



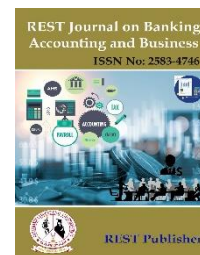
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A Study on Skills of Employees with Refernce to Tecumseh Product India Pvt. Ltd

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Abstract. The study aims at Skills of employees of employees in Tecumseh Pvt Ltd. At present, organizations in India take real interest for their current employees and their valuable knowledge, skills and competencies. There is mounting pressure on organizations to deliver more and better than before. Organizations therefore need to be able to develop and deploy people who can articulate the passion and vision of the organization and make teams with the energy to perform at much higher levels. These people build and drive the knowledge assets of a corporation, the value of which has been established to be many times more than the tangibles. The capacity of an organization to hire, develop and retain talent is therefore the most crucial business process and priority on the CEO's agenda.

Keywords: Skills of employees , knowledge assets , develop and retain talent

1. INTRODUCTION

Skills of employees are the proven practice of using interconnected human resources processes to provide a simple fundamental benefit for any organization. The term skills of employees mean different things to different organizations. To some it is about the management of high-worth individuals or "the talented" whilst to others it is about how talent is managed generally - i.e. on the assumption that all people have talent which should be identified and liberated. From skills of employee's standpoint, employee evaluations concern two major areas of measurement: performance and potential. Current employee performance within a specific job has always been a standard evaluation measurement tool of the profitability of an employee. However, skills of employees also seek to focus on an employee's potential, meaning an employee's future performance, if given the proper development of skills.

The major aspects of skills of employees practiced within an organization must consistently include.

1. Performance management
2. Leadership development
3. Workforce planning/identifying talent gaps
4. Recruiting

2. REVIEW OF LITERATURE

Article: Impact of Employee Skills on Service Performance

Author: Hisham Makki **Source:** International Journal of Science and Research (IJSR)

This paper has a purpose to reveal the results of investigation about the impact of employee skills on service performance. This paper is a part of PhD. thesis (Impact of Employee Competencies on Service Performance); the original work has examined skills, attitude and knowledge as the key employee competencies that affect service performance. The study is a descriptive, cross-sectional; a quantitative method has been used and self-completion questionnaire developed by the researcher, using convenient sampling technique has been distributed to the customers of Sudanese telecommunication companies (Khartoum State was study area), to test the

relationship between employee competencies and service performance from the standpoint of customers based on customer experience.

3. OBJECTIVES OF THE STUDY

1. To understand the entire procedure of Skills of employees
2. To understand the need of Skills of employees
3. To study the accuracy and quality of work of employees by skills of employees procedure.
4. To suggest possible improvement in Skills of employees process.
5. To identify various upcoming challenges of skills of employees

Sampling Design: A sample design is a finite plan for obtaining a sample from a given population. Simple random sampling is used for this study

Sample Size: Number of the sampling units selected from the population is called the size of the sample. For this study, a sample of 50 respondents was interviewed from the employees of Tecumseh Pvt Ltd.

Research Findings: Considerable amount of time was spent to collate the findings of the research. The findings had to be stated. These findings were also discussed with the management team at Tecumseh Pvt Ltd to get a lateral view

4. LIMITATIONS OF THE STUDY

1. The research was confined to only Tecumseh Pvt ltd in Hyderabad area of Hyderabad region
2. The study is limited to skills of employees only. Others are not taken into the purview of the study
3. The respondents may not have expressed them strong negative feelings about the policies, which results in the error of central tendency

5. DATA ANALYSIS AND INTERPRETATIONS

1. Age of the Respondent

Respondent's Age			
S.No.	Age	No. of Respondents	Percentage (%)
1	<=24	8	16%
2	25-28	18	36%
3	29-32	22	44%
4	>33	2	4%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph illustrates that majority of the respondents i.e. people are in the age group of 29-32 years. Eight respondents in the survey are less than or equal to 24; 18 persons are in the age between 25-28 years; and only 2 persons are aged about 33 years.

2. Work Experience

Respondent's Work Experience			
S.No.	Work Experience	No. of Respondents	Percentage (%)
1	0-1 Years	2	4%
2	1-2 Years	10	20%
3	3-5 Years	18	36%
4	5 Years & Above	20	40%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph shows that majority of the respondents (40%) are with an experience of more than 5 years and 36% are 3 - 5 years of experience. 10% of the respondents are with 1-2 years experience. The study reveals that all the respondents are well experienced, so they are well capable of assessing the skills of employees process in the pharmaceutical companies.

3. How Much Similar or Related Experience is required to Perform this Job?

Relevant Experience Required To Perform A Job			
S.No.	Years	No. of Respondents	Percentage (%)
1	0-1 Years	30	60%
2	2-3 Years	14	28%
3	4-5 Years	3	6%
4	5 Years & Above	3	6%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph illustrates that 60% of respondents feel that there should be a 0-1 years experience for performing a job in Tecumseh pvt ltd. 14 employees, representing 28%, felt that there should be a relevant experience of 2-3 years for performing a job.

4. Have you been made aware of the policies and procedures of Tecumseh pvt ltd?

Awareness Of The Policies And Procedures Of Tecumseh pvt ltd By Employees			
S.No.	Option	No. of Respondents	Percentage (%)
1	Organization Mission Statement	3	6%
2	The Goal Of The Pharmaceutical companies	2	4%
3	Health And Safety Procedures	4	8%
4	Equal Opportunities Policy	7	14%
5	Professional Association Membership	1	2%
6	Policy On Handling Any Legal Problems	15	30%
7	Policy On Handling Customer Problems	1	2%
8	Staff Disciplinary Procedures	5	10%
9	Policy On Holiday Entitlement	12	24%
Total		50	100%
Source: Primary Data			

Interpretation

From the above graph, it can be inferred that policy on handling any legal problems is the major policy and procedure that employees are aware at Tecumseh pvt ltd. 30% of the respondents said with regard to this. Policy on holiday entitlement is the next policy that majority of the employees are known off at Tecumseh pvt ltd.

5. Does your organization have any specific skills of employee's initiatives in place?

Skills of employees Initiatives In The Organization		
S.No.	Option	Percentage (%)
1	Yes	82%
2	No	18%
Total		100%
Source: Primary Data		

Interpretation

The above table shows that 82% of the HR professionals said that there are skills of employees initiatives in Tecumseh pvt ltd. Only 18% said there are no skills of employees initiatives in the pharmaceutical companies.

6. Are skills of employee's initiatives a top priority in your pharmaceutical companies?

Skills of employees Initiatives – A Top Priority		
S.No.	Option	Percentage (%)
1	Yes	82%
2	No	18%
Total		100%
Source: Primary Data		

Interpretation

The above chart infers that 86% of the HR professionals feel that skills of employees initiatives in Tecumseh pvt ltd are of top priority for their employees. Only 14% said it is of not that much high.

7. How does your organization identify talent?

Identifying The Talent Of Employees By Tecumseh pvt ltd			
S.No.	Option	No. of Respondents	Percentage (%)
1	By Competencies	39	78%
2	By Results	5	10%
3	By Potential	6	12%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph indicates that 78% are saying that the pharmaceutical companies identify talent by competencies, 12% said it is by ones potential, and 10% said it is by results or output level of the employees contributed towards department and organization's goal.

8. What are the areas does Tecumseh Pvt ltd needs to improve in terms of skills of employees initiatives?

Areas Of Improvement By Tecumseh pvt ltd			
S.No.	Option	No. of Respondents	Percentage (%)
1	Aligning employees with the mission and vision of your organization	1	2%
2	Assessing candidates skills earlier in the hiring process	8	16%
3	Creating a culture that makes employees want to stay with the organization	11	22%
4	Creating a culture that makes individuals want to join the organization	3	6%
5	Creating a culture that values employees work	10	20%
6	Creating an environment where employees are excited to come to work each day	6	12%
7	Creating an environment where employees ideas are listened to and valued	5	10%
8	Creating policies that encourage career growth and development opportunities	4	8%
9	Identifying gaps in current employees and candidate competency levels	2	4%
Total		50	100%
Source: Primary Data			

Interpretation

From the above graph, it can be inferred that creating a culture that makes employees want to stay with the organization is the major improvement area that Tecumseh pvt ltd need to focus on. 22% voted in favor of this area where Tecumseh pvt ltd should take initiatives to make employees stay with the organization. Creating a culture that values employees work is also a much needed improvement area for the pharmaceutical companies with 20% of the respondents are not satisfied with the current skills of employees processes of the pharmaceutical companies.

9. Does your organization have a specific staff member whose position is exclusively responsible for overseeing skills of employees initiatives?

Staff Member At Tecumseh Pvt Ltd For Overseeing Skills of employees Initiatives			
S.No.	Option	No. of Respondents	Percentage (%)
1	Yes, At Management Level	34	68%
2	No	16	32%
Total		50	100%
Source: Primary Data			

Interpretation

Of the 50 sample chosen, 68% of the respondents said that there is a particular staff member or team for looking after skills of employees initiatives at Tecumseh pvt ltd. 32% of the respondents said no.

10. What are your pharmaceutical companies talent retention initiatives?

Talent Retention Initiatives - Tecumseh pvt ltd			
S.No.	Option	No. of Respondents	Percentage (%)
1	Acquiring New Talents	20	40%
2	Leveraging Existing Talents	18	36%
3	Retaining The current Potential	12	24%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph illustrates that majority of the respondents 40% feel that acquiring new talents is the major talent retention initiatives that Tecumseh pvt ltd follows, while 18 people said that the pharmaceutical companies depends on leveraging existing talents.

11. Which broadly defines job description are the most critical in terms of attracting and retaining employees?

Factors Important For Tecumseh pvt Ltd To Attract And Retain Employees			
S.No.	Option	No. of Respondents	Percentage (%)
1	Sales & Marketing	1	2%
2	Business Development	9	18%
3	Finance	2	4%
4	Field Operations	5	10%
5	Research And Development	9	18%
6	Innovation	8	16%
7	Business Unit Leadership	9	18%
8	Senior Management	4	8%
9	Program Management	3	6%
Total		50	100%
Source: Primary Data			

Interpretation

From the above graph, it can be inferred that business development, research and development, business unit leadership are the major factors for Tecumseh pvt ltd to attract and retain employees, according to the respondents. 18% of the respondents each said that these three are main for a pharmaceutical companies to be in good position in the market.

12. What are the kinds of talent development activities carried out in Tecumseh pvt ltd?

Kinds Of Talent Development Activities - Tecumseh pvt ltd			
S.No.	Option	No. of Respondents	Percentage (%)
1	Building Classroom Workshops	22	44%
2	Training/Coaching	9	18%
3	Mentoring	4	8%
4	Education	3	6%
5	Short Term Assignments	11	22%
6	Others	1	2%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph shows that building classroom workshops is the primary talent development activity carried out in Tecumseh pvt ltd for employees with 44%. 22% said short term assignments is the major talent development activity for employees.

13. Respondents Based on Their Facilities Provided By The Pharmaceutical companies

Respondents Based On Their Facilities Provided By The Pharmaceutical companies			
S.No.	Option	No. of Respondents	Percentage (%)
1	Providing Good Working Environment	22	44%
2	Providing Good Pay Scale	16	32%
3	Others	12	24%
Total		50	100%
Source: Primary Data			

Interpretation

Of the total sample, 44% are saying that good working environment is the major facility provided by the pharmaceutical companies, 32% are saying that the pharmaceutical companies is providing good pay scale and 24% are said some other options.

14. What according to you the below elements of compensation attract and retain top performers?

Major Elements That Attract And Retain Top Performers			
S.No.	Option	No. of Respondents	Percentage (%)
1	Base Pay	18	36%
2	Health Care Benefits	8	16%
3	Retirement/Education Benefits	6	12%
4	Share Options/Equity Participation	2	4%
5	Child Care Costs/Arrangement	4	8%
6	Job Security	12	24%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph shows that base pay is the major element that attract and retain top performers, according to the respondents in Tecumseh pvt ltd. 36% of the respondents, representing 18 people said base pay is the major element, while 24% said it is job security.

15. What do you expect whether there would a change in the budget allocation by the pharmaceutical companies for recruiting, developing, and retaining employees in the coming years?

Budget Allocation By Tecumseh pvt ltd For Recruiting, Developing, And Retaining Employees			
S.No.	Option	No. of Respondents	Percentage (%)
1	Increase	11	22%
2	Decrease	9	18%
3	No Change	30	60%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph indicates that 60% of respondents, representing 30 people, said that that there would not be any change for budget allocation by Tecumseh pvt ltd for recruiting, developing, and retaining employees, while 22% said there would be an increase and 18% said there would be a decrease.

16. Respondents Based On Motivation Technique

Motivation Technique Used By Tecumseh pvt ltd			
S.No.	Option	No. of Respondents	Percentage (%)
1	Incentives	18	36%
2	Bonus	16	32%
3	Allowance	14	28%
4	Others	2	04%
Total		50	100%
Source: Primary Data			

Interpretation

The above graph indicates that 36% are saying that the pharmaceutical companies motivates the employees by giving incentives more to make employees happy, 32% said it is bonus, and 28% said it is allowances which is the major motivational technique used by the pharmaceutical companies

6. FINDINGS

1. Most of the covered companies have talent specific initiative in place and they give them top priority in their organization. They also have exclusive staff member for managing talent initiatives
2. Most the employees have a clear knowledge about the pharmaceutical company's vision, mission and objectives.
3. In Tecumseh pvt ltd the talent is identified by competencies (78%) and the HR professional view to increase career growth opportunity.
4. 30% of the respondents said policy on handling any legal problems is the major policy and procedure that employees are aware at Tecumseh pvt ltd
5. HR staffs as well as the department heads are responsible for recruiting individuals
6. Acquiring new talents is top priority for Tecumseh pvt ltd (40%)
7. Sales and business development are the two areas where retaining talent is most difficult
8. Class room workshop (44%) is mainly usually used by Tecumseh pvt ltd to carry out talent development activities

9. Majority of the respondent view organizational culture as a main driving force for the new talent and for the existing talent. Even rewarding plays a important role
10. Base pay (36%) and Job security (24%) are the two main areas for retaining talent in coming years. Other than this, incentives (36%) play an important role in motivating the employee.
11. Tecumseh pvt ltd is using certification for improving the training programs.
12. The employees of Tecumseh pvt ltd are clear about their role and responsibility and they know about other staff members also.
13. Most of the respondents are neutrally satisfied by job description, salary review, health care benefits etc.
14. The employees have a mix response on benefits like Medical insurance package, Pharmaceutical companies savings plan, Retirement plan, Holiday Entitlement, Job market etc.
15. Overall 68 % employee are extremely satisfied where as 32% are just satisfied with Tecumseh pvt ltd

7. SUGGESTIONS

According to survey conducted, the organization should concentrate on aspects suggested by employee and HR managers. The following are the improvements that the organization should make for:

1. Organization must have meaningful descriptions of the capabilities (skills, behaviors, abilities and knowledge) required throughout the organization.
2. Organization must be able to relate those skills and capabilities to a role or a center of demand, such as a job position, project or leadership role.
3. Skills of employees processes must create a comprehensive profile of their talent. They must be able to track meaningful talent related information about all of their people - employees, contractors, or candidates.
4. The working culture of the organization should be improved and maintained to retain talent in long run.
5. More certified training should be given to the employee to boost their effectiveness and efficiency. It should be used as a tool of motivation.
6. The organization should identify the crucial talent initiative to attract and retain the employee. They should know which skills of employees elements can have the greatest impact on the business and therefore provide a better basis for prioritization and

8. CONCLUSION

Tecumseh pvt ltd is an pharmaceutical companies located in Hyderabad, India. The pharmaceutical companies has excellent intellectual HR team for guiding the employees and provides better skills of employees processes solutions. It has large network and contacts in multiple industries across India. As organizations continue to pursue high performance and improved results through skills of employees practices, they are taking a holistic approach to Skills of employees from attracting and selecting wisely, to retaining and developing leaders, to placing employees in positions of greatest impact. The mandate is clear: for organizations to succeed in today's rapidly changing and increasingly competitive marketplace, intense focus must be applied to aligning human capital with corporate strategy and objectives. It starts with recruiting and retaining talented people and continues by sustaining the knowledge and competencies across the entire workforce. With rapidly changing skill sets and job requirements, this becomes an increasingly difficult challenge for organizations. Meeting this organizational supply and demand requires the right "Talent DNA" and supporting technology solutions. By implementing an effective skills of employees strategy, including integrated data, processes, and analytics, organizations can help ensure that the right people are in the right place at the right time, as well as organizational readiness foCroucher, R. & Brookes, M. (2009). 'German employers' inputs to employee skills development.

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