

Exploring the Implementation of Employee Competencies at JSW Steels, Ballari

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Abstract: The growing emphasis on competencies across sectors has led to the establishment of standardized recruitment practices. Organizations, academic institutions, and technological industries now prioritize competency-based evaluations when selecting candidates. Recruiters focus on identifying core competencies, believing that employees who possess them are better equipped to handle challenges, take risks, ensure quality outcomes, and enhance productivity and efficiency. Hiring competent individuals also contributes to reducing organizational training costs and ensures continuity in workflow.

This investigation intends to assess the degree to which employees at JSW Steels, Toranagallu, Ballari implement selected competencies in the workplace. The competencies examined include Leadership, Managerial, Behavioral, and Technological skills. A descriptive statistical approach was employed to evaluate the levels of competency implementation among the workforce. The findings indicate notable variations in competency levels across employees. Among the four competency domains, Technological competencies—particularly related to DARWIN BOX and Total Quality Management (TQM)—received the highest recognition, suggesting a stronger proficiency in technological skills compared to the other competency areas.

Keywords: Competency Implementation, Leadership, Managerial, Behavioral, Technological Skills, JSW Steels, Workforce Development.

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I. INTRODUCTION

¹AK Kulshrestha Kshama Panday (2013) the standard of education is progressively evaluated based on the performance of students, in the same manner the quality of performance of companies are increasingly judged by the performance levels of employees. ²Lucian Cernusca, Cristina Dima(2007) Efficiency may be measured Concerning skills related to specific behaviour. Competency can be described as the proficient use of knowledge and skills. Competency may signify an adequate level of proficiency in a given task.

II. THEORETICAL FRAMEWORK

³Chandan Maheshkar (2015) Competency is a Competency is defined as the quality or condition of being competent, reflecting an individual's behavioral traits. Competency is the integration of inherent ability, personal understanding, and practical skills that results in successful performance. Competencies encompass general knowledge, motivation, characteristics, social roles, or abilities of an individual associated with outstanding job performance. ⁴Lucian Cernusca, Cristina Dima(2007) Competency denotes the attribute of being suitably or competently qualified,

having the skill to execute a job. ⁵Su-Chin hrieh, Jui-Shinlin, Hung-Chun lee (2012) Five common domains of competency that required to be followed by each individual employees are : 1. Institutional/ organizational competency (business type, organization culture, policies, procedure, goals and objectives) 2. Social competency: (Creating links, upholding personal relationships, Appreciating the role of peer relationships 3. Cognitive competency refers to the ability to learn new information, apply analytical thinking, plan strategically, and solve problems effectively. Self-competence involves the capacity to adapt to changes, a readiness for self-improvement, the initiative to take action independently, as well as qualities such as trustworthiness, open-mindedness, self-discipline, healthy self-esteem, and determination. Job competency encompasses the knowledge of relevant theories, methods, and skills required to successfully perform the tasks assigned to an employee.

Need of the study is to understand whether the selected competencies under both firm gives the same results and performance levels in both the firm. If no, then the reasons behind that. The study is conducted considering to variable viz. Dependent and independent. Wherein Independent Variable: Factors viz Leadership, Managerial, Behavioral,

Technology. dependent Variable: Levels of implementation of competencies.

⁶Su-Chin hrieh, Jui-Shinlin, Hung-Chun lee (2012) The crucial role of employees' skills and abilities can be explained in detail using two kinds of skills i.e, Hard skills and Soft skills. Hard skills are considered to be as visible competency (IQ) such as strength, endurance, strategizing, structuring, developing, detailing, finding solutions, mindset etc. In contrast, soft skills are regarded as to be hidden competency (EQ) such as feeling, emotions, kindness, respect, learning etc. ⁷Curtise & Mc Kenzie 2002 explains Eight key employability skills include effective communication, collaborative teamwork, critical problem-solving, proactive initiative and entrepreneurial thinking, strategic planning and organization, strong self-management, continuous learning ability, and proficiency with technology.

Therefore, the competencies of each individual employee should be focused in both the firms to get work done in better way. The study aims at understanding such individual employees competencies and their performance that impact on companies reputation.

➤ *Objectives:*

- To study the selected competencies such as leadership, managerial, behavioral, technology in JSW Torannagalu, Ballari.

- To find levels of implementation by the employees of JSW Torannagalu, Ballari.

➤ *Hypothesis:*

H0: There is no significant variation in the levels of competency implementation among the employees of JSW Steels, Toranagallu, Ballari.

➤ *Problem Statement:*

This study seeks to examine whether employees at JSW Steels, Toranagallu, Ballari possess and effectively implement key professional competencies. To address this question, the research focuses on four specific competency areas: Leadership, Managerial, Behavioral, and Technical. These factors are analyzed to assess the extent to which employees demonstrate and apply these competencies in their workplace roles.

➤ *Limitations:*

To assess the effectiveness of competencies, the scope of the study is confined to JSW Steels, Toranagallu, Ballari, focusing on selected factors such as Leadership, Managerial, Behavioral, and Technological competencies.⁸R.Jeevarekha, Dr.R.Hariharan (2018)

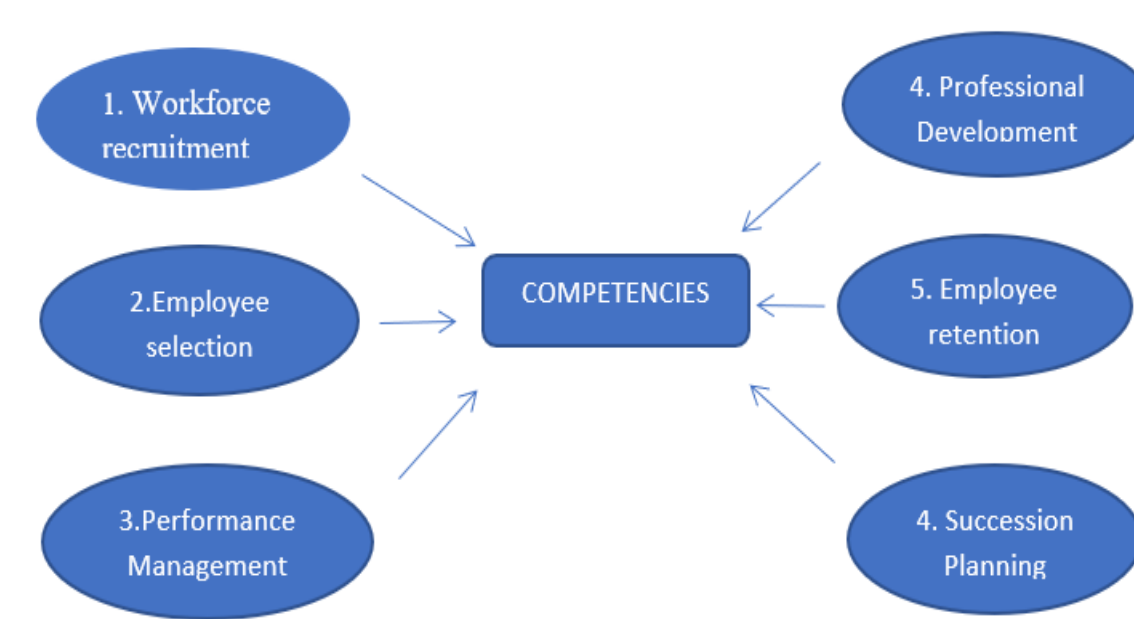


Fig 1 Highlights, Where the Competencies are Used

➤ *Benefits of Competency Development:*

- It supports achieving organizational goals through the development of employee skills and abilities.
- Defines benchmarks for performance.
- Creates uniform standards for recruiting, training, and rewarding individuals with the appropriate competencies to help the company maintain a competitive edge.
- Identify gap between current people capabilities and future requirement
- Gives scope to organization and build desired culture.

➤ *Factors Effecting Performance- Benne & Bennis 1995*

- Expectation of work colleagues
- Self expectation, own role image
- Nature of work assigned
- Quantitative and amount of work related communication.

III. RESEARCH METHODOLOGY

The study employs a primary data collection method, utilizing an online questionnaire created and distributed through Google Forms. Designed as an empirical investigation, the research aims to evaluate the implementation of competencies among employees. The sample population comprises employees from two key divisions—Steels and Structural—at JSW Steels, Toranagallu, Ballari. A total of 35 respondents from both

divisions participated in the study, providing insights into the selected competency areas through their responses.

IV. ANALYSIS AND INTERPRETATION

This section presents a detailed examination of the collected data using descriptive statistics. Key variables are analyzed in terms of their central tendencies, variability, and overall distribution to understand patterns and trends within the sample. The insights drawn here will form the basis for further interpretation and discussion.

Table 1 Statistical Overview of Key Variables:

Statistical Summary								
	Sample Size	Interval	Lowest Value,	Highest Value,	Total	Average,	Variability	Measure of variability
L_NUROTISM	35	4.00	1.00	5.00	99.00	2.8286	1.33913	1.793
L_ETHICS	35	3.00	2.00	5.00	132.00	3.7714	1.13981	1.299
L_DM	35	4.00	1.00	5.00	123.00	3.5143	1.12122	1.257
L_MENTORING	35	3.00	2.00	5.00	136.00	3.8857	1.07844	1.163
L_RA	35	3.00	2.00	5.00	142.00	4.0571	.90563	.820
M_UNIFORMITY	35	4.00	1.00	5.00	122.00	3.4857	1.33662	1.787
M_ETHICS	35	4.00	1.00	5.00	133.00	3.8000	1.13241	1.282
M_STRESS	35	4.00	1.00	5.00	130.00	3.7143	1.12646	1.269
M_COMM	35	4.00	1.00	5.00	133.00	3.8000	1.25558	1.576
M_PLAN	35	4.00	1.00	5.00	142.00	4.0571	1.02736	1.055
M_DIRECT	35	3.00	2.00	5.00	144.00	4.1143	.90005	.810
M_CTRL	35	4.00	1.00	5.00	141.00	4.0286	1.07062	1.146
M_MOTIVATE	35	4.00	1.00	5.00	131.00	3.7429	1.22097	1.491
B_REL	35	4.00	1.00	5.00	137.00	3.9143	.98134	.963
B_TRANSPARENT	35	4.00	1.00	5.00	139.00	3.9714	1.12422	1.264
B_NORMS	35	4.00	1.00	5.00	128.00	3.6571	1.30481	1.703
B_PROBSOLV	35	3.00	2.00	5.00	146.00	4.1714	.92309	.852
B_SELFMANAGE	35	4.00	1.00	5.00	148.00	4.2286	.91026	.829
B_POSITIVEENVI	35	4.00	1.00	5.00	146.00	4.1714	1.01419	1.029
T_SAP	35	4.00	1.00	5.00	114.00	3.2571	1.03875	1.079

T_TQM	35	3.00	2.00	5.00	149.00	4.2571	.88593	.785
T_DARWINBOX	35	4.00	1.00	5.00	155.00	4.4286	.85011	.723
T_ORAC SAP	35	4.00	1.00	5.00	120.00	3.4286	1.17036	1.370
T_AUTOMATION	35	4.00	1.00	5.00	121.00	3.4571	1.17180	1.373
Valid N (listwise)	35							

➤ Sum Values Analysis:

Based on the descriptive statistics, the variable **T_DARWINBOX** recorded the highest sum value of **155.0**, indicating that the majority of respondents selected a rating of **5 (Strongly Agree)** in the frequency distribution. The second-highest sum value is **149.0** for **T_TQM**, suggesting that most respondents selected a rating of **4 (Sometimes)**. On the other hand, the variable with the lowest sum is **L_NEUROTISM** at **99.0**, indicating a lower overall response level. For this variable, the frequency count for a rating of **5 (Always)** was only **2**, showing minimal strong agreement.

➤ Mean Values Analysis

The highest mean values are observed for **T_DARWINBOX (4.4286)** and **T_TQM (4.2571)**, suggesting that respondents, on average, rated these technological competencies highly—close to **5 (Strongly Agree)**. In contrast, **L_NEUROTISM** has the lowest mean value of **2.8286**, indicating that respondents generally disagreed or were neutral regarding this leadership-related trait.

➤ Standard Deviation Analysis:

The variables **L_NEUROTISM** and **M_UNIFORMITY** exhibit the highest standard deviation values, at **1.33913** and **1.33662** respectively, indicating greater variability in responses among participants. Conversely, **T_DARWINBOX** shows the lowest standard deviation value of **0.85011**, suggesting that responses to this variable were more consistent and closely clustered around the mean.

V. CONCLUSION

The study focused on assessing the levels of implementation of competencies among employees at JSW Steels, Toranagallu, Ballari. Based on the responses received, it was found that there are significant levels of competency implementation among the employees, leading to the rejection of the null hypothesis. The study was limited to four key competency areas: Leadership, Managerial, Behavioral, and Technical.

Among these, the analysis revealed that Technical competencies—specifically **T_DARWINBOX** and **T_TQM**—were the most prominently implemented, with sum values of **155.0** and **149.0**, respectively. These findings are further supported by the mean values, where

T_DARWINBOX and **T_TQM** scored **4.4286** and **4.2571**, indicating high levels of agreement among respondents.

In contrast, variables such as **L_NEUROTISM** and **M_UNIFORMITY** displayed the highest standard deviation values of **1.33913** and **1.33662**, respectively, suggesting greater variability in employee responses within those competencies.

Overall, the descriptive statistics indicate noticeable differences in the levels of competency implementation, with a clear preference and consistency toward technical competencies among the employees of JSW Steels, Toranagallu.

VI. FINDINGS

- The employees of JSW demonstrate possession of the required competencies and actively apply them in the workplace.
- Regarding the individual competency variables, respondents provided consistent feedback across all areas.
- A notable number of respondents rated Neuroticism lower compared to the other competency variables.
- The majority of employees showed strong knowledge and understanding of Darwin Box and Total Quality Management (TQM).

Overall, employees maintain competency levels consistently across Leadership, Managerial, Technical, and Behavioral domains.

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