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**ASSESSMENT AND DEVELOPMENT PROGRAM
(A CASE STUDY OF SUDARSHAN CHEMICAL INDUSTRIES LIMITED)**

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ABSTRACT

Assessment and Development is a systematic evaluation of the present capabilities of the employees in an organization. This is organized on the principles of goals, Management by Objectives and Skills. Assessment and Development has a historical dimension and is primarily concerned with the performance of an employee. Assessment and Development gauge the skill and attitude the employee. The objective of the study is to highlight the importance of Assessment and Development Program that gives a whole new dimension to the Organizational System. The study is Descriptive in nature and Convenience sampling process was used for data collection. The inference of the data analysis indicated that there were discrepancies in successors identified based on Assessment and Development Program. Based on the findings, corrective interventions were suggested. This study implies that Assessment and Development Program has a direct impact on business by enhancing competencies and capabilities of the employees, developing leaders and building strong successors to raise the bar of business.

KEYWORDS

assessment, competencies, sustainable development.

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INTRODUCTION

Human Resource Management, in the sense of getting things done through people, is an essential part of every manager's responsibility, but many organizations find it advantageous to establish a specialist division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently.

"People are our most valuable asset" is a cliché, which no member of any senior management team would disagree with. Yet, the reality for many organizations is that their people remain undervalued, under trained and underutilized.

The key features of the assessment centers are that these are multiple assessment processes. There are five main ways:

- A group of participants.
- Participate in a variety of exercises.
- Observed by a team of trained assessors.
- Evaluate each participant against a number of predetermined job related behaviors.
- Pooling shared data then make decisions.

Assessment is generally done in systematic ways which are as follows:

- The supervisors measure the skills and knowledge of employees and compare it with targets and plans.
- The supervisor analyses the factors behind work performances of employees.
- The employers are in position to guide the employees for a better performance.

For Example:

- observation (an assessor observing performance in the workplace)
- third party reports (reports from a supervisor or other qualified person verifying a person's abilities)
- questioning (an assessor asking the learner questions in written or oral form to check their knowledge of key aspects of a unit)
- A work based project (a project undertaken on the job to demonstrate competency in one or more units).

OBJECTIVES OF THE STUDY

1. To study the Assessment and Development program of SUDARSHAN Chemical Industries Ltd.
2. To study the factors considered for Assessment and Development Program.
3. To study the tools and Techniques used for the Assessment and Development Program of Supervisors.
4. Identifying the key skills and abilities that will allow Sudarshan's employees to deliver better results for their business.
5. Accurately and specifically measuring the return on Assessment and development investments.
6. To suggest the industry based upon findings of the study.

HYPOTHESIS

The study was also undertaken to test the following hypothesis:

1. An employee poses the important skills required to perform the job.
2. There is correlation between people skill and leadership skill of the respondents.

METHODOLOGY

Given the exploratory nature of this paper, the empirical data needed was acquired by way of multiple data collection techniques. Methodological triangulation facilitated the use of multiple data collection methods consisting of open-ended, face-to-face interviews and completed questionnaires by key informants. The key informants for the study were 52 employees at both supervisor and Technician level who had sufficient knowledge of the phenomenon being investigated and who were in appropriate positions to provide first-hand information.

SCOPE OF THE STUDY

The present study undertaken by the observer is focused on certain specified functional area within the regular limits and is restricted to Assessment and Development in Sudarshan Industries Ltd. within Roha.

The geographical scope of the study covers Roha. The functional scope is confined to the Assessment and Development in Sudarshan Chemical Industries. By Assessment and Development, we mean the consists of simulation exercises supplemented by various ingredients such as interviews and psychological tests. Assessment exercises are the means by which a participant has the opportunity and the chance of displaying behavior relevant to the job.

Assessment refers to the performance i.e. identification of the hidden talents and skills of a person. The person might or might not be aware of them. Assessment is a future-oriented whose main objective is to identify and evaluate the potential of the employees to assume higher positions and responsibilities in the organization hierarchy. Many organizations consider and use Assessment and Development as a part of the industrial growth processes.

The periodical scope of the study is confined to the duration of the research.

SIGNIFICANCE OF THE STUDY

The study conducted on Assessment and Development in Sudarshan Chemical Industries Ltd. Roha, being different in nature, will bring out a different understanding about the situations of Sudarshan Industries. The present research work will be useful to the Sudarshan Industries as a whole for the purpose of framing Assessment and Development Program. Also, it will be useful for creating and generating more awareness among the employees of Sudarshan Industries to know the benefits of Assessment for Development.

Assessment is a training and development activity or event, these multiple processes involving a group of participants in variety of exercises. The participants are to be observed by a team of trained assessors and management team of Sudarshan. Each participant is assessed against a number of job related behaviors and skills. Decisions are made on the basis of shared data collected for key features.

Organizations who wish to have a long term future have simply had to become more professional in identifying and developing the talents they need.

REVIEW OF LITERATURE

According to National Quality Council defines "The process of collecting evidence and making judgments on whether competency has been achieved to confirm that an individual can perform to the standard expected in the workplace, as expressed by the relevant endorsed industry/enterprise competency standards of a training package or by the learning outcomes of an accredited."¹

According to Hay Group "Assessment is simply a process designed to ensure that a person has achieved all the skills and knowledge requirements of a unit. This is not based on an exam or test (as it would have been at school). Assessment in a competency-based system involves a number of methods, usually in combination".² Bagul (2017) states that in today's working climate demands a great deal of commitment and effort from Employees, who in turn naturally expect a great deal more from their Employers. Performance Appraisal must be seen as an intrinsic part of a Manager's responsibility and not an unwelcome and time-consuming addition to them. People need to feel they have a clear path to learn and grow in their jobs and progress in their careers. People are no longer as loyal to an employer as they once were and today are more concerned with opportunities for learning and development than any other aspect of the job. The reality is, if they can't find those opportunities with your organization, they will find them elsewhere³.

Rightly stated by John Ugoani in his research paper on Performance Appraisal and its Effect on Employees' Productivity in Charitable Organizations that, Performance appraisal is a veritable tool for organizations to evaluate and increase the quality of education and training of their workforce with a view to developing lifelong learning patterns and strategies to sustain productivity throughout longer working periods. Motivation as it relates to employee productivity is often behind the drive for performance and self-actualization, and provides opportunities for higher productivity.⁴

According to Udeze, the evaluation of performance may either be informal or formal. The informal appraisal which is based on the day-to-day working relationships of an employee and the superior provides an opportunity for the superior to judge the subordinate. This judgement is then communicated through conversation on the job or by on-the-spot examination of a particular task. A formal appraisal is through reporting the superior's observations of an employee's performance to management for necessary action⁵.

Gerbamn Employee development programs includes a variety of teaching technique, schedule, and helping learning environment that ensure employee to improve their skills and later apply on their jobs⁶

Performance evaluation is significantly important for staff motivation, attitude and behavior development, communicating and aligning individual and organizational aims, and fostering positive relationships between management and staff⁷.

As Michael Armstrong & Murlis point out, "recent developments in assessment training have treated it as a developmental process that enables managers to get to the heart of how they can manage and coach people more effectively, and that helps other staff to get the most out of their involvement. Typical approaches to performance mgmt. training are likely to focus on: concentrating initially on learning styles because people have to understand how they themselves learn and how they can help others to learn"⁸

Performance management research shows that a significant number of employees tend to have the desire to perform their jobs well as part of their individual goals as well as a demonstration of loyalty towards the organisation⁹.

RESEARCH GAP: A substantial volume of literature both at the micro and macro levels can be seen on the subject of tourism. The literature survey has helped to understand and appreciate the earlier studies conducted in the field of tourism and it has provided a broad framework for various aspects of tour, travel, tourism, developmental, recreational and hospitality already found in the tourism industry. This study also compares the growth and development of tourism from tourist's expectation point of view. But studies on importance of tourism in the study regions are almost scanty. To cover this research gap in the district of Solapur this vibrant topic has been chosen for study.

HYPOTHESIS**Hypothesis I:**

[H0]: Employees do not pose the important skills required to perform the job.

[H1]: Employees poses the important skills required to perform the job.

HYPOTHESIS TESTING

TABLE 1

t-Test: Employee Poses Important Skills	Observation
Mean	6.5
Variance	6.571
Observations	8
Hypothesized Mean Sample	52
df	7
t stat	7.17
P(T<=t) one-tail	0.000090
t Critical one-tail	1.89
P(T<=t) two-tail	0.00
t Critical two-tail	2.36

Test Statistic: $t = 1.89$

P- value = 0.000090

Rejection Region: Reject H_0 if $t > 1.894$

Decision/Conclusion:

As t Stat 7.171 > 1.894 , Reject H_0 and accept H_1 .

Hence calculated value is greater than significance value so researcher has rejected Null hypothesis [H_0] and accept alternative hypothesis [H_1].

It means that employees pose the important skills required to perform the job.

HYPOTHESIS II:

[H_0]: There is no correlation between people skill and leadership skill of the respondents.

[H_1]: There is correlation between people skill and leadership skill of the respondents.

TABLE 2

t-Test: Two-Sample values of People Skill and Leader Skill	Observation
Mean	11.66666667
Variance	31
Observations	9
Hypothesized Mean	52
df	8
t stat	6.286185571
P(T<=t) one-tail	0.00011814
t Critical one-tail	1.85
P(T<=t) two-tail	0.00
t Critical two-tail	2.30

Test Statistic: $t = 6.286$

P- value = 0.000118

Rejection Region: Reject H_0 if $t > 1.8595$

Decision/Conclusion:

Because t Stat 6.286 > 1.8595 , Reject H_0 and accept H_1 .

Hence calculated value is greater than significance value so researcher has rejected Null hypothesis [H_0] and accept alternative hypothesis [H_1].

It means there is correlation between people skill and leadership skills of the respondents.

FINDINGS

- Participants Supervisors are establishing and monitoring the goals and objectives of their jobs are as exceeds the requirements.
- The performance in collaboration among employees and departments to achieve results of Supervisors are very much aware about that working skills.
- The supervisors' skills are as per requirements for Seeking and utilising opportunities for continuous learning and self-development.
- Maximum Supervisors are having skills to understanding and seeking to achieve Sudarshan mission and values.
- Maximum Supervisors are responding to changing organization for utilizing working as requirements of management.
- There are few supervisors lead to taking appropriate and timely action to overcome unexpected hurdles or obstacles to a plan or project of Sudarshan.
- Maximum numbers of the supervisors are expressing loyalty and dedication to Sudarshan in interactions with others.
- Maximum supervisors had skills to setting up and monitoring timeframes and plans regarding the project work.
- The participant supervisors have skills to understanding clear and assertive communication skills and create rapport and trust among them are as per requirement of management.
- The communication skill of Participant supervisors is good in conducting and efficient meetings.
- The maximum participants are outstanding in listening skills.
- The maximum supervisors are good in conducting regular meetings with direct reports to discuss performance and achievement of objectives.
- Supervisors having skills as per requirements to encouraging teamwork and collaboration as a method to accomplish tasks and achieve objectives.
- The people skills of participant supervisors are as per requirements of organization of recognizing and rewarding people for doing their best.
- Maximum participant's supervisors have skills in constructively receiving criticism and suggestions from others.
- The participant's supervisors have skills for leading and allocating tasks to achieve goals.
- Supervisors have skills empowering others to achieve results and hold them accountable for actions as per requirement.
- The Participants Supervisors have skills to motivating others in order to reach organizational goals.
- Supervisors have skills to influencing others in a way that results in acceptance, agreement, or behavior change.
- Supervisors are skilled for Aligning resources to meet the business needs of SUDARSHAN.
- The skills of Understanding the costs, profits, markets, and added value of the department and how those contribute to the success of SUDARSHAN, of the participated Supervisors.
- The majority of supervisors are willing to Looking at the "big picture" of SUDARSHAN's goals, rather than individual department's needs.
- Supervisors are outstanding skills for Anticipating marketplace opportunities and supports speed to market.

SUGGESTIONS

- There is need to more improvement in performance to establishing and monitoring the goals and objectives of their jobs.
- Respondents who are as per requirements of skills have to improve to level of outstanding performance in collaboration among employees and departments to achieve results.

3. The employees have to give outstanding performance in Seeking and utilizing opportunities for continuous learning and self-development.
4. Having requirement skills of respondents is to be improving up to outstanding level of performance in understanding and seeking to achieve mission and values.
5. There should be need improvement of performance in responding to changing organization.
6. Should be increasing the skills of Taking appropriate and timely action to overcome unexpected hurdles or obstacles to a plan or project.
7. Need to improve the skills of Expressing loyalty and dedication to in interactions with others in respect of working skills.
8. There is need more improvement as per requirement of Supervisors to give performance to Setting up and monitoring timeframes and plans regarding the project work.
9. Supervisors should meet requirements at least Understanding clear and assertive communication skills and also to create rapport and trust among them.
10. There is need to meet requirement of Supervisors skills to conducting and efficient meetings, to improve communication skills.
11. Need slight improvement in Listening skills for communication.
12. Should to improve the skills for conducting regular meetings with direct reports to discuss performance and achievement of objectives.
13. Have to meet requirements of skills to Encouraging teamwork and collaboration as a method to accomplish tasks and achieve objectives.
14. Employees are needed to improve their skills of Recognizing and rewarding people for doing their best.
15. Need improve to meet the requirement of the supervisor's skills in constructively receiving criticism and suggestions from others.
16. Because of poor performance, needs some improvement to their skills to Giving others direct, constructive feedback which can be used to achieve goals.
17. Employees need slight improvements of skills for Leading people and allocating tasks to achieve goals.
18. Employees need to meet requirements of skills to empowering others to achieve results and hold them accountable for actions.
19. Improvement of skills to motivating others in order to reach organizational goals.
20. Needs improvement of skills to influencing others in a way that results in acceptance, agreement, or behavior change.
21. Skills of aligning resources to meet the business needs have to be notified.
22. Slightly needs improvement of skills to Understanding the costs, profits, markets, and added value of the department and how those contribute to the success.
23. Looking at the "big picture" of goals, rather than individual department's needs as per meets that are poor in performance.
24. Need some improvement of skills for Anticipating marketplace opportunities and supports speed to market.

SCOPE FOR FURTHER RESEARCH

Assessment and Development program have been found to add value to the organization and are proliferating the world over. Despite being time consuming and expensive the Assessment Program is presently the strongest predictor of future job performance if designed and implemented properly. It is desirable that Assessment and Development program follows skill audit which could be carried out for measuring and recording skills of an individual or group required for various job positions in an organization. It will not only save time but will also facilitate running of an Assessment and Development Program. Considering the trends, assessment and development program have a bright future as in the globally competitive environment; the competitive edge of an organisation will depend on competency edge of its people.

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ANNEXURE

TABLE 1: SHOWING OPINION OF THE RESPONDENTS OF THEIR WORK SKILLS

Important skills to perform the job	Poor	Needs improvement	Meets requirement	Exceed requirement	Outstanding	Total
Establishing and monitoring goals and objectives	0 (0%)	3 (5.76%)	0(0%)	27 (51.92%)	22 (42.30%)	52 (100%)
Encouraging collaboration among fellow employees and departments to achieve results	0 (0%)	0 (0%)	16 (30.76%)	20 (38.46)	16 (30.76%)	52 (100%)
Seeking and utilizing opportunities for continuous learning and self-development	4 (7.69)	2 (3.84%)	13 (25%)	22 (42.3%)	11 (21.15%)	52 (100%)
Understanding and seeking to achieve mission and values	0 (0%)	0 (0%)	2 (3.84%)	8 (15.38%)	42 (80.76%)	52 (100%)
Responding to a changing organisation	0 (0%)	0 (0%)	10 (19.23%)	29 (55.76%)	13 (25%)	52 (100%)
Taking appropriate and timely action to overcome unexpected hurdles or obstacles to a plan or project	6 (11.53%)	6 (11.53%)	18 (34.61%)	18 (34.61%)	4 (7.69%)	52 (100%)
Expressing loyalty and dedication to in interactions with others	0 (0%)	0 (0%)	8 (15.38%)	29 (55.76%)	15 (28.84%)	52 (100%)
Setting up and monitoring timeframes and plans	2 (3.84%)	5 (9.61%)	2 (3.84%)	15 (28.84%)	28 (53.84%)	52 (100%)

TABLE 2: TABLE SHOWING COMMUNICATION SKILLS OF RESPONDENTS BEING ASSESSED

Important skills to perform the job	Poor	Needs improvement	Meets requirement	Exceed requirement	Outstanding	Total
Understanding clear and assertive communication skills and how they create rapport and trust	0 (0%)	0 (0%)	7 (13.46)	25 (48.07%)	20 (38.46%)	52 (100%)
Conducting effective and efficient meetings	0 (0%)	0 (0%)	8 (15.38%)	19 (36.53%)	25 ((48.07%)	52 (100%)
Listening carefully	0 (0%)	0 (0%)	0 (0%)	9 (17.30%)	43 (82.69%)	52 (100%)

TABLE 3: ASSESSMENT OF RESPONDENTS OF PEOPLE SKILLS

Important skills to perform the job	Poor	Needs improvement	Meets requirement	Exceed requirement	Outstanding	Total
Conduct regular meetings with direct reports to discuss performance and achievement of objectives	0 (0%)	0 (0%)	12 (23.07%)	27 (51.92%)	13 (25%)	52 (100%)
Encouraging teamwork and collaboration as a method to accomplish tasks and achieve objectives	3 (5.76%)	5 (9.61%)	10 (19.23%)	19 (36.53%)	15 (28.84%)	52 (100%)
Recognizing and rewarding people for doing their best	0 (0%)	6 (11.53%)	6 (11.53%)	21 (40.38%)	19 (36.53%)	52 (100%)
Constructive receiving criticism and suggestions from others	0 (0%)	0 (0%)	14 (26.92%)	11 (21.15%)	27 (51.92%)	52 (100%)

TABLE 4: LEADER SKILLS ASSESSMENT OF RESPONDENTS

Important skills to perform the job	Poor	Needs improvement	Meets requirement	Exceed requirement	Outstanding	Total
Giving others direct, constructive feedback which can be used to achieve goals	4 (7.69%)	8 (15.38%)	10 (19.23%)	6 (11.54%)	24 (46.15%)	52 (100%)
Leading people and allocating tasks to achieve goals	2 (3.85%)	2 (3.85%)	9 (17.31%)	18 (34.62%)	21 (40.38%)	52 (100%)
Empowering others to achieve results and holds them accountable for actions	0 (0%)	3 (5.77%)	14 (26.92%)	22 (42.31%)	13 (25%)	52 (100%)
Motivating others in order to reach organisational goals	0 (0%)	0 (0%)	8 (15.38%)	8 (15.38%)	36 (69.23%)	52 (100%)
Influencing others in a way that results in acceptance, agreement, or behaviour change	0 (0%)	3 (5.77%)	14 (26.92%)	11 (21.15%)	24 (46.15%)	52 (100%)

TABLE NO 5: BUSINESS SKILLS OF THE RESPONDENTS IN VARIOUS ASPECTS

Important skills to perform the job	Poor	Needs improvement	Meets requirement	Exceed requirement	Outstanding	Total
Aligning resources to meet the business needs	2 (3.84%)	2 (3.84%)	8 (15.38%)	18 (34.61%)	22 (42.30%)	52 (100%)
Understanding the costs, profits, markets and added value of the department and its contribute to the success	1 (1.92%)	3 (5.76%)	11 (21.15%)	14 (26.92%)	23 (44.23%)	52 (100%)
Looking at the 'big picture' of goals, rather than individual departments needs	1 (1.92%)	3 (5.77%)	10(19.23%)	14 (26.92%)	24 (46.15%)	52 (100%)
Anticipating marketplace opportunities and supports speed to market	2 (3.84%)	4 (7.69%)	11 (21.15%)	12 (23.07%)	23 (44.23%)	52 (100%)

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