



A COMPREHENSIVE ANALYSIS OF EMPLOYEE MULTI-SKILLING AND ITS STATE OF ADVANCEMENT IN TODAY'S ORGANIZATIONS

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Abstract

This paper discusses how multi-skilling is employed in different organizations. Multi-skilling assists employees to learn new skills in addition to those for which they were initially hired. It allows to develop their abilities and undertake a wider range of responsibilities. The research involved analysis of existing data from secondary sources and collecting primary data from employees working in various organizations. Snowball sampling method was adopted for collecting data and simple percentage method was used for data analysis. The intention was to understand the state of multi-skilling practices in various organizations, it could also reveal the benefits and challenges faced in implementing such practices successfully. Overall, the research paper aims to shed light on the significance of multi-skilling in today's dynamic world. It recognizes that employees are valuable assets to any organization and that their skills and abilities are fundamental for long-term success.

Key Words: Multi-skilling, snowball, percentage, dynamic, assets

Introduction

"The future belongs to those who learn more skills and combine them in creative ways." (Robert Greene). In the landscape of Human Resource Management, multi-skilling plays an important role as it helps the employees in developing a diverse skill set, improve coordination, increase productivity and therefore lead to overall organizational success. It has gained importance due to technological advancements, changing work requirements



and the need for a versatile workforce. Multi-skilling directly impacts an organization's ability to attract, retain, and develop a talented workforce. It might encompass identifying gaps and needs, training & mentorship programs, rewards and recognition, access to resources, skill assessment and feedback. This research is conducted to contribute to the existing knowledge on the topic under study, it will assist in understanding different perspectives, formulating suitable policies, developing training programs and maximizing their benefits.

Method

Research Objective:

The objective of this research is to study the concept of multi-skilling in detail, understand the current state of multi-skilling practices in different organizations, conclude and give suggestions if any.

Research Design:

The current study is based on primary data as well as secondary data. It began with reading information about multi-skilling through secondary sources such as research papers, websites, articles, etc. Following that, a survey was conducted for collecting primary data in which a structured questionnaire was prepared based on the requirement of the study and was shared with the employees. Snowball sampling method of data collection was adopted. The sample size is 74, drawn from Automobile industry, IT industry, Finance and Investment industry, etc., focusing on middle and top-level management. On reception of the data, the observations were drawn and they were noted as per the study. The interpretations and analysis are done using pie charts and bar graphs and simple percentage method is used. After examining the responses in detail and reviewing, a conclusion is drawn.

Literature Review

- Behavioral learning theory (J.B. Watson, B.F. Skinner, and Ivan Pavlov)

This theory suggests that behavior is learned through conditioning and reinforcement. It emphasizes using rewards or recognition, to train employees to exhibit desired behaviors.

Employees can learn by observing others and imitating their behaviors, which can be beneficial when it comes to learning new skills.

- The learning curve theory (Hermann Ebbinghaus)

This theory suggests that individuals improve their efficiency and performance over time as they engage in a task repeatedly. It emphasizes the importance of practice and repetition in skill development.

- Multiskilling or Specialization? The need for it in today's hospitality field (Saurav Chhabra)

This research is about shift of responsibilities from upper management to workers and the pressure to sustain in the competitive hospitality field forces them to be multi-skilled. Effects of Horizontal Multiskilling of Tradesmen on Employee Performance for the Zimbabwean Manufacturing companies in Harare (Tonderai Mathende)

The purpose of this study was to examine the effect of multi-skilling on employee for tradesmen in manufacturing companies in Zimbabwe. It concluded that multiskilling plays a significant role in employee performance in the manufacturing sector.

- A project report on multi skill development at shanti iron and steels ltd at Belgaum (Patil Babasab)

This project report is about identifying the common and different skills possessed by employees, identifying training gaps of staff and how productivity will be increased.

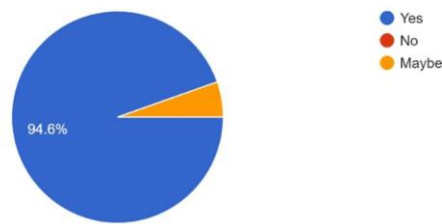
Data Collection and Analysis

This section of the report describes empirical findings from the research project. A survey was conducted for primary data collection in which a structured questionnaire was shared with the employees in electronic form via Google Forms. Snowball sampling method was used for data collection. The sample size is 74, drawn from organizations like: Tata Autocomp Systems Ltd. Composites Division, Tata Ficosa, Bharat Forge, Sogefi ADM suspension pvt ltd, Capgemini, Tata Technologies, TCS, TATA Cummins pvt Ltd, Reliance Industries Ltd, Emerson, Venus Data Product Ltd., Compucom, Nexus Select Trust, SBI, Tuljaram Saraf, H&M, Sincera Investment and a few others, focusing on

middle-level and top-level management. The interpretations are done through pie charts and bar graphs and simple percentage method is used for data analysis.

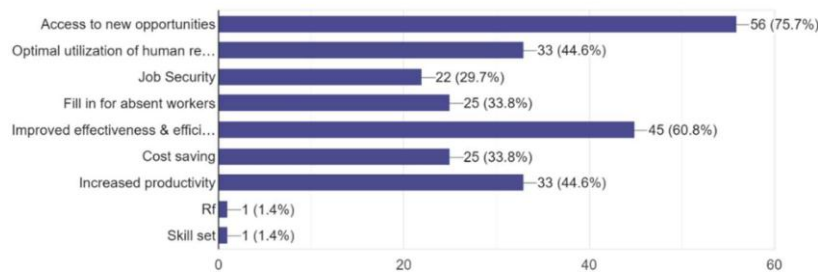
Interpretation:

Q1. As an employee, can you handle multiple tasks or responsibilities at the same time? In other words, are you multiskilled?
74 responses



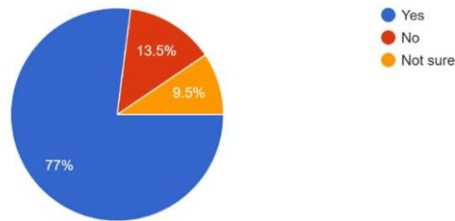
It is observed that 94.6% employees are multi-skilled and can manage multiple responsibilities and tasks at the same time.

Q2. According to you what are the benefits of multi-skilling?
74 responses



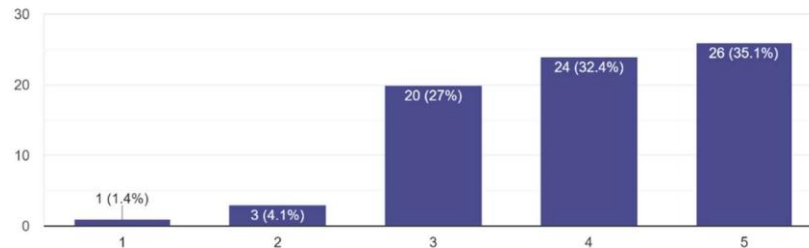
Access to new opportunities and improved effectiveness and efficiency are considered as benefits of multi-skilling by maximum employees.

Q3. Does your organization have a formal multi-skilling strategy?
74 responses



77% employees are of the opinion that their organization has a formal multi-skilling strategy.

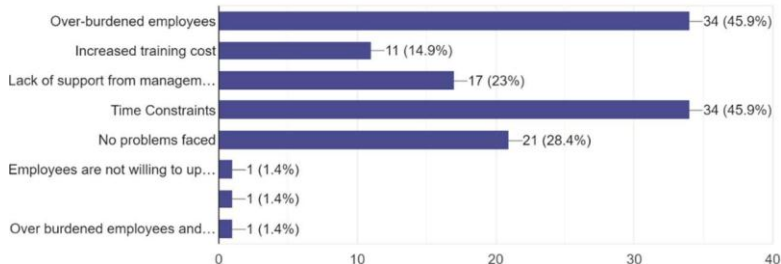
Q4. On a scale of 1 to 5, rate the multi-skilling practices/ strategy of your organization
74 responses



It can be seen that most of the employees rate their organization's multi-skilling practices/strategy as average to excellent.

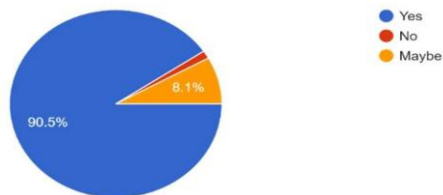
Q5. According to you what are the possible problems faced in multi-skilling?

74 responses



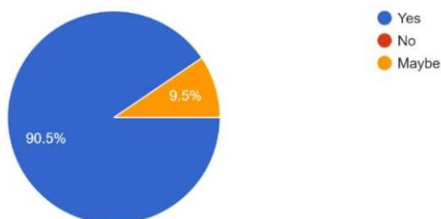
Q8. Would you be more motivated to acquire new skills if there were recognition and rewards tied to skill development?

74 responses



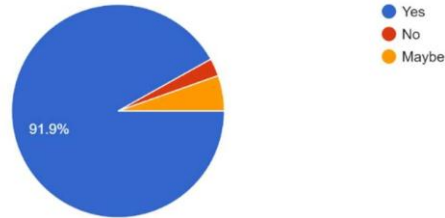
Q9. Would you learn new skills on your own if the organization does not provide support?

74 responses



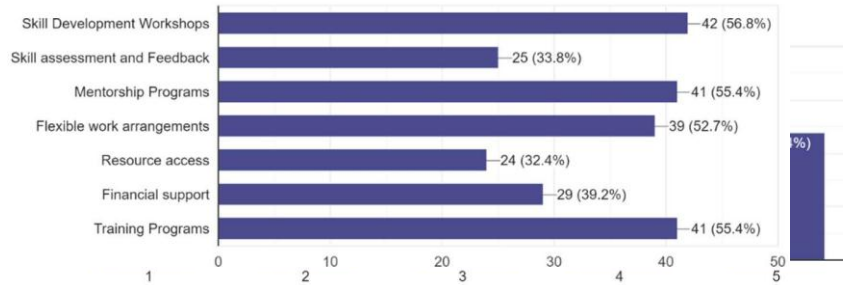
Q7. Are you interested in acquiring additional skills besides your own?

74 responses



Q10. What type of support do you expect from the organization for multi-skilling?

74 responses



According to the employees, over-burden and time constraints are the main problems faced by them in multi-skill development.

It can be seen that around 78% employees perceive their supervisors and management to be very supportive about multi-skilling.

Maximum employees show interest to learn more skills in addition to their own.

It can be noticed that rewards and recognition can be an important tool in motivating employees to develop new skills.

90% employees say that they would learn new skills even if their organization is unable to provide support.

Employees expect more flexible work arrangements, skill development workshops, training and mentorship programs to be conducted by their organizations.

Observations and Findings

Based on the conducted study, it can be observed that maximum employees are multi-skilled and they consider access to new opportunities and improved effectiveness and efficiency as benefits of multi-skilling.

Many organizations practice multi-skilling formally and most of the employees perceive their supervisors and management to be very supportive about multi-skilling.

According to the employees over burden and time constraints are the main problems faced by them, still many employees show interest in learning new skills besides their own even if their organization is unable to provide support.

It is evident that rewards and recognition can be an important tool in motivating employees for skill development.

The valuable insights provide a deeper understanding of how multi-skilling is currently practiced and how it can be improved.

Conclusion

This research helped to answer a lot of questions related to the topic under study. It



can be concluded that multi-skilling of employees is widely practiced in today's organizations. Many organizations have adopted multi-skilling formally. It is considered essential as it provides many benefits. Most of the employees show enthusiasm in learning new skills and rewards and recognition play an important role in motivating them for the same. Despite the advantages, there are still some problems to consider. The current level of progress is promising, yet there is scope for additional improvement.

Recommendations and Suggestions

1. Employees should have flexible schedules so they can learn many skills without feeling overburdened.
2. Organizations should educate employees more about how multi-skilling is beneficial.
3. Training programs should be monitored periodically.
4. Organizations can try to include Artificial Intelligence in training and skill development.
5. The multi-skilled employee should be respected and appreciated time to time by his immediate manager or senior management.
6. The interest of employee for multi-skilling should be observed and discussed.
7. Organizations should lead by examples and demonstrate the importance of multi-skilling.

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