3819	
Difference	-0.6205		
z (Observed value)	-3.6797		
|z| (Critical value)	1.9600		
p-value (Two-tailed)	0.0002		
alpha	0.05		

The significant p value obtained is higher than the significance level alpha=0.05 which is shown in Table 7, so rejecting the H0 and accept the alternative hypothesis. Employee satisfaction influences workplace happiness. The Pearson chi-square value is 188.8, which is higher than the significant probability value 0.05. In the Z test analysis the mean score value and the standard deviation value is more than 0.05, it stated the positive impact on employee satisfaction and work place happiness.

H0: Employee recognition and workplace happiness is not related.

Table 8 Employee recognition in creating workplace happiness

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	185.026[a]	30	0
Likelihood Ratio	176.958	30	0
Linear-by-Linear Association	36.680	1	0
N of Valid Cases	167	-	-
a: 27 cells (64.3%) have expected count less than 5. The minimum expected count is 0.07			
Z test	Mean	Std. deviation	
Employee recognization	4.7801	1.5379	
work place happiness	5.3373	1.3819	
Difference	-0.5572		
z (Observed value)	-3.4724		
|z| (Critical value)	1.9600		
p-value (Two-tailed)	0.0005		
alpha	0.05		

The significant p value obtained is lower than the significance level alpha=0.05 which is shown in Table 8, so rejecting the H0 and accept the alternative hypothesis Ha. Employee recognition leads to workplace happiness. The Pearson chi-square value is 185.02, which is higher than p value 0.05. It implies the positive relationship between the variables. The Z test mean score value and standard deviation score is more than p value 0.05, which indicated the positive impact on employee recognition and work place happiness.

Results and Discussions

The study analyses the significant impact on work place happiness by following influencing factors; competency assessment, self-development, work place satisfaction and employee recognition. These factors have been tested with hypothesis basis by applying SPSS tool. Through testing of hypothesis, all result value is more than significant p value 0.05 and it indicated the positive relationship between the variables. By applying Z test and Chi-square test, the Pearson chi-square value is more than p value and the standard deviation score and means score value is more than significant p value for all analysis. It stated that competency assessment, self-development, work place satisfaction and employee recognition are positively related to the work place happiness and it ensures the employee retention in the organisation.

The respondents stated that reward programs must be designed more, promotions must be provided on a regular basis and self-development program must be provided more so that they can stay longer in this company. The importance of reward programs in employee retention and suggested various reward compensations for employee retentions such as financial compensation (overtime pay, bonuses, profit sharing, sales commission), other non-monetary benefits (insurance, family medical health package, company paid transportations and accommodations), comfortable working conditions and relationships, professional recognition.

Finally, the study recommended that to avoid employee retention and to make work place happiness the following factors should be implement and continuously workout in the management, which are promotion programmes, providing awards and rewards based on the employee performance, conducting motivational programs and games, providing organisational benefits, self-recognition and providing other amenities for the employees will ensure the employee retention and make them to sustain longer in the companies.

Conclusion

The study aimed to implement innovative approaches in competency management effects on employee self-development in selected automobile industries in Chittoor, Andhra Pradesh. The study selected 167 employees who working in automobile industry, especially 72 HR mangers and 95 engineers for collecting data about work place happiness and competency management through structured questionnaire. For getting accurate result the study used hypothesis testing through ANOVA, Z test and chi-square test applied in SPSS tool. The result stated that Competency assessments and workplace happiness is positively

related and also employee self-development and workplace happiness are highly related. Moreover, the employee satisfaction and recognition create positive workplace environment. When workplace happiness of employees' increases the effect on employee retention would be expected to increase more.

Many of the respondents stated that, during emergency situations in the company or market fall they are under stress related to job security. This resulted in decline in their performance curve. If organisation ensures workplace happiness to their employees though employee self-development programs can increase their performance by reducing the Employee retention even in this pandemic situation. The study suggested implementing more motivational programmes like reward and award ceremony, promotions and other incentives for employees will create work satisfaction and ensure the employee retention in the organisation.

Acknowledgement

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