

# **CRISIS IN EFFECTIVE MANAGEMENT OF COMPETENCE: RESEARCH IMPERATIVE**

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## Abstract

*In the present competitive environment, there are vital role of an academicians. It is challenge for every academicians that how they could competent to their students. The present course of studies should be matched with effective application of knowledge in the field of his role and responsibilities. Students could use their academic knowledge in their service life. So, the course of studies should be in such a manner that could fulfill the demand of the business responsibilities. However, the present education system fails to provide qualitative, skilled, intelligence, and competence human resources or staffs or employees to the business organization. Thus, this consequence provides input for the supply of competent person in the every aspect of the any organisation. To conduct this present study extensive reviews of literature have been made. There are a good no of research has been done in the field of human resources management but there is no such remarkable research has been made on crisis in effective management of competence. So, the present paper attempts to study on crisis in effective management of competence. The present study is based on both primary and secondary data. The primary data has been collected through well designed questionnaires from 50 respondents equally divided among academicians, research scholars, service holder, employers and general public which are collected in the month of January & February 2016 and the secondary data are collected from journals, newspapers, internet etc. The collected data are systematically tabulated and classified for the purpose of analysis and interpretation of result. To prove the objective of the study various statistical tools like percentage calculation, mean, chi-square test and Likert 5 point scale has been used. This study concluded on that the role of academicians in build of competent person for any organization is very much vital.*

**Keywords: Crisis, competence person, human resources management, academicians, effective management.**

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# **CRISIS IN EFFECTIVE MANAGEMENT OF COMPETENCE: RESEARCH IMPERATIVE**

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## **INTRODUCTION:**

Today in the sphere of business management, the role of managing human resources is very much crucial. India is having best growth prospects in her history; but there is a crisis of immeasurable magnitude on the HR front. Nasscom Strategic Review states that out of the 3.2 million graduates that India generates every year, only about 50% of the engineers and 15-20% of other graduates are readily employable. Capacity Building' is distinct from the current models of education and training. It is focused that on-the-job training which ensures the trainees to go through real world' projects in simulated environments. The HR manager has to procure skilled, qualified and suitable candidates for the job. The HR manager should adopt befitting human resources planning (HRP) in the efficient management of human resources in the organisation. The Human Resources Planning (HRP) is not an absolute rather a relative managerial functions. It involves tact and techniques applicability. It ensures that right type of people, in the right number, at the right time and place, who are trained and motivated to do the right type of works at right time can be a resource pool empowered towards excellence. But, there is a talent crunch and a widening gap between available skill and required skill.

Neither individuals nor organizations can be successful if they stick with the old assumptions, according to Drucker, just as the horse and carriage can no longer compete with the automobile. In Drucker's eyes this has major implications for individuals, organizations, and management consultants who would use process models, personality type theory, and ideas of human consciousness to improve individual, team, and organizational performance.

The enterprise should estimate its manpower requirements and then find out the sources from which the needs will be met. If required man power is not available then the work will suffer. Job opportunities are available in the country but trained personnel are not available.

Human resource means skills, knowledge, values, ability, commitment, motivation etc. in addition to the number of employees. Though achievements of organizational goals and objectives are primary goal similarly human resource planning and maintain competence staff is

also equal important. Thus, the crisis of effective managerial competence is much more serious problems of any organisation and it is requires research by academicians for the solution of crisis in the effective management competence.

## **REVIEW OF LITERATURE:**

Researchers, Scholars, Teachers, Academicians, Students, Practitioners, Industrial Association, Government and non-government organizations etc. are making a conscious study of literature through discussing keeping themselves alert to needs timely. In the present study also, before analysing the “Crisis in effective management of competence: Research Imperative” it is necessary to review the literature on the subject. The purpose of referring the research paper, project reports, articles, website and working it also provides supportive drive and evidence for the findings of the study. A number of studies have been conducted in the world, India on the analyzed subject. Following is just an indicative list of such literatures:

**Khandwalla, Pradip N. (2004)** in his article titled as “Competencies for Senior Manager Roles” studied the relationship between managerial roles and competencies. He concluded on much work remains to be done to convert competencies into specific skills that can then be delivered to managers through training, job rotation, on-the-job experiences, mentoring, etc.

**Khan, Saleena and Chahar, Bhawna (2010)** in their paper “Future of HR management in Indian scenario: Issues & Challenges” studied the various Issues that HR is facing in today’s corporate scenario. They concluded that a few challenges they have been able to overcome successfully but a lot of issues still need to be dealt with.

**Nithyavathi, K. and Radha, P. (2014)** in their article “Job Competency of Bank Employees in India (With Special Reference to Coimbatore District)” analyze with an introspective view on the various measures initiated by the scheduled commercial banks for enhancing their employees’ job competency levels and the competency level of employee. They concluded that there exists difference in the competency level of employee’s working in one bank to the other.

**Trehan, Sangeeta and Setia, Karan (2014)** in their paper “Human Resource Management Practices and Organizational Performance: An Indian Perspective” studied the role of human resource practices in creating and sustaining organizational performance, specifically in the Indian context. They concluded that HRM practices must be married with not just the strategic

objectives and market orientation of the organization but also the organizational culture, especially in the Indian context.

**Jeet, Vikram and Sayeeduzzafar (2014)** in their paper “A Study of HRM Practices and its Impact on Employees job Satisfaction in Private Sector Banks: A Case Study of HDFC Bank” studied impact of human resource management practices on job satisfaction of private sector banking employees. They concluded that the HRM practices like Training, Performance Appraisal, Team Work and Compensation has significant impact on job satisfaction. On the other hand Employee Participation has no significant impact on job satisfaction of the employees of HDFC banks.

### **RESEARCH GAP:**

There are a good no of research has been done in the field of human resources management but there is no such remarkable research has been made on crisis in effective management of competence. So, the present paper attempts to analysis the crisis in effective management of competence.

### **OBJECTIVE OF THE STUDY:**

The objective of the study is

**“to analysis the crisis in effective management of competence”**

### **RESEARCH METHODOLOGY:**

The present study is made to analyze the crisis in effective management of competence in organisation. To conduct this present study extensive reviews of literature have been made. The present study is based on both primary and secondary data. The primary data has been collected through well designed questionnaires from 50 respondents equally divided among academicians, research scholars, service holder, employers and general public which are collected in the month of January & February 2016 and the secondary data are collected from journals, newspapers, internet etc. The collected data was edited, coded, tabulated, grouped and organized according to the requirement of the study and for the purpose of analysis and interpretation of result. To prove the objective of the study various statistical tools like percentage calculation, mean, chi-square test and Likert 5 point scale has been used.

## DATA ANALYSIS AND INTERPRETATION:

**Table No 1: Profile of the Sample**

Profile	No. of respondents (N=50)	% to Total	Valid %	Profile	No. of respondents (N=50)	% to Total	Valid %
<b>Gender:</b>				<b>Age:</b>			
Male	25	50	50	Up to 25	12	24	24
Female	25	50	50	26-40	22	44	44
<b>Education:</b>				Above 40	16	32	32
Degree	7	14	14	<b>Occupation:</b>			
Post Degree	19	38	38	Academician	10	20	20
Above Post Degree	24	48	48	Research Scholar	10	20	20
<b>Annual Income:</b>				Service holder	10	20	20
Below Rs 1,00,000/-	7	14	14	Employer	10	20	20
Rs. 1,00,000-5,00,000	26	52	52	General People	10	20	20
Above 5,00,000/-	17	34	34				
<b>Total Sample (=N)</b>	<b>50</b>	<b>100</b>	<b>100</b>	<b>Total Sample (=N)</b>	<b>50</b>	<b>100</b>	<b>100</b>

(Source: Collected and compiled from Field Study)

**Profile of Sample Unit:** The sample unit is includes academician, research scholar, service holder, employers and general people (each category has equal percentage to total sample units) in the Cuttack city including male and female. The Sample unit is 50 and it includes 25 female stakeholders and 25 male stakeholders. So, the respondents as regards to male and female are 50%.

Table no 1 show that out of 50 respondents 14% have below Degree, 38% have Post degree and 48% have above Post degree qualification. Out of 50 respondents 14% have below Rs. 1,00,000/-, 52% have between Rs. 1,00,000 to Rs. 5,00,000/- and 34 % have above Rs. 5,00,000/- as their annual income. Out of 50 respondents 24 % have up to 25 years age, 44% have between 26 to 40 years age and 32 % have above 40 years age.

**Table No 2: Perceptual Attributes of the Sample Units**

Perception	No of respondents	% to Total	Test Statistics(5 % level of significance )	Perception	No of respondents	% to Total	Test Statistics(5 % level of significance )
<b>Present Course of Study</b>				<b>Education on Competence</b>			

Perfect	32	64	$\chi^2= 28.84$ p value=5.991 d.f.=2	Satisfactory	12	24	$\chi^2= 19.24$ p value=5.991 d.f.=2
Imperfect	17	34		Unsatisfactory	31	62	
Neutral	1	02		Neutral	07	14	
<b>Education System</b>				<b>Vocational Education</b>			
Appropriate	27	54	$\chi^2= 20.44$ p value=5.991 d.f.=2	Satisfactory	25	50	$\chi^2= 17.08$ p value=5.991 d.f.=2
Inappropriate	21	42		Unsatisfactory	22	44	
Neutral	2	04		Neutral	03	06	
<b>Current Management Education</b>				<b>Training System</b>			
Satisfactory	22	44	$\chi^2= 12.28$ p value=5.991 d.f.=2	Satisfactory	27	54	$\chi^2= 20.44$ p value=5.991 d.f.=2
Unsatisfactory	23	46		Unsatisfactory	21	42	
Neutral	05	10		Neutral	02	04	
<b>Total Sample(N)</b>	<b>50</b>	<b>100</b>		<b>Total Sample(N)</b>	<b>50</b>	<b>100</b>	

(Source: Collected and compiled from Field Study)

**Profile of Sample respondents' Perception:** The table no 2 shows the perceptual attributes of the sample unit in the study area. As so far as the respondent's' perception towards present course of study, Current Education system, Current management education, current competence education, Vocational education, training system the test statistics chi-square test show that the null hypothesis there is no significant difference between magnitude of different perceptual factors reported in human resource management and current education system towards managing the organisation is rejected and so, there is significant difference between different magnitude of different perceptual factors reported in human resource management and current education system towards managing the organisation.

If we analysis the current management system the respondents results is equal towards satisfactory and unsatisfactory. If we analysis the competence education system 24% respondents said yes it is satisfactory where as 62% respondents i.e. more than 50% respondents said it is unsatisfactory. Hence, in the present situation a lot of job opportunities have been available but there is generally shortage of competence persons to the job. So, we may say there is crisis in effective management of competence.

### Ranking of different competence factors by Sample respondents:

The table no. 3 show that selected sample respondents ranked the different competence factors like present course of study, Current Education system, training system, Vocational education, Current management education, current competence education, as 1, 2, 3, 4, 5 and 6 respectively. The rank is from strongly agree to strongly disagree. Thus, the Likert 5 point scale shows there is crisis in effective management of competence in any organisation.

**Table No 3: Likert 5 point Scale for Ranking of Different HRM/ Competence factors**

HRM Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Total Score	Rank
Current Mgt. Education	15	12	2	11	10	50	161	5
Course of study	18	12	5	10	5	50	178	1
Training System	17	9	4	12	8	50	165	3
Education on Competence	9	13	9	7	12	50	150	6
Education System	16	15	1	11	7	50	172	2
Vocational Education	13	16	2	9	10	50	163	4

(Source: Collected and compiled from Field Study)

### SUMMARY, FINDINGS AND CONCLUSIONS:

The Human Resources Planning (HRP) is the important managerial functions. It ensure that right type of people, in the right number, at the right time and place, who are trained and motivated to do the right type of works at right time, there is generally a shortage of suitable persons. The enterprise should estimate its manpower requirements and then find out the sources from which the needs will be met. If required man power is not available then the work will be suffer. Job opportunities are available in the country but trained personnel are not available.

#### Key Findings:

- There are crisis in effective management of competence. So, the enterprise should estimate its manpower requirements and then find out the sources from which the needs will be met.
- The competence education should be run effectively which can provides competence human resources suitable for the organizational works.



## **Conclusions:**

There should be development in the current education system. The course of study should be prepared according to the job requirement in the organisations. The competence education and management education should be renders to the students which will help full for them in future course of actions."One does not 'manage' people," Drucker says, "The task is to lead people. And the goal is to make productive the specific strengths and knowledge of each individual." Specific strength and knowledge requires appropriate research. The organisation with right research can plan to procure right type of people, in the right number, at the right time and place, who will be trained and motivated to do the right type of works at right time. This will lead to a productivity shift. There is generally a shortage of suitable persons and the new organizational assumptions show the need for a balance between sensing and intuition to facilitate the perceiving of new realities towards human composition and actualizing the concept of MONOZUKURI means, having the spirit to produce excellent products and the ability to improve constantly the production system and process. This is the requirement of the running century.

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