

IMPLEMENTATION OF KNOWLEDGE, SKILL AND ABILITY IN AN ORGANISATION FOR EFFECTIVE JOB PERFORMANCE.

Dr.K.R.Mahalaxmi¹ Madhunica Priyadharshini M.²

Assistant Professor¹ PG Student²

^{1,2}Department of Management Studies

^{1,2} Anna University (BIT Campus), Thiruchirappalli, Tamilnadu, India.

ABSTRACT

Human assets are one of the most vital resources existing to any organization and employee proficiency and loyalty largely determine the objectives that an organization can set for itself and to its success in achieving them. Therefore, the demand for valuable employees constantly increases in both public and private organizations. The 'Competency-based' approach to human resource management has become integral during the last thirty years, with 'Competency' surrounding the knowledge, skills, abilities, activities and behaviours that agree to an individual to perform a task within a specific function or job. The study found that there were twenty-three competencies that superior job performers used in carrying out this job well. Accordingly, the researcher uses existing level of importance of proficiency as primary information. This paper provides a series of initiatives to equip their employees' talent – from top executives to employees throughout the organization – with the much needed, but often sorely deficient knowledge, skills and attitudes to forefront efforts to attend to sustainability both today and tomorrow.

Key words : KSAs, teamwork, competency, training & development.

INTRODUCTION

Competent employees are the main resource of any organization. Land, buildings or materials do not yield company productivity, rather, it is 'people capital' that runs a business and produces value from existing resources. strategy, business models, commodities and services can all be copied by competitors, but capable and capable employees represent a sustainable source of differentiation. Organizations try to increase their capabilities by investing more in training and management development. Human resource management plays an important role in organisation development. This paper determine the knowledge, skill and attitude requirements for teamwork, training and development and competency improvements. The KSA is used for better performance and use it as essential key for HR practioners.

Focus on KSAs rather than personality, attributes such as plan, trust, openness, concern, flexibility and supportiveness are routinely mentioned as desirable team member characteristics. It focus on team rather than technical KSAs and the individual rather than team level of analysis. In implementing effective HRM the introduction of competency building programs for each job or task should be considered, as an employee's competencies are usually linked to their job and, hence, to organizational performance. Therefore, getting better employee competencies would recover both job and organizational performance and an organization needs to hone the competencies of individual employees to support a competitive strategy. Training is an educational process which involves the sharpening of skills, concepts, altering of attitude and acquisition more knowledge to enhance the performance of the employees. The usefulness of demonstrating a company's suite of ongoing initiatives to address sustainability to potential employees during the recruiting process is highlighted by each company. This paper aims to address the importance of a framework for developing employees' sustainability knowledge, skills, and attitude.

The KSAs Requirements for Teamwork

The implication of knowledge, skill, attitude for HRM has two major separation as Interpersonal KSAs and Self management KSAs. The literature provides the domain for the review. It often synthesizes the literature and infers the individual KSAs from the group and organizational level theories and findings. The result is separated as 2 major categories with 5 sub categories and 14 specific KSAs.

I. INTERPERSONAL KSAs**A. Conflict Resolution KSAs**

1. The KSA to recognize and encourage desirable, but discourage undesirable, team quarrel.
2. The KSA to recognize the type and source of conflict confronting the team and to implement an appropriate conflict resolution strategy.
3. The KSA to employ an integrative negotiation strategy rather than the traditional distributive strategy.

B. Collaborative Problem Solving KSAs

4. The KSA to identify situations requiring participative group problem solving and to utilize the proper degree and type of participation.
5. The KSA to recognize the obstacles to collaborate group problem solving and implement appropriate corrective actions.

C. Communication KSAs

6. The KSA to understand communicate networks, and to utilize decentralized networks to enhance communication where possible.
7. The KSA to communicate openly and supportively, that is, to send communication which are : (1) behaviour or event oriented; (2) congruent; (3) validating; (4) conjunctive; and (5) owned.
8. The KSA to listen non evaluatively and to appropriately use active listening techniques.
9. The KSA to maximize consonance between nonverbal and verbal messages, and to recognize and interpret the nonverbal messages of others.
10. The KSA to engage in ritual greetings and little talk, and recognition of their value.

II. SELF MANAGEMENT KSAs**D. Goal setting and Performance Management KSAs**

11. The KSA to help establish specific, challenging and accepted team goals.
12. The KSA to monitor, estimate and provide response on both taken as a whole team performance and individual team member performance.

E. Planning and Task Coordination KSAs

13. The KSA to coordinate and synchronize activities, information and task interdependencies between team members.
14. The KSA to help establish task and role expectation of individual team members and to ensure proper balancing of workload in the team.

INTERPERSONAL SKILL

In the traditional , individual based work environment, lawyer (1986) suggest that the interpersonal demands placed on employees appear much less, but in a team based setting requires that each employee be capable of interacting in a positive effective manner. The amount of interpersonal interactions inevitably increases when individuals are placed into work teams, it seems reasonable that the need for interpersonal competence is increased. Problems from faulty interpersonal relations can originate from either extreme. At one extreme, team members may engage in destructive conflict or disrupt the accomplishment of team task. At the other extreme, members can become so oriented towards sharing warmth, support and good feelings that the task itself is all about forgotten. In the sections that follow, three subcategories of interpersonal KSAs are identified which individual team members should possess in order to be effective team contributors (1) conflict resolution KSAs; (2) collaborative problem solving KSAs (3) communication KSAs.

SELF MANAGEMENT KSAs

When organisations implement work teams are often given some degree of self-management. This means the team has significant control over the direction and execution of its tasks. With self-management, team members must acquire the KSAs to perform some essential managerial activities. Two subcategories of self-management KSAs are identified below which individual team members should possess in order to contribute to the team's success in directing itself: (1) goal setting and performance management KSAs; and (2) Planning and task coordination KSAs.

IMPLEMENTATION OF TEAMWORK KSAs FOR HR MANAGEMENT

The main purpose of this study is to consider the implications of these teamwork KSAs for HR management. First, the potential implications of the teamwork KSAs for the modification or development of the system is described as follow.

SELECTION

- Selection measures for jobs in team environment should assess teamwork KSAs.
- Selection procedures assess collaboration KSAs may be more valid than those assessing teamwork personality traits.
- Employment test assessing joint effort KSAs may be valid predictors of teamwork-related job performance.
- solidarity KSAs may be assessable by other selection procedures, such as interviews, assessment centres and biodata.
- Recruiting for teams should accentuate the importance of teamwork KSAs requirements.
- Team enrolment decisions should also think about differences in employee preferences for working in groups.

TRAINING

- Organisations with team environments should train teamwork KSAs as part of their development programs.
- There are a broad array of potentially valuable approaches to the training of teamwork KSAs.
- Managers of teams should also be educated in joint effort KSAs and in how to develop these KSAs in employees.

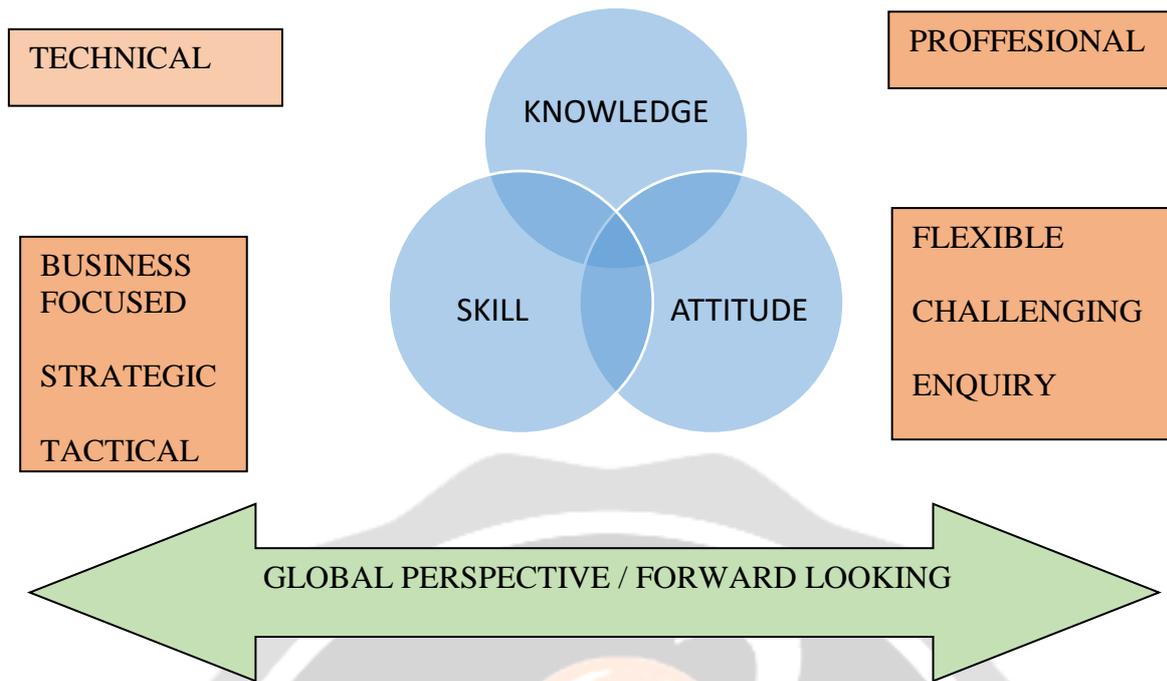
PERFORMANCE APPRAISAL

- In order to motivate teamwork in of organisations with team environments, performance appraisals should be modified to asses and reward the behavioural and performance indicators of the teamwork KSAs.
- An organisation specific job analysis may be needed to identify the behavioural or performance indicators of the teamwork KSAs.

CAREER DEVELOPMENT

- Endorsement criteria may need to be modified to consider teamwork KSAs and teamwork contributions.
- Career planning system may must to regard as the opportunities to develop teamwork KSAs that jobs offer.
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Human Capital KSA Framework



A job competency may be a motive, trait, skill, aspect of one’s self-image or social task, or a bulk of knowledge that an individual uses, and the existence and possession of these characteristics may or may not be known to the individual. self-concept is an individual’s attitudes, ideals or self-image. Knowledge is the in order that an individual has in specific content areas. Finally, skill is the ability to perform a certain physical or mental task. Knowledge and skill competencies be likely to be visible and relatively surface characteristics the definition of competency can be summarized as an underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Job competency is a set of behavior patterns that a job incumbent needs to bring to a position in order to perform its tasks and functions with competence. A job competency can be a object, trait, skill, self-concept, body of knowledge or an attribute that allows an individual to perform a task or activity within a specific function or job.

SKILL DEVELOPMENT FRAMEWORK



Training and Development

Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is an learning process which involves the sharpening of skills, concept, changing of attitude and getting hold of more knowledge to enhance the performance of the employees. Training is about knowing where you are in the present and after some time where will you reach with your abilities. By training, people can become skilled at new information, new style and energize their existing knowledge and skills. Due to this there is much progress and adds up the effectiveness at work. The motive behind giving the training is to create an impact that lasts beyond the end time of the training itself and employee gets updated with the new phenomenon. Training can be offered as skill expansion for individuals and groups.

Strengthening Knowledge, Skills, and Attitudes

The areas of knowledge and skills are best developed through training activities that incorporate both theoretical learning (textbook) plus hands on application of the key concepts and tools. An individual determined to become a project manager must understand the scope, work breakdown formation, crucial pathway and other essential tools, and also have experience creating and applying the tools. Strengthening natural abilities is primarily a coaching brave, where study, feedback, and expansion or development planning are all applied to particular style.

Challenges with the Knowledge, Skills and Abilities (KSA) :

The general criticisms of using a KSA structure for job applications or candidate evaluation tool include:

- Long, multifarious and sometimes redundant job descriptions.
- Complex application processes that disturb candidates.
- Perplexity over the differences between the terms, especially skills and abilities.

CONCLUSION

This paper gives a idea of using knowledge, skill, attitudes for the implementation of team work in an organisation to develop their productivity for today scenario. This will surely helps the HR practioner in selection and recruiting the right person for the right position. It also reveals the importance of training and developing which helps to change their attitude to develop their knowledge and skill. It is the attitude towards learning and perception about ability to perform & deliver. It helps in man power allocation in an organisation.

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