A Study on SWOT Analysis of Employees in Hyundai Motors in and around Hyderabad

Dr. Shama Yasmeen
Associate Professor, Global education Centre (MBA), Moinabad.

Abstract:
The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. And one of the most commonly used HR practice is competency mapping for development of the employees. Identifying and development of the competencies in organization enable better performance management as well as reward and recognition systems leading to career and succession planning programs. Also, competency mapping is a strategic HR frame work for monitoring the performance.
The aim of this study is to find out the competency mapping of the organization and level of competencies of employees in this organization. For the data collection, study used the questionnaire and survey. In this study sample size was 30 employees in the organization. For the analysis of data used percentage analysis, bar diagrams, pie diagrams in this study. This study found out that majority of the employees has competency skills.

Key words: Strength, weakness, Competency, Competency mapping, Competency profiling, competency map.

INTRODUCTION:

 In the modern complex world, which is characterized by scarcity of resources, it has become first and foremost object of every businessperson to use the available resources efficiently and in best way. The different resources include Manpower, Material Machinery and Money to maximize returns and minimize wastage all these resources must be properly synchronized. Man power, both technical and managerial, is the mostimportant resource of organization. No other factor can be utilized efficiently without manpower. Thus, its mismatch with any of the factor will give rise to wastage of time, money and efforts, leading to loss of efficiency. Thus, it's very necessary to use this resource effectively. However, the most important resource is also the most difficult to manage. The reason for this difficulty is that no two persons are similar. Each person is being endowed with differentqualities, skills, attitudes, motives, knowledge etc… Moreover, these factors have animperative impact on their performance. Thus, concisely one can conclude and come to a point that select on and recruitment of employees forms one of the crucial functions of an Organization.
Human Resource Management performs the function of Recruitment, select on, training, development and remuneration. In addition, among these recruitments and select on functions seems to be the most difficult one as they deal with selection and appointment of employees. It's the efficiency of HRM in performing these two functions, which leads to overall efficiency in an organization. Thus, it is necessary to recruit the individual who is required by the organization. In other words, individual who is best suited to do the jobmust be selected. It will be wastage of resources if a person who does not suit the job and cannot do the job efficiently is been selected.
Some scholars see "competence" as a combination of practical and theoretical knowledge, cognitive skills, behaviour and values used to improve performance; or as the state or quality of being adequately or well qualified, having the ability to perform a specific role. For instance, life, management competency might include systems thinking and emotional intelligence, and skills in influence and negotiation.

Competency is also used as a more general description of the requirements of human beings in organizations and communities.

Competency is sometimes thought of as being shown in action in a situation and context that might be different the next time a person has to act. In emergencies, competent people may react to a situation following behaviours they have previously found to succeed. To be competent a person would need to be able to interpret the situation in the context and to have a repertoire of possible actions to take and have trained in the possible actions in the repertoire, if this is relevant. Regardless of training, competency would grow through experience and the extent of an individual to learn and adapt.

Competency mapping a process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioural, conceptual knowledge and attitude and skills, etc..) needed to perform the same successfully.

Competency mapping analyses individual 's "SWOT "(Strengths, Weaknesses, and Opportunities &Threats) for better understanding and this helps to improve his career growth. This identifies the gap for improving knowledge to develop. Companies are vastly shifting their approach of having multi-skilled employees with knowledge of only one skill. The Competency models thus not only help the organizations in providing a —Blue print for the entire gamut of behaviour that produce excellent performance but can also provide an important and useful tool to guide individual development.

A competency mapping model is an organizing framework that lists the competencies required for effective performance in a specific job, job family (Eg. group of related jobs), organization, function, or process. Individual competencies are organized into competency models to enable people in an organization or profession to understand, discuss, and apply the competencies to workforce performance. Competency Mapping is a process of identifies key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.It has been a general observation that hard work, sincerity, knowledge, intelligence alone does not make a person a star performer in his/her profession. There are other factors that help an individual excel in his job. Good managers are generally aware about different qualities a person must possess to do a job effectively, and they make use of their knowledge to select and train their subordinates. Organizational psychologists have refined this understanding and converted it into a structural and formal process called Competency Mapping. It has emerged as one of the most powerful tools aiding the improvement for the HR professionals in finding the right employee for a job and development of the employed person in doing the assigned job effectively.

OBJECTIVES OF THE STUDY:
➢ To analyze the competency mapping of the organization.
➢ To identify competencies of employees in the organization
➢ To ascertain level of deficiency in competencies
➢ To suggest various measures to overcome deficiencies in competencies

SCOPE OF THE STUDY:
To understand Competency mapping and its impact on productivity of the organization, the study of Competency mapping is necessary. A detailed study of Competency mapping has been made by studying various literatures on competency mapping and by referring various articles on the same. The effort is made to understand various measurements, importance and application precisely. The process of designing a Competency Model and its properimplementation in an Organization is also studied and understood with the help of articles and various literatures.

RESEARCH METHODOLOGY:

Research methodology is a way to systematically solve the research problem. It deals with the objective of research study in the method of defining the research problem, the type of data collected, method used for data collection and analyzing the data etc. The methodology includes collection of primary data

SOURCES OF DATA:

The study is conducted on the basis of primary data collected from Hyundai Motors, Hyderabad.

Secondary datais also a part of study. The primary data were collected from employees of Hyundai Motors, Hyderabad.

Direct personal questionnaire method and interview was adopted to collect information from the employees.

Two sources of data's are mainly used for the study. They are

❖ Primary data
❖ Secondary data

• Primary data: This data is gathered from firsthand information sources and it includes data's from employees, clerks etc. by administrating the questionnaire having face to face interaction with employees we also collect primary data by interviewing mangers.

• Secondary data: This data are those data which have already been collected, tabulated and presenting in some forms by someone else for some other purpose .In this study internet, journals, magazines, etc. were used for collecting data.

SAMPLING METHOD

The sampling method used is convenient sampling.

SAMPLE SIZE:

The sample size is 30 which include only the employees in the organization.

TOOLS FOR DATA COLLECTION:

➢ Questionnaire
➢ Interview

TOOLS FOR DATA ANALYSIS:

➢ Tables
➢ Bar diagram
➢ Pie diagram

LIMITATIONS:

➢ Employees are busy in their work and so they are not sincerely co-operate for data collection.
➢ The survey is limited only in Hyderabad (Lakdi ka phool area).
➢ Data provided by the respondent need not always true as their perception can change based on new experience some people also will not say what they really want

COMPANY PROFILE:

Hyundai Motor Company is a Korea- based company principally engaged in the manufacture and distribution of automobiles and parts. In India it is the second largest automobile manufacturer in India and it was formed on 6th may 1996 by the Hyundai Motor Company of south Korea. In 1996, only five major automobile manufacturers were existing when Hyundai entered the Indian Market.

Maruti, Hindustan, Premier, Tata and Mahindra Daewoo entered the Indian Automobile market, for more than a Decade till Hyundai arrived.

Hyundai Ranked the **'Number One position in After Sales Customer Satisfaction'** with the all-time high score of 923 points in J.D.Power 2017 India Customer Service Index (Mass market) Study. To support its growth and expansion plans, HMIL currently has 490 dealers and more than 1,293 service

points across India. In its commitment to provide customers with cutting-edge global technology, Hyundai has built a modern multi-million dollar R&D facility in Hyderabad.

YEAR	DOMESTIC SALES	EXPORTS	TOTAL
2012	391,276	250,005	641,281
2013	380,000	233,260	613,250
2014	410,000	191,221	601,221
2015	476,001	167,268	643,269
2016	500,537	161,517	660,054

AWARDS AND ACHIEVEMENTS
- **Indian Car of The Year (ICOTY)**
- 2008 — Hyundai i10
- 2014 — Hyundai Grand i10
- 2015 — Hyundai Elite i20
- 2016 — Hyundai Creta
- 2018 -- Hyundai Verna
- **J D Power Appeal Awards 2016 demonstrating excellence of 'Made In India' Products as per global standards for Grand-i10,Elite-i20 & Creta.**

THEORITICAL FRAMEWORK
COMPETENCY MAPPING:
It is a process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies (technical, managerial, behavioural, conceptual knowledge and attitude and skills, etc.) needed to perform the same successfully.

• *Competency Map*. A competency map is a list of an individual's competencies that represent the factors most critical to success in given jobs, departments, organizations, or industries that are part of the individual's current career plan.

• *Competency Mapping*. Competency mapping is a process an individual uses to identify and describe competencies that are the most critical to success in a work situation or work role

• *Competency profiling.* It is the process of identifying the knowledge, skills, abilities, attitudes, and judgment required for effective performance in a particular occupation or profession. Competency profiling is business/company specific.

COMPETENCY MAPPING EVOLUTION:
In the beginning of the 20th century, work brought complex skills to the job. Typical Business process required specific competencies for the task at hand. These competencies could be acquired only through years of on-the-job learning and practice.

Then came the era of scientific management where Frederic Taylor's and Henry Ford's use of assembly line shifted competencies from workers to time and motion study. Complexity was minimized and efficiency was maximized. Process expertise left little scope for training.

World War II (mid-century) enforced management centric views where officers gave orders to subordinates who obeyed without questions. Thus, people in command were assumed to have information, perspective and ability to make decisions. After the war they still lived under a command and control hierarchy.

In the post war decade, the demand was unparalleled and competition was little. The turnaround came when in the early 1960's when McClelland wrote a landmark article in the American Psychologist

asserting that IQ and personality tests that were then in common use were predictors of competency. He felt that companies should hire people based upon competencies rather test scores.

In the year 1973 McClelland developed new methods to predict human performance for US Information Agency. Objective was to eliminate the potential biases of traditional intelligence and aptitude testing. This was the beginning of the field of competence measurement. McClelland began by asking the USIA's personnel director and some top managers for the name of their most outstanding employees. He also asked for the names of people whose jobs were secure but who were in no way outstanding.

McClelland and his associates asked the 2 groups to describe 3 incidents where they felt that they have performed outstandingly and where they have messed up.

Many skills that the panel of experts had identified as crucial to job performance turned out to be irrelevant to the everyday duties of the people interviewed by McClelland

DEFINITION
United Nations Industrial Development Organization (2002)

"A competency is a set of skills, related knowledge and attributes that allow an individual to successfully perform a task or an activity within a specific function or job."

Competency Mapping can be defined as a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization. The individual's level of competency in each skill is measured against a performance standard established by the organization Competency Mapping can be defined as a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organization.

DATA ANALYSIS AND INTEPRETATION:
Table1: Behavior to cope up the situation

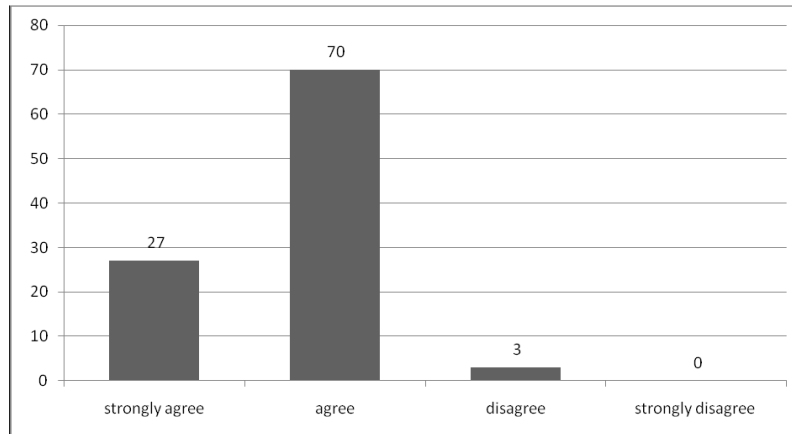| Criteria	No of employees	percentage
YES	30	100
NO	0	0
TOTAL	30	100

INTERPRETATION:
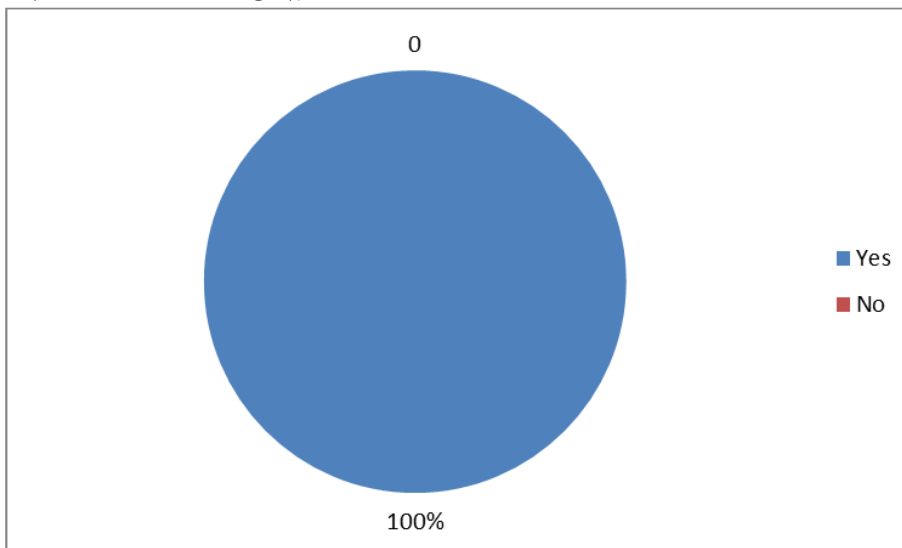
Out of 30 employees, 100% of employees are ready to alter their behaviour and view point to   the   situation

Table 2: Services to client

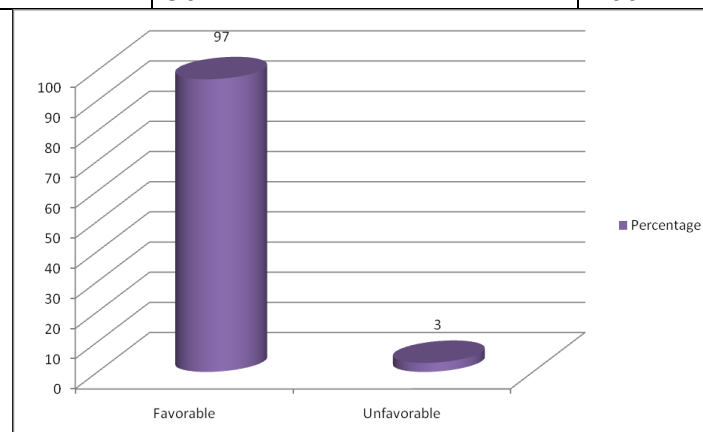| CRITERIA	NO OF EMPLOYEES	Percentage
Strongly agree	8	27
Agree	21	70
Disagree	1	3
Strongest disagree	0	0
Total	30	100

Interpretation:

The above graph shows that out of 30 employees 27% are strongly agreed, 70% are agreed, 3% are disagreed with the provided service to a client or stake holder beyond their expectations.

TABLE3: REACTIONS OF EMPLOYEES TOWARDS CLIENT NEED

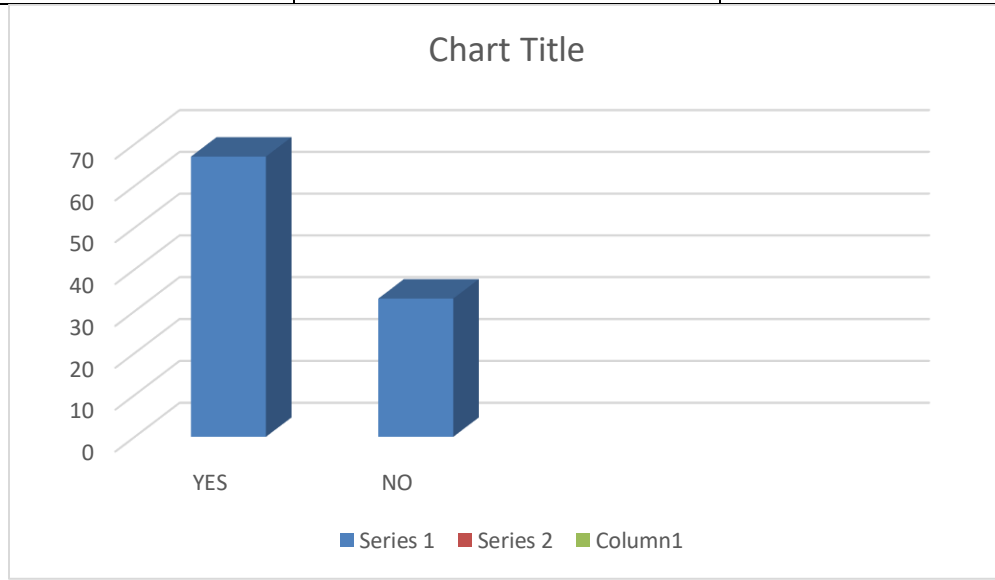| Criteria	No of employees	percentage
Favorable	29	97
Unfavorable	1	3
TOTAL	30	100

Interpretation:

Out of 30 employees, 97% employees favourably react towards client needs and 3% of employees are unfavourablyreact towards client needs.

TABLE 4: PROBLEM SOLVING MENTALITIES OF EMPLOYEES

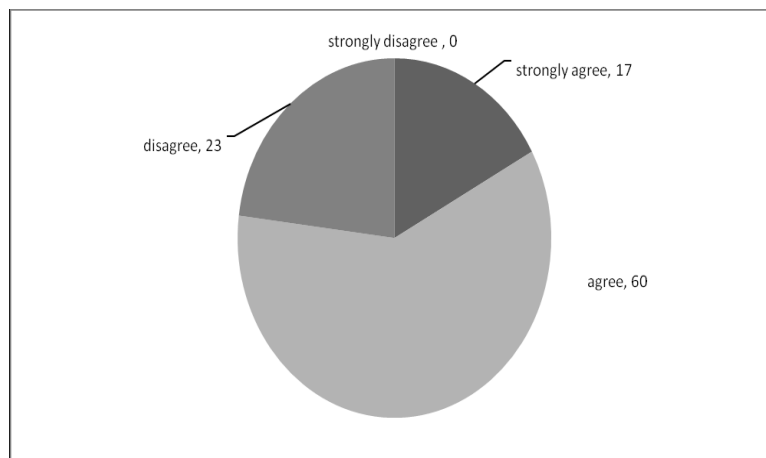| Criteria	No of employees	percentage
YES	20	67
NO	10	33
TOTAL	30	100

INTERPRETATION:

Out of 30 employees, 67% employees said YES and 33% of employees said NO to problem solving mentalities of employees.

TABLE5: ALTERATION TOWARDS OTHER SAVINGS

Criteria	No of employees	percentage
STRONGLY AGREE	5	17
AGREE	18	60
DISAGREE	7	23
STRONGLY DISAGREE	0	0
TOTAL	30	100

INTERPRETATION:

The graph indicate that out of 30 employees ,17%employees are strongly agreed , 60% employees are agreed,23% employees are disagreedregarding alteration towards others words..

FINDINGS:

❖ 100% employees are ready to alter their behaviour and view point to the situation.

❖   27% employees are strong agree, 70% are agree, 3% are disagree with provide services to a client.

❖   97% employees are favourable with reaction towards client's needs.

❖   67% employees are act as an advocate to solve client issues.

❖   60% employees are agreed, 17% employees are strong agreed, 23% employees are disagreed alteration towards others sayings.

SUGGESTIONS:

❖ To improve the problem-solving skill of employees, company should adopt various strategies.

❖ Improve employee's judgment capacity.

❖ Expert training should be provided to employees.

❖ Company should promote employee innovating skill.

❖ Reduces stress in organization through entertainment programs.

❖ Company should provide coaching session to increase employee's competencies.

❖ Company should provide learning seminars and e-learning programs to improve employee's knowledge.

CONCLUSION

Competency Mapping is definitely a new era in the field of HR. It promises economical use of the most important resource, Human Capital by ensuring the best suitable job to the person. It also ensures individuals growth and development. An individual can map his or her competencies and find the job which suits him the most.

In a nutshell it can be concluded that Competency Mapping helps organizations not only in Selecting Round pegs for round holes but also makes smaller round into larger one. In simple words it not only ensures the best person is recruited and placed in the best job suitable to the person, but also through training and appraisal It makes the less competent person into more proficient.

We know that the employees are most important and unavoidable factor in any organization and therefore the study on competency mapping is more relevant today. In addition to this, automobile industry is more competitive today that is why we conducted study on competency mapping of Best Motors. This study reveals that the employees in the organization are competitive, even though company should adopt strategies and measures for improving their performance and to compete with the present competitive environment

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