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A Study On Executives Perception In Assessing Development Needs Of Employees With Reference To Select Companies In Bangalore

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Abstract:

Employee development activities help in the growth and development of employees, who are the true assets of an organization. Organization's need to respect their employees for them to feel motivated and develop a sense of loyalty and attachment towards the organization. Employees strive really hard to accomplish the organization's goals and objectives. Employees need to grow with time. Hence assessing the development needs of the employees is an essential exercise for building a future-ready workforce. The main objective of this paper is to study the perception of executives on effectiveness of the various methods and activities in assessing development needs of employees. The various methods of assessing the development needs of the employees like CEO Evaluation, Supervisor's Evaluation, Annual Performance Evaluation Ratings and Self – Assessment are considered for the study.Further the study also covers the various employee's developmental activities like Job Rotation, Job Enlargement, Job Enrichment, Coaching and On - the Job Training. The research focuses on the effectiveness of this methods and activities in assessing the development needs of the employees in selected groups of companies based in Bangalore. The type of the research adopted in this study is diagnostic study. The required data for the study were collected from both the primary and secondary sources. The primary data is collected through administered questionnaire from 300 executives. The data collected were analysed and presented with the percentages. The findings of the study help to know the perception of executives towards effectiveness of this methods and activities in assessing the development needs of the employees.

Key Words: Training and development, Assessing development needs, Employee development, Business Operation, Key Positions, Talent pool, Perception, Executives, Succession Planning and Management, Replacement Planning, Critical Position, Transition, Leadership Continuity, Leadership pipeline.

I. Introduction:

Executives play a crucial role in assessing the development needs of employees within an organization. Their perceptions and insights can help identify knowledge gaps and skill deficiencies among employees and create strategies for employee development and growth.

There are many ways and means to assess the needs for development and growth of the e,ployees within an organization the most common methods of assessment are:

1. **Performance reviews:** Regular performance reviews are an effective way for executives to gauge the strengths and weaknesses of employees. By identifying areas where an employee may need to improve, executives can create development plans to help them grow.

2. **Observations:** Executives can observe employees in action to get a better understanding of their strengths and weaknesses. They can do this through workplace visits or by joining employees on assignments.

3. **Surveys and feedback:** Executives can solicit feedback from employees through surveys, focus groups, and other feedback mechanisms. This can help them get a sense of what employees believe they need to improve upon and create tailored development plans.

4. **Succession planning:** Executives can also assess employee development needs as part of succession planning. This involves identifying employees with potential to take on leadership roles and creating development plans to prepare them for future responsibilities.

Overall, by taking a proactive approach to assessing the development needs of employees, executives can create a more engaged and skilled workforce that is better equipped to meet the demands of the organization.

Concept of Assessing Development Needs:

Training and development needs analysis is an essential exercise for building a future-ready workforce. Training and development needs analysis is a structured process through which an organization can find out the skill gap in their workforce by assessing their current skill level vis-a-vis the required competencies in the future of work. Training needs analysis can significantly benefit organizations and employees by

contributing to the creation of effective training and development programs thereby improving the efficacy of the training program

A training and development needs assessment indicates an employee's current skills and competency levels. This evaluation is then used to determine where each employee stands in terms of the required competency level needed for maximum performance and productivity in the present and future. A training needs assessment is used before implementing training programs to understand every employee's training needs and designing the training program accordingly.

Conducting a needs assessment is the first step in training needs identification. It helps organizations objectively understand their workforce's current skills and knowledge levels. Training needs assessments are usually created considering specific teams and roles to measure particular competencies outlined in the organizational requirements.

Need for assessment of development needs of employees:

The assessment of the development needs of employees is important for several reasons:

1. **Career Growth:** By identifying the areas where an employee needs to develop, you can create a personalized development plan that enables them to acquire the skills and knowledge required to advance in their careers. This, in turn, can increase job satisfaction and reduce employee turnover.

2. **Enhanced Performance:** Identifying the gaps in the employee's skills, knowledge, and abilities can help in creating a targeted training program to improve their performance. The employee can learn new skills that will help them to work more efficiently and effectively, which will benefit both the employee and the organization.

3. **Increased Productivity:** Addressing the development needs of employees can help them work more effectively and productively, which ultimately leads to improved organizational productivity.

4. **Employee Engagement:** When employees feel that their employer is invested in their development, they are more likely to be engaged and committed to their work, which can lead to better outcomes for the organization.

5. **Talent Retention:** Employees are more likely to stay with an organization that invests in their development, leading to a more skilled and experienced workforce.

Hence, assessing the development needs of employees is a critical step in creating a productive and engaged workforce, improving organizational performance, and retaining top talent.

II. Review of literature:

Md. Mobarak Karim, MusfiqMannan Choudhury and Wasib Bin Latif (2019)[1], suggested in the study that training and development of all staff should be dynamically followed and made obligatory and the employer should give compulsory training programs for all employees in order to improve performance. The study also highlights that there is need for continuous training and development taking into deliberation the opposition, market dynamics, customer satisfaction, and net promoter score among others.

Talent Guard (2017)[2] a consulting firm in their research survey explored 5 ways to develop employees using succession planning which includes constructive feedback from employees, lateral movement of the employees, posing them to leadership roles, putting them on special offshore/onshore assignments and also providing them with extensive internal and external training program to gain their confidence and improve their performance.Abdulraheem Sal and Mohammed Raja (2016)[3] the findings of the study revealed that training and development were positively correlated and claimed statistically significant relationship with employee performance and productivity.PilaMontlhaMpho (2016)[4] recommended that there should be personal involvement of top management in terms of personal accountability to grow leaders. The organization should develop and implement workforce transitioning plans, and invest in credible forecasting of what the future holds.Almuth McDowall and Mark N.K. Saunders (2010)[5] suggested that managers may take a more proactive and directive role in facilitating development than the literature suggests; consequently, their role needs to be considered more actively in HRD learning strategies.

III. Statement of the problem

Employee development is important for employees to enhance their skills and upgrade their existing knowledge in order to perform better. Employee development activities prepare individuals for adverse conditions and unforeseen situations. Assessing development needs of the employees is very essential to design best training and development activities for the organizational success. There are many studies on the impact of training and development of the employees on the organizational performance. But there is

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[1]Md. Mobarak Karim, Musfiq Mannan Choudhury and Wasib Bin Latif, *'THE IMPACT OF TRAINING AND DEVELOPMENT ON EMPLOYEES' PERFORMANCE: AN ANALYSIS OF QUANTITATIVE DATA'*, The International Journal of Business and Management Research, February 2019

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need felt to study on assessing the development needs of the employees. Hence this study is undertaken to focus on the effectiveness of various methods and activities on assessing the development needs of the employees.
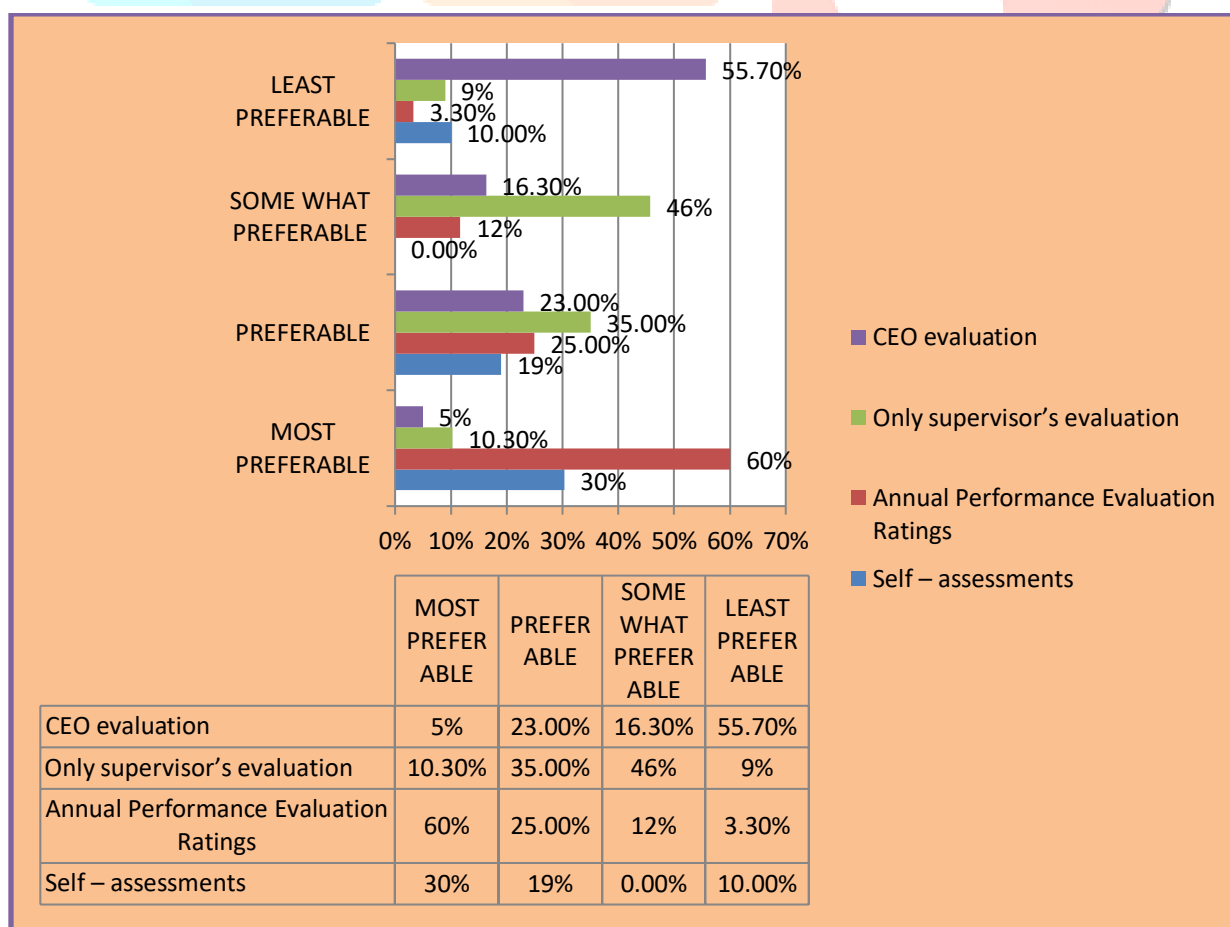
IV. Objectives of the study:

1. To study on the various methods which would be most effective in assessing development needs of the employees.
2. To study on the various activities in terms of their effectiveness in developing employees.

V. Data Analysis:

1. **Opinion about the methods which would be most effective in assessing development need:** Out of 300 respondents 60% consider that the most preferable method in terms of assessing development need is annual performance evaluation rating and 55.7% consider the least preferred method in terms of assessing development need is CEO evaluation.

Figure 1: Methods which would be most effective in assessing development need.

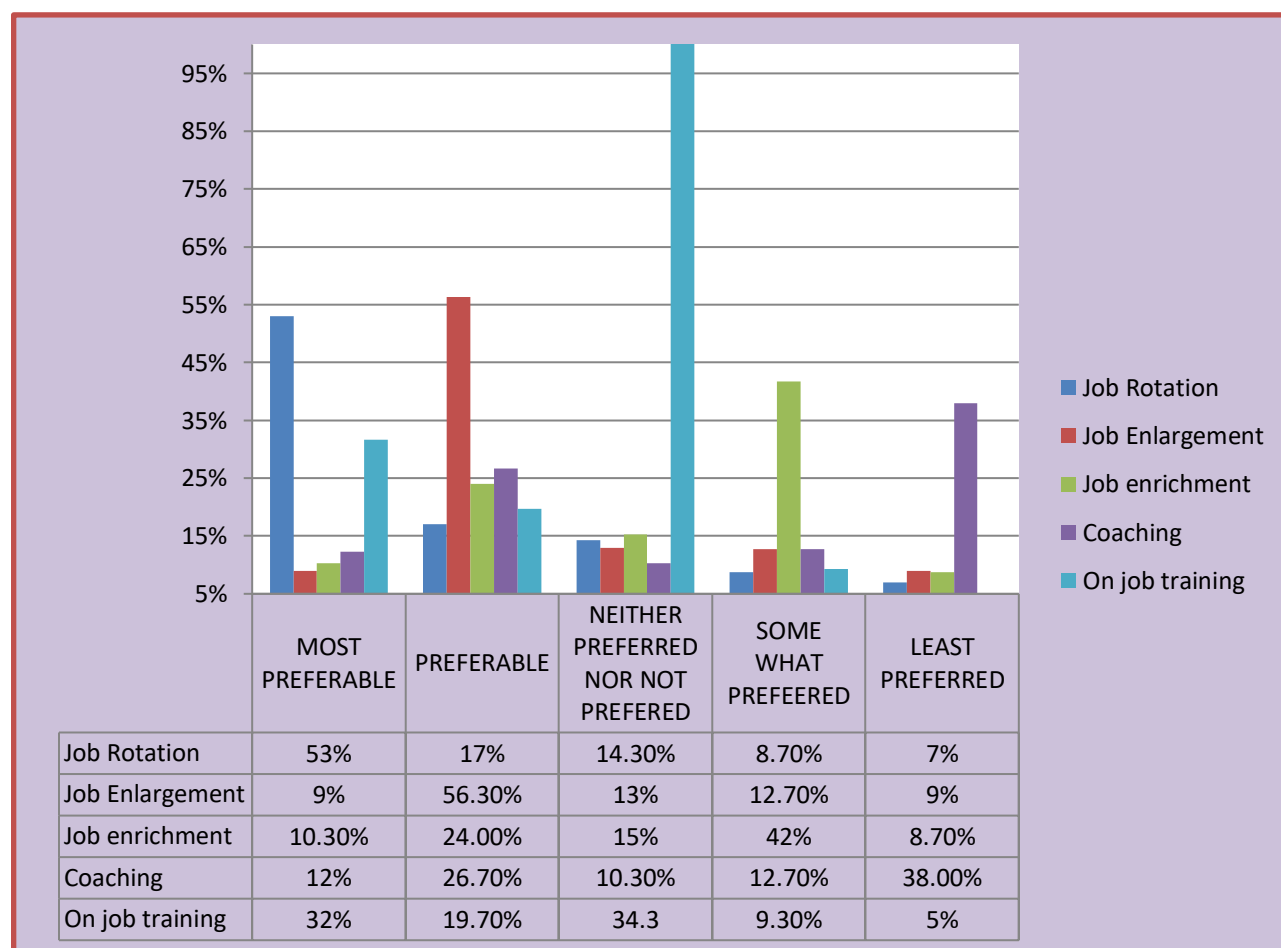|	MOST PREFERABLE	PREFERABLE	SOME WHAT PREFERABLE	LEAST PREFERABLE
CEO evaluation	5%	23.00%	16.30%	55.70%
Only supervisor's evaluation	10.30%	35.00%	46%	9%
Annual Performance Evaluation Ratings	60%	25.00%	12%	3.30%
Self – assessments	30%	19%	0.00%	10.00%

Source: Field survey

Inferences:

Majority of the respondents opined that the annual performance evaluation ratings method is most effective method in terms of assessing development need and the less effective method is CEO evaluation.

2 Opinion about the rating the activities in terms of their effectiveness in developing employees.

Out of 300 respondents 53% think that the most preferable activities in terms of their effectiveness in developing employees is job rotation and 38% think the least preferred activities in terms of their effectiveness in developing employees is coaching.

Figure 2: Rating the activities in terms of their effectiveness in developing employees

	MOST PREFERABLE	PREFERABLE	NEITHER PREFERRED NOR NOT PREFERED	SOME WHAT PREFEERED	LEAST PREFERRED
Job Rotation	53%	17%	14.30%	8.70%	7%
Job Enlargement	9%	56.30%	13%	12.70%	9%
Job enrichment	10.30%	24.00%	15%	42%	8.70%
Coaching	12%	26.70%	10.30%	12.70%	38.00%
On job training	32%	19.70%	34.3	9.30%	5%

Source: Field survey

Inferences:

Majority of the respondents opined that the job rotation is most preferable and effective method in development of employees and the less preferable is job enlargement.

VI. Major Findings:

Opinion about the methods which would be most effective in assessing development need: It is significantly evidences that the annual performance evaluation ratings method is most effective method in terms of assessing development needs of the employees.

Opinion about the rating the activities in terms of their effectiveness in developing employees: It is significantly evidencing that the most preferable and effective method in development of employees is job rotation.

In conclusion, executives may perceive these methods as effective or not based on their specific needs and goals. However, the methods outlined above are commonly used to assess employee development needs and are generally considered effective by many organizations.

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