

Summer Internship Project Report

On

“Perception of officers pertaining to critical skills in the post covid-19 scenario”

A Study at JKLC



By

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2019MBA010



Under the Supervision of

Dr. Upasana Singh

(Submitted in partial fulfillment of the requirements for MBA degree)

Institute of Management

JK Lakshmipat University, Jaipur

(2019-2021)

Industry Certificate

Declaration

I, Isha Singh Chauhan, student of JK Lakshmipat University, Jaipur hereby declare that the work incorporated in the summer training project entitled “Perception of officers pertaining to critical skills in the post covid-19 scenario” at JK Lakshmi Cement Limited is an original work developed and submitted by me under the guidance of Dr. Upasana Singh.

The empirical findings in this project report are not copied from any report and are true and best of my knowledge.

DATE:

PLACE:

(Signature of Student)

(MBA Final Year)

Faculty Certificate

It is certified that the summer internship Report titled **“Perception of officers pertaining to critical skills in the post covid-19 scenario”** submitted by Isha Singh Chauhan is an original piece of research work carried out by the candidate under my supervision.

(DR. Upasana Singh)

Acknowledgement

I extend my sincere gratitude to my “Internship Mentor”, Mr. Asif Sahir, Deputy General Manager HR at JK Lakshmi Cement Ltd. for guiding me right from the first day till the completion of the internship.

I also express my sincere gratitude towards my “Faculty Mentor”, Dr. Upasana Singh, Assistant professor, Institute of Management, for her valuable guidance, support and crucial reviews on the report and above all for the moral support she has provided to me at all the stages of this project.

I am also thankful to all the respondents who shared their valuable time for filling up the questionnaire and helped me out with this project.

Isha Singh Chauhan

(MBA Final year)

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Executive Summary

I, **Isha Singh Chauhan**, student of **JK Lakshmipat University**, have done my summer internship at **JK Lakshmi Cement Ltd.** and prepared the following project on **“Perception of officers pertaining to critical skills in the post covid-19 scenario”**.

Training and Development is one of the crucial functions of HR department. Training presents a prime opportunity to expand the knowledge base of all the employees. After the employee is recruited in the organization, it is the responsibility of L&D to provide the new employee with the required training so that the employee is well acquainted with the work culture of the organization and provides greater understanding of their responsibilities within their role.

The main objective of the project report is to study what is the perception of different officers regarding which skills according to them will become crucial at the workplace after covid-19.

The following project required to prepare the questionnaire and circulating the questionnaire to 3 profiles i.e. senior management, talent pool (Employees who have completed the training assessment criteria at JKLC) and Trail Blazers (Employees who are receiving a particular training and not yet completed the training assessment criteria to come under talent pool). The perception of these 3 levels upon according to them which behavioral and technical skills will become crucial at the workplace after covid-19 and also which behavioral skill deficiency will be there post covid which will help us in knowing how much gap is there in their perception and whether they are satisfied with their training to equip them with the skills and knowledge that they think is needed in order to grow at their workplace.

Results found that no large gap is there between the thinking of senior management, talent pool & trail blazers upon which skill deficiency will be there post covid but also needs to impart these skills for future and also talent pool & trail blazers showed satisfied & neutral behavior towards the training to equip them with the skills i.e. steps can be taken to improve the trainings so that the satisfaction level among the employees can be increased.

In order to cater to the skill & capability building, **I recommended: Anticipating perception in the skill gap with skill mapping, J.A.F.A.R. technique, Re-skilling & Capability Building steps.** All these suggestions will allow the employees to objectively analyse their skills, identify competitive strengths & competency gaps & establish smart goals for an effective skill building plan.

During my internship I have learnt the importance of attending webinars which is the major source of increasing our knowledge during these challenging times. It also enhances my ability of using the virtual learning platforms as a listener and also as a speaker.

Introduction of Report

Global opportunities and competitive pressure have made the importance of skillful management of human resources than ever. Now, in any public/private sector, human resource is the most valuable asset for the company and has been given more importance than previous on managing the human resource.

An organization's success largely depends upon human resource management because it ensures that an organization has sufficient number of qualified, skilled manpower who can accomplish its goals and reach closer to its vision.

L&D is required not only to new employees but also at different levels of hierarchy of organization in order to satisfy the employees. L&D enhances employee knowledge, skills and capabilities which leads to productivity, increased morale, generation of new ideas and creativity at the workplace. One major aspect of T&D department is to look into the satisfaction level of employees towards the training and development programs and whether the skills that the employees perceive to be important for their job is fulfilled by the L&D practices.

During this pandemic situation which is one of the challenging times for each and every one of us, it give rise to some behavioral and technical skills which needs to be imparted in the organization in order to cope up with the changes taking place during and after covid. It becomes important for Training and Development people to upgrade the skills, knowledge and capabilities of the employees. It is the time to find out which behavioral and technical skills employees must learn and to plan the training roadmap accordingly.

This report seeks to examine the "Perception of officers pertaining to critical skills in the post covid-19 scenario" at JK Lakshmi Cement Ltd. (JKLC).

INTRODUCTION

INDUSTRY AND COMPANY OVERVIEW

1.1 Cement Industry

The cement industry globally has immense forward and backward linkages with a Nation's economy. For a developing and transforming economy like India, the value proposition of the Cement Industry is even greater given the immense infrastructure requirements of a growing and urbanizing country as well as its contributions by way of direct and indirect employment. The Government of India has emphasized its focus on infrastructure development with the announcement of several schemes that cut across manufacturing, housing and education. At the heart of all the planned infrastructure development is the cement sector and also the cement sector's value proposition for laying the foundations of a new India is unique.

India is the second largest producer of cement in the world. No wonder, India's cement industry is the vital part of its economy, providing employment to more than a million people (directly or indirectly). Ever since it was deregulated in 1982, the Indian cement industry has attracted huge investments both from India and as well as from foreign investors. India has a lot of potential for development in the infrastructure and construction sector and the cement sector is expected to largely benefit from it. Some of the recent initiatives such as: development of 98 cities is expected to provide a major boost to the sector.

Market Size: Cement production reached 334.48 million tonnes (MT) in Financial Year 20. The cement production capacity is estimated to touch 550 million tonnes by 2020. The Indian cement industry is dominated by few companies. The top 20 cement companies account for almost 70% of the total cement production in the country. A total of 210 large cement plants account for a cumulative installed capacity of over 410 million tonnes with 350 small plants accounting for the rest. Out of these 210 large cement plants, 77 are in the states of Andhra Pradesh, Rajasthan and Tamil Nadu. Sale of cement in India stood at Rs. 58,407 Crore (US\$ 2.29 billion) in FY20.



In order to help private sector companies, the Government has been approving their investment schemes. Some of the initiatives taken by the Government off late are as below:

- In Union Budget 2020-21, the Government of India has extended benefits under Section 80 - IBA of the Income Tax Act till March 31, 2020 to promote affordable housing in India.
- The Union Budget has allocated Rs 139 billion (US\$ 1.93 billion) for Urban Rejuvenation Mission: AMRUT and Smart Cities Mission. Government's infrastructure push combined with housing for all, Smart Cities Mission and Swachh Bharat Abhiyan is going to boost cement demand in the country. The move is expected to boost the demand of cement from the housing segment. As per Union Budget 2019-20, Government planned to upgrade 1,25,000 km of road length over the next five years.

An outlay of Rs 27,500 crore (US\$ 3.93 billion) has been allotted under Pradhan Mantri Awas Yojana in the Union Budget 2020-21.

1.2 COMPANY OVERVIEW

“As we work to create light for others, we naturally light our own way”.

KL Lakshmi Cement is a part of over 132 years old JK Organization. It is an eminent industrial house with operations in India and abroad and having a leadership presence in the fields of tyre, cement, paper, power transmissions and sealing solutions, dairy products and textiles.

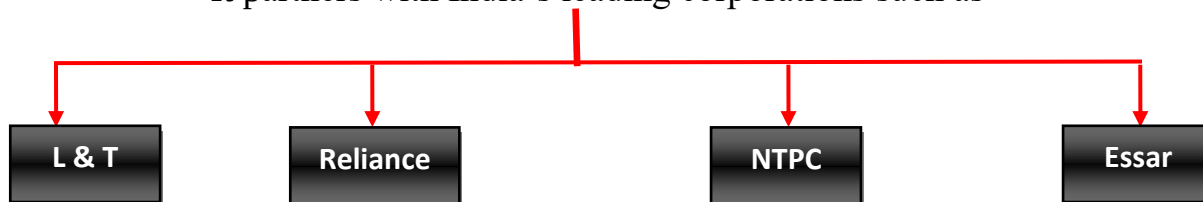


JKLC was set up in 1982- in a village in District Sirohi, Rajasthan. Today, the company stands tall with an annual turnover of about Rs. 4000 Crores and an impressive production of 13.30 million tonnes per annum.

JK Lakshmi Cement is the strength behind structures that India is proud of-

- 1) Indira Gandhi Nahar Pariyojna
- 2) Sardar Sarovar Project
- 3) Golden Quadrilateral, etc.

It partners with India's leading corporations such as



JKLC is the brand choice across all sections of customers such as housing projects, roads and bridges, airports, factories as well as the individual house builder (IHB). Behind these numbers and achievements lies a story of grit, perseverance and a thirst to excel through innovations in products using world class technology, excellence in manufacturing by being the least cost producer, a robust marketing and distribution network and the heart to give the society an opportunity to grow.

The real fuel that keeps alive JK Lakshmi Cement's fire to perform better lies in its manufacturing plants spread across India at:

DISTRICT	STATE
Sirohi	Rajasthan
Durg	Chattisgarh
Kalol	Gujarat
Surat	Gujarat
Palanpur	Gujarat
Orissa	
Sikandrabad	Uttar Pradesh
Kathua	Jammu & Kashmir
Jharli	Haryana

1.3 OUR PRODUCTS



Our Product Tagline

“India, ab soch karo buland”

JK Lakshmi cement’s Baseline

“Mazbooti Guaranteed”

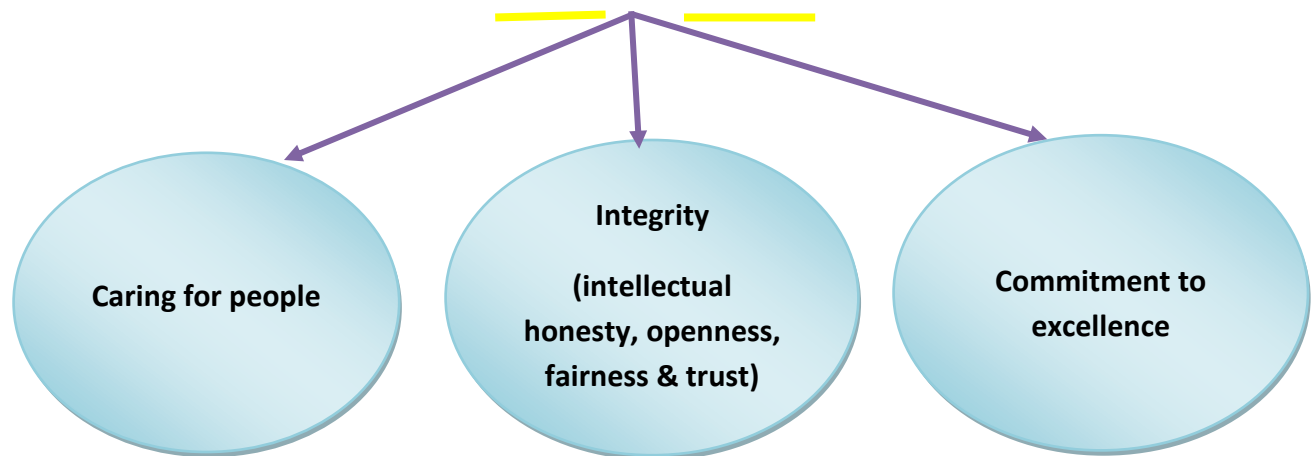
1.4 OUR VISION

- To be a profitably growing, innovative & caring company
- To become a significantly relevant player in the mind of customer

1.5 OUR MISSION

- Achieve growth in Sales & Profit, higher than comparable sized players
- Achieve Operational Excellence
- Be a workforce of choice attract, retain and grow talent pool of change leaders
- Create superior value for the customer through premium products and brand positioning
- Continuously enhance shareholders wealth and be a preferred portfolio among investors
- Be a socially responsible corporate citizen

1.6 OUR CORE VALUES



Introduction of Study

2.1 Project Objectives

The main objective of the report is to know the perception of officers pertaining to critical skills in the post covid-19 scenario through questionnaire:

- 1) To know the perception of different officers upon which skill (behavioral and technical) will become crucial and which behavioral skill deficiencies can be there post covid-19.
- 2) To study the satisfaction of officers with the existing behavioral & technical training.

2.2 Research Methodology

Data for my analysis has been collected from JKLC.

Sample Drawn From	Level Belongs To	Age below/above	Experience Level	Data Collection Type	Tool used to collect data
Employees working at JKLC	— Senior Management — Talent Pool — Trail Blazers	Above 32 years Above 30 Years Below 35 years	>5years >3years <5years	Primary Data	Questionnaire

2.3 Hypothesis

H0: There is a relationship between the profiles and the perception of officers as to which skill will become deficient post covid.

H1: There is no relationship between the profiles and the perception of officers as to which skill will become deficient post covid.

ANALYSIS AND INTERPRETATION

Questions which are similar for all the 3 profiles are shown together.

The graph of 3 profiles include: Senior Management, Talent Pool & Trail Blazer.

First graph is of Senior Management,

Second graph is of Talent Pool &

Third graph is of Trail Blazer

Graph of Senior Management, Talent Pool & Trail Blazers

Figure 1

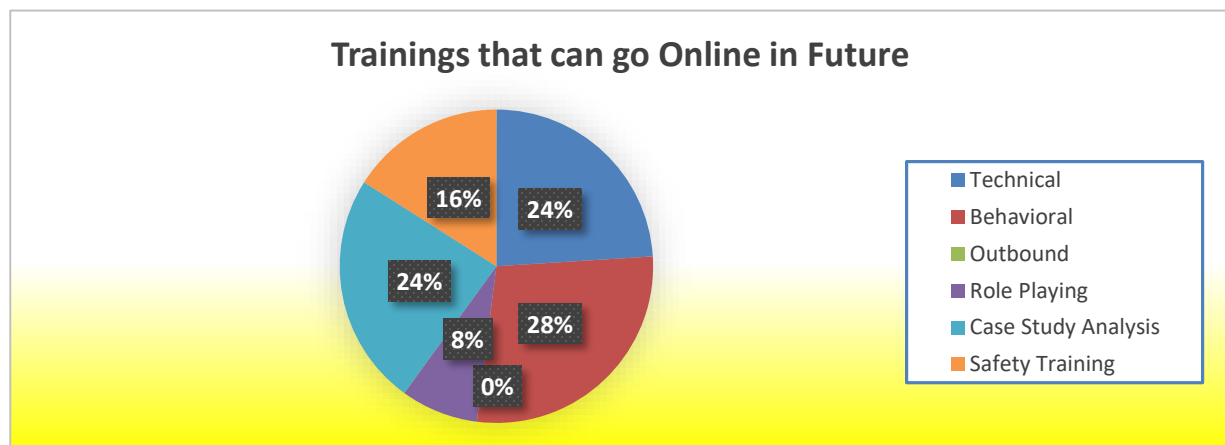


Figure 2

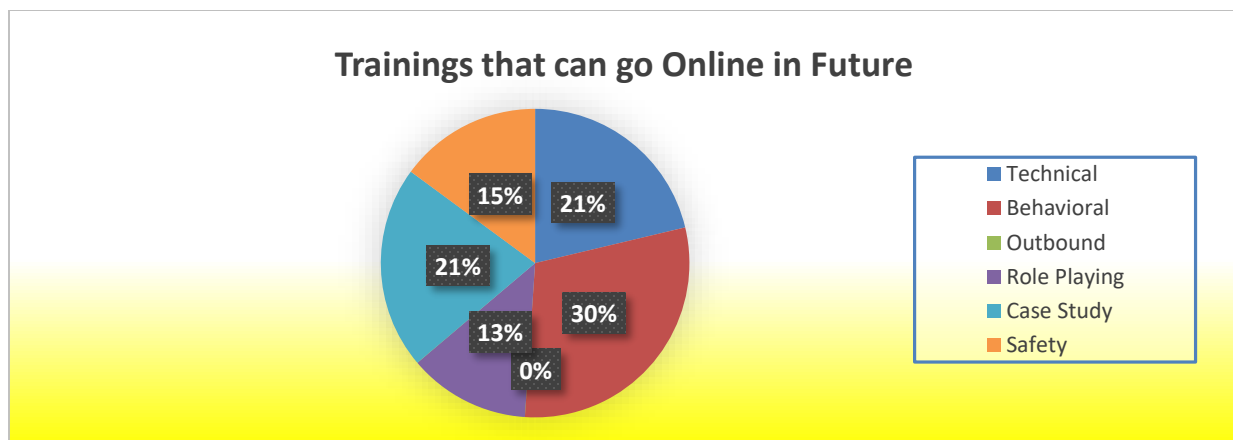
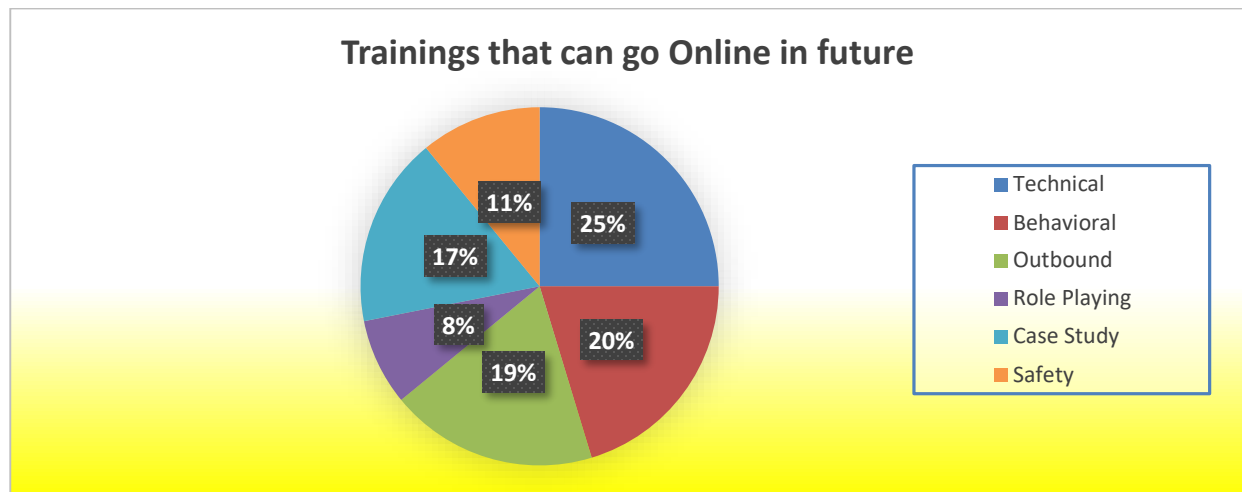


Figure 3



According to the pie chart, all the 3 profiles are of the view that behavioural, technical, case study and safety training can go online post covid. It is interesting to note that senior management and talent pool are of the view that outbound training cannot go online post covid, but trail blazers think of the possibility of outbound training going online post covid. Role playing is not considered that much important by all the profiles to go online after covid-19.

Figure 4

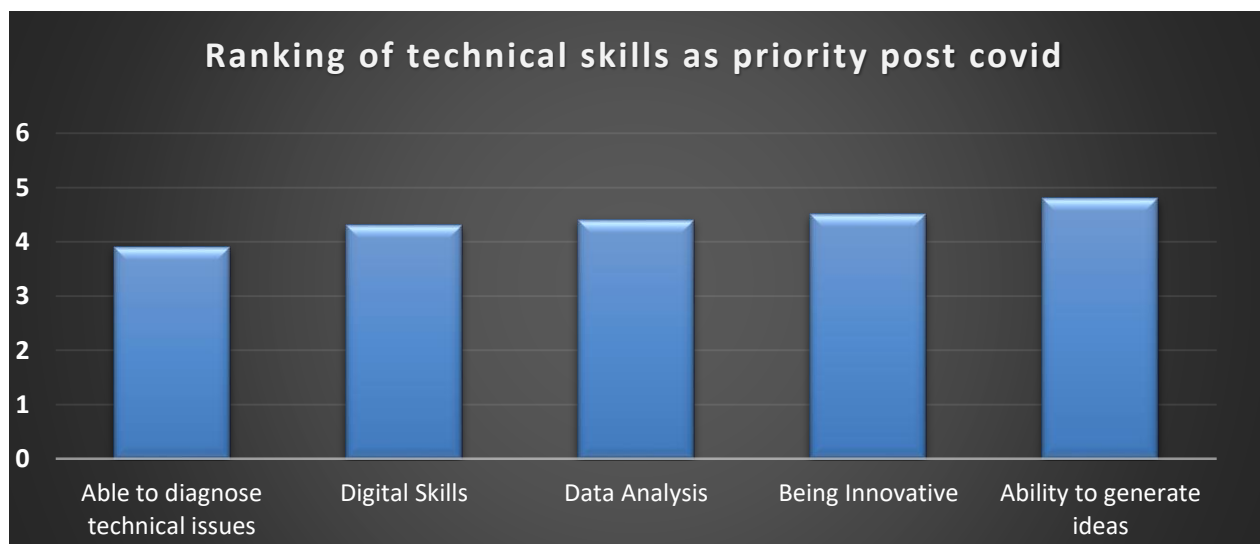


Figure 5

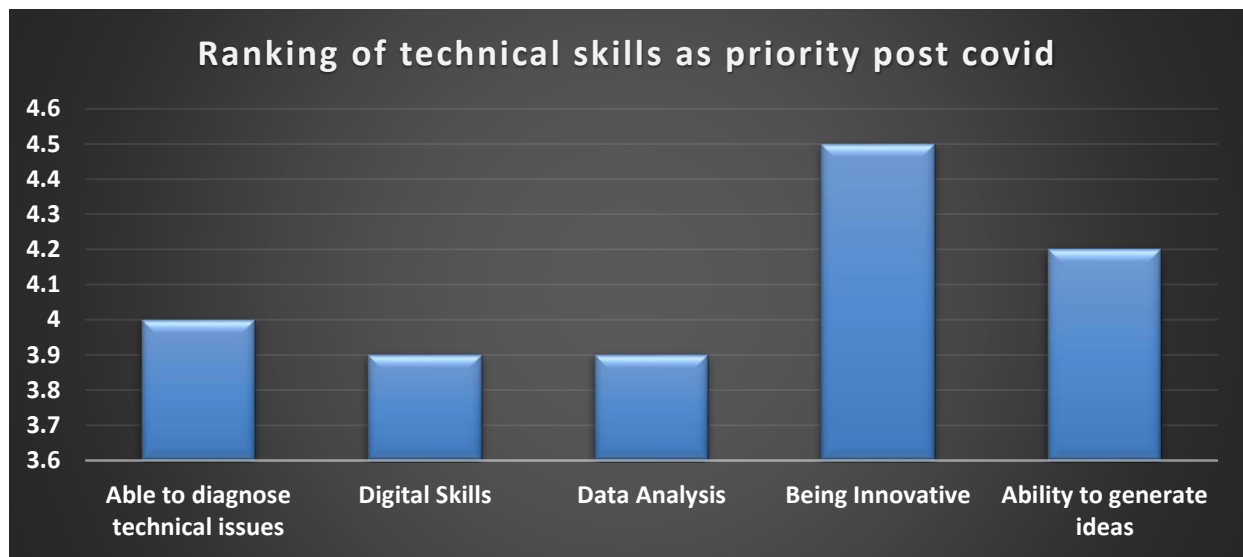
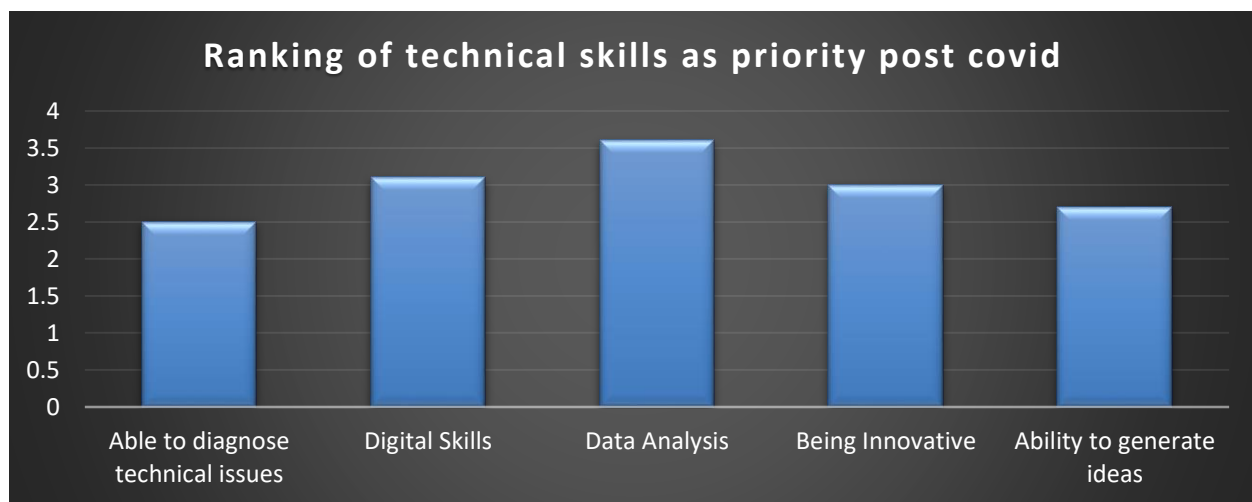


Figure 6



Upon looking to the bar graph, it can be interpreted that all 3 profiles have different views on technical skills priority. Senior Management think that all the above stated technical skills are important post covid and upon taking the average of the above stated skills, it has come to be more than 3. Talent Pool & Trail Blazers are also of the view that all the above stated technical skills are important. This is because the pandemic has accelerated the desperate need for digital skillsets to help businesses become more aligned with today's myriad technologies and platforms. Investment not just in technologies but in people who understand technology is

essential. Therefore, one must know digital skills, able to diagnose technical issues, being innovative, generate ideas etc.

Figure 7

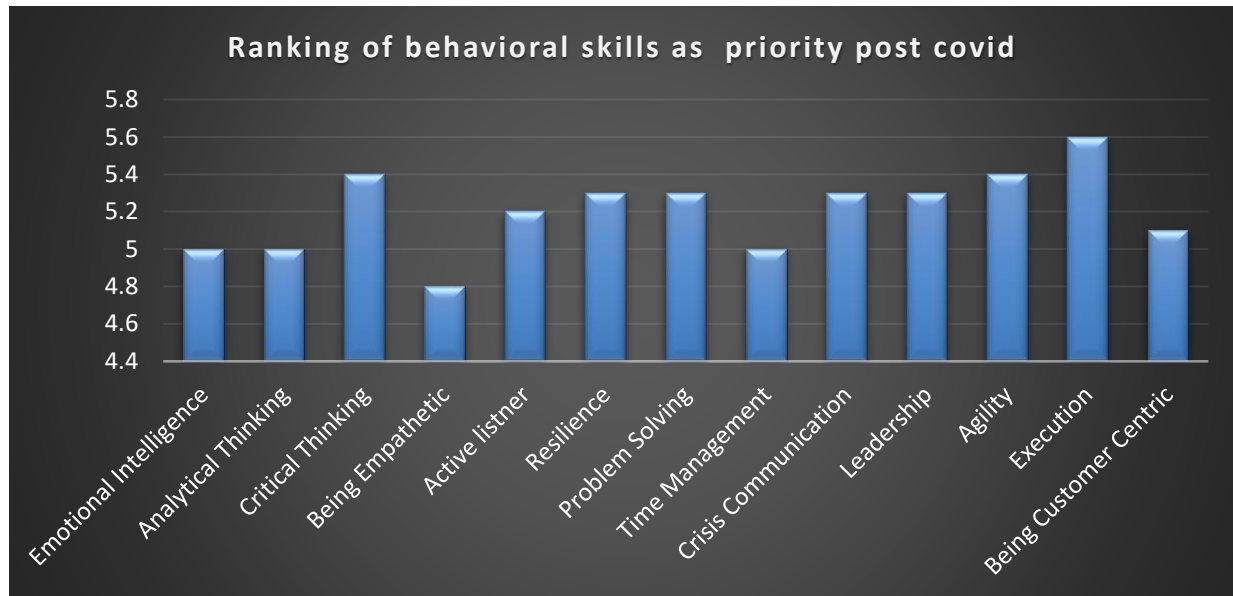


Figure 8

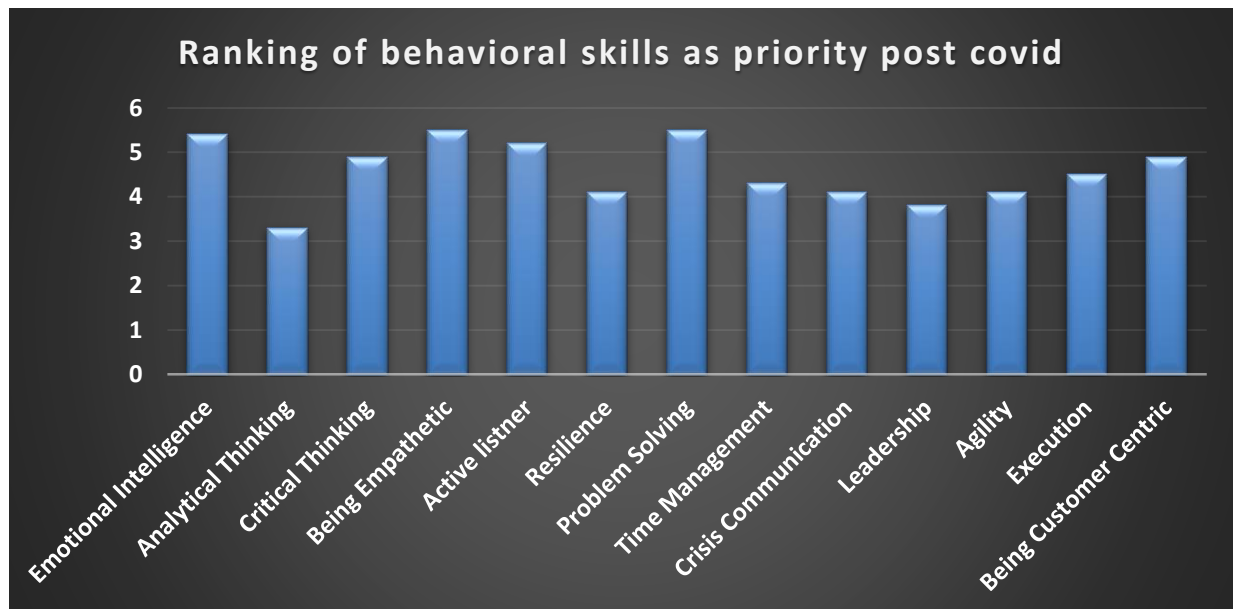
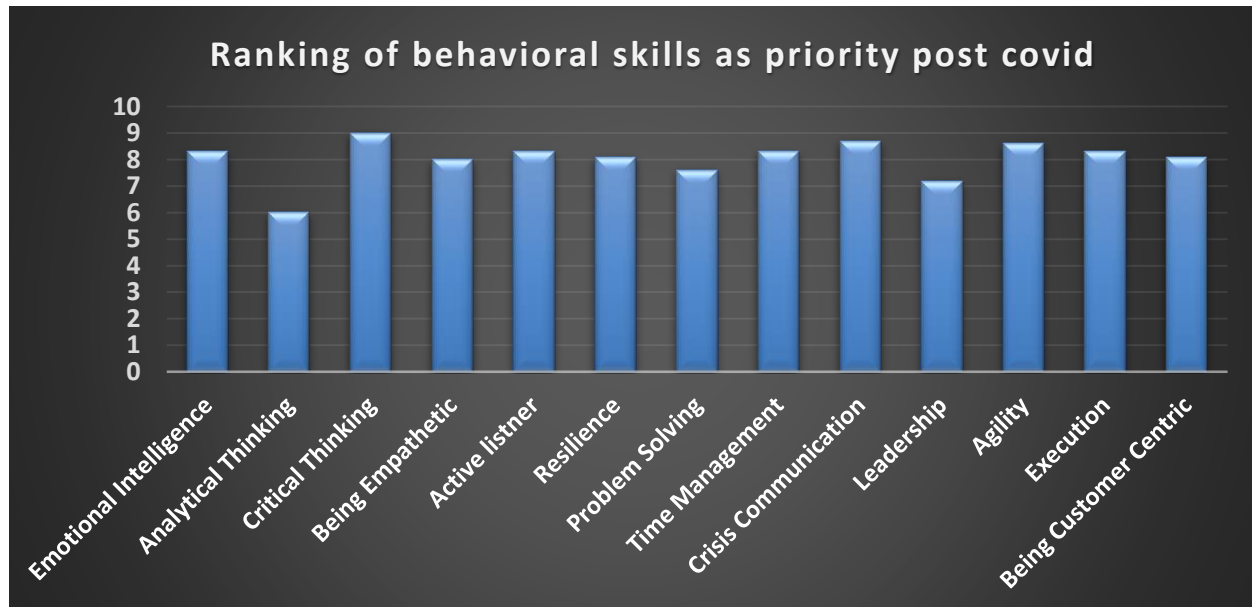


Figure 9



Interpreting the bar graph, it can be stated that senior management think that critical thinking, time management, crisis communication, leadership, analytical thinking, resilience, execution, problem solving & emotional intelligence are the main behavioural skills post covid. While talent pool & trail blazers are of the view that emotional intelligence, being empathetic, active listening, problem solving, critical thinking, being customer centric, agility, time management, crisis communication are the main priority. Similarity in the thought process can be seen. This is because post covid, there is a need for genuine human connection and understanding in every job role. To have good emotional intelligence is to be aware of and demonstrate empathy for other's emotions and behaviors which is crucial, especially when people are feeling uneasy. Good communication skills are critical as many will continue to work from home, clarity in emails, at virtual meetings is a must to cement trust and retain high productivity levels. Critical & Problem-Solving skills needs to be imparted in order to think clearly & rationally so as to objectively evaluate information in order to make informed decisions. Leadership is important and is' about communicating the strategy, vision while encouraging others & embracing feedback from colleagues & superiors. Being self-aware & holding yourself accountable is particularly crucial during these challenging times. Post covid there will remain rise in the number of employees working form home, it is likely to be flexible in work, having an open mindset, being able to work well under pressure, adjusting to new and unexpected deadlines, prioritizing tasks and in some circumstances taking on additional responsibilities.

Figure 10

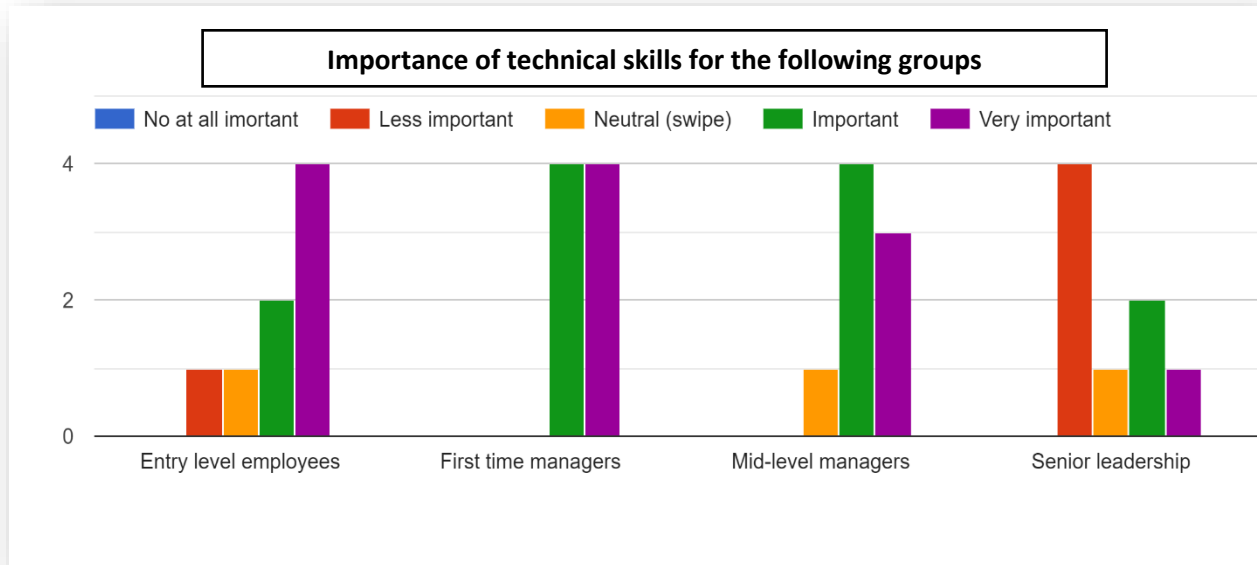


Figure 11

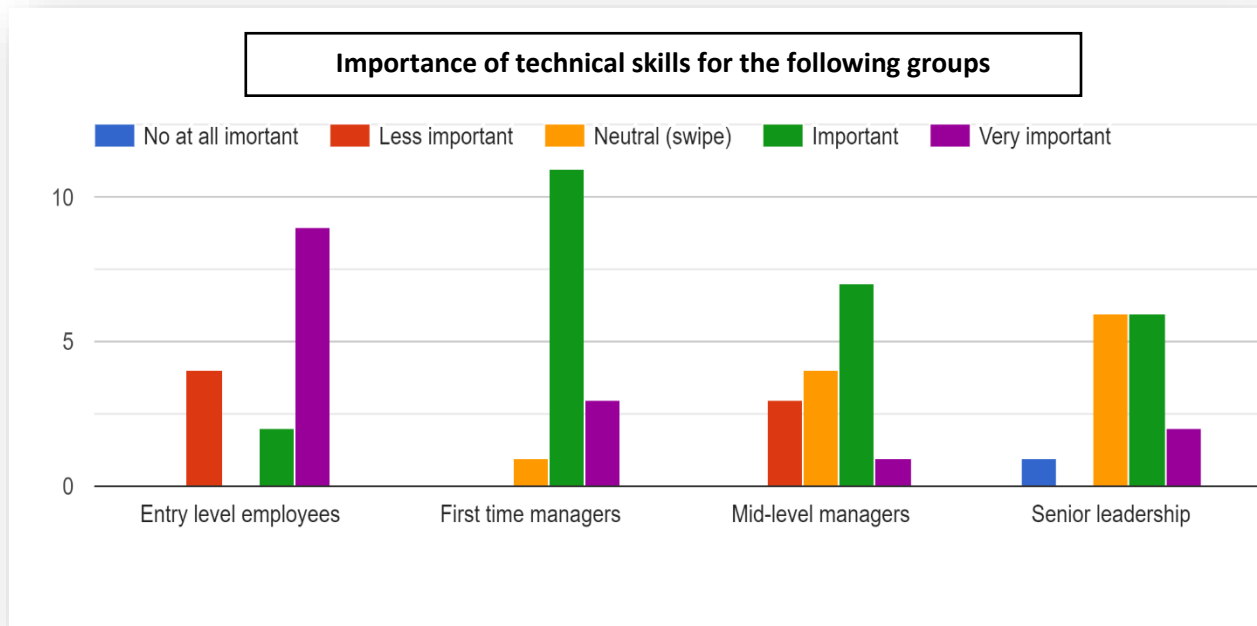
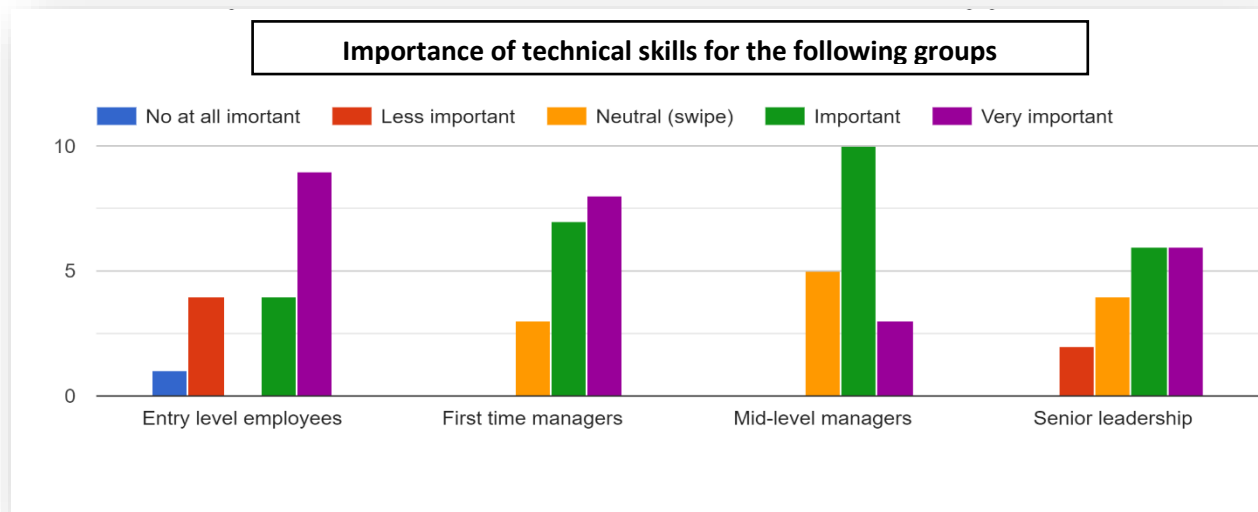


Figure 12



An interesting point has come out from the above bar graphs that, the importance of technical skills decreases as the level or position increases. All the 3 profiles think that post covid, technical skills will become most important for entry level & first line managers and not that much important for middle & senior leadership.

Figure 13

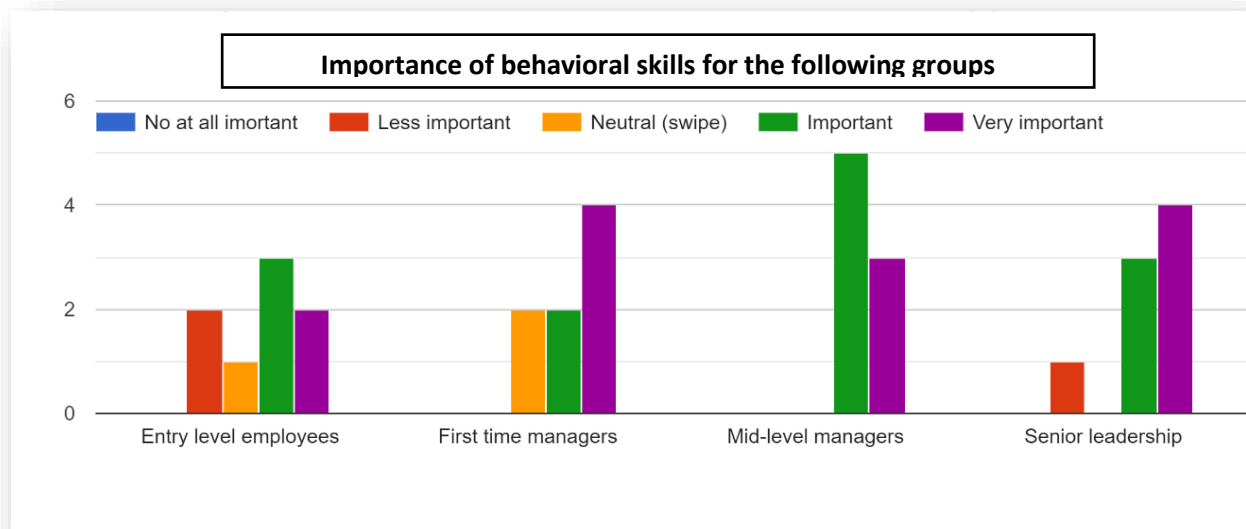


Figure 14

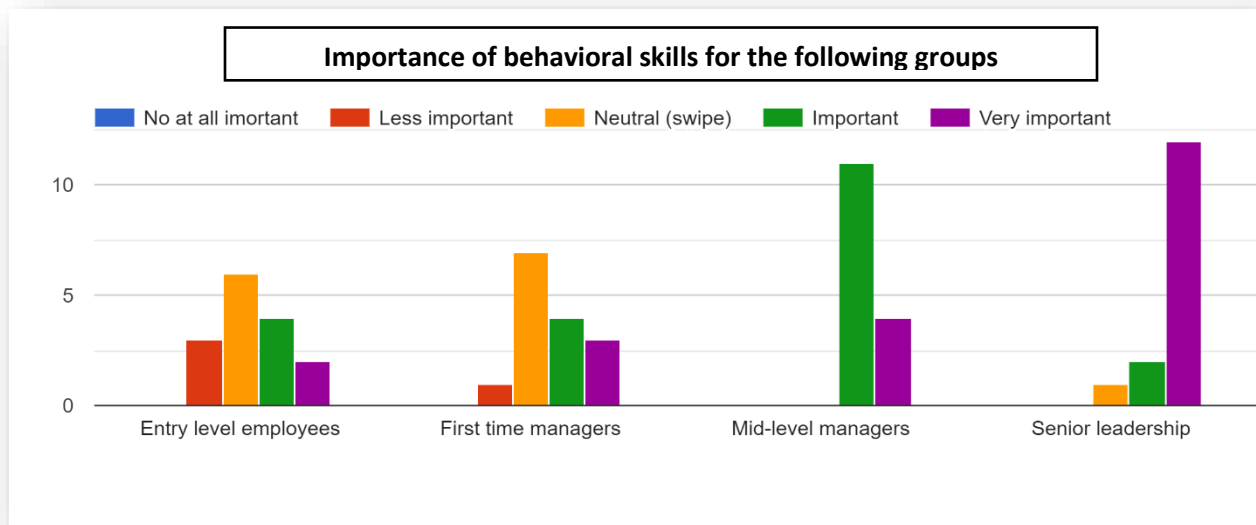
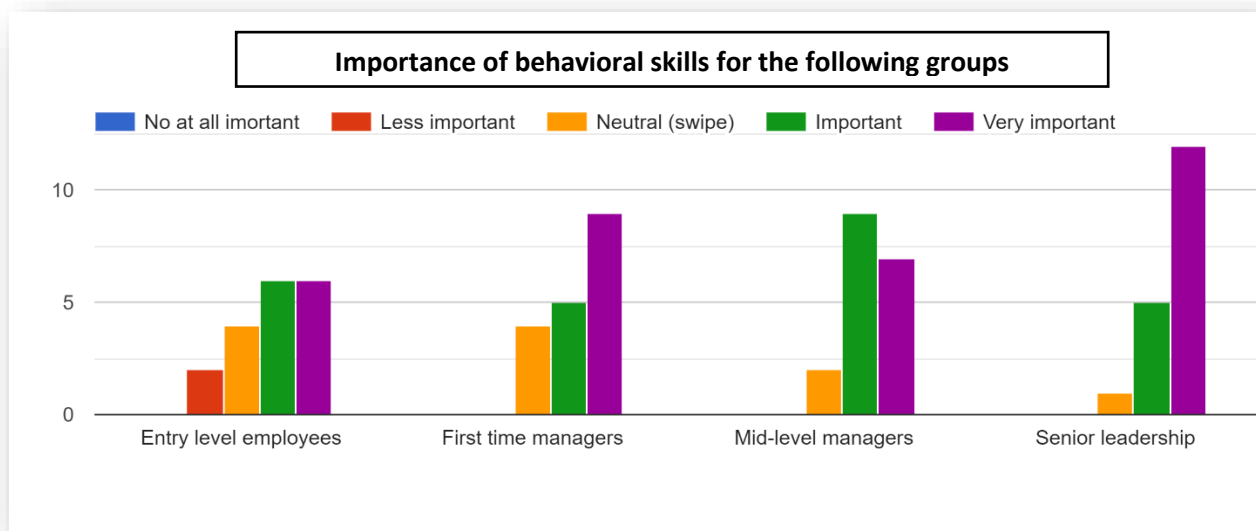


Figure 15



An interesting interpretation has come out from the bar graph that behavioural skills are important after covid, but the importance of behavioural skills increases as the level or position increases. It can be stated that post covid senior managers & middle level managers needs to reflect more behavioural skills as compared to entry level or first-time managers. It is because leaders need to have better understanding of the situation of others post covid and creating

meaning in the job which creates passion. Communicating the strategy but at the same time encouraging other's working in the organization.

Figure 16

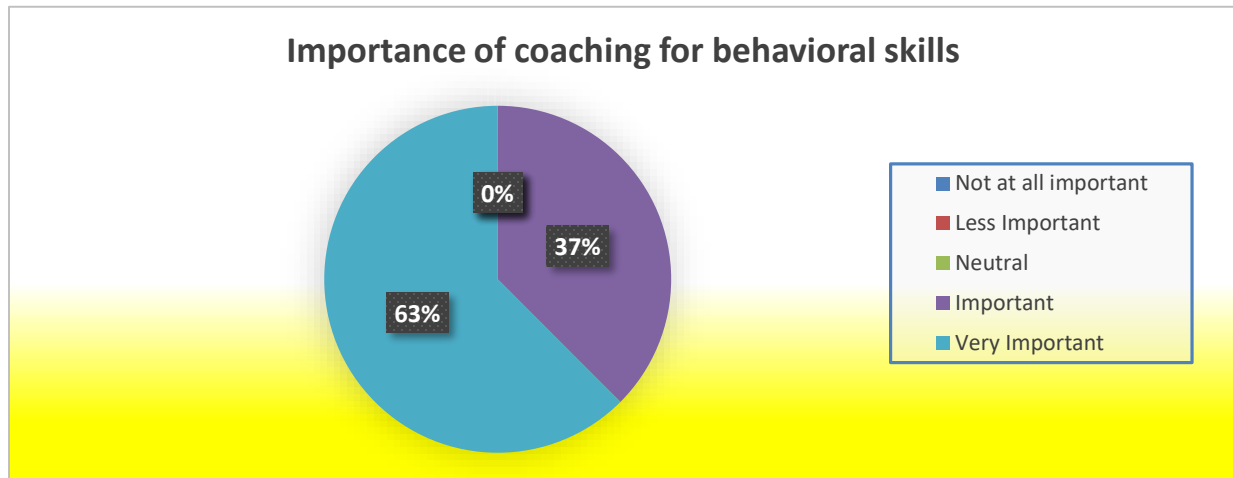


Figure 17

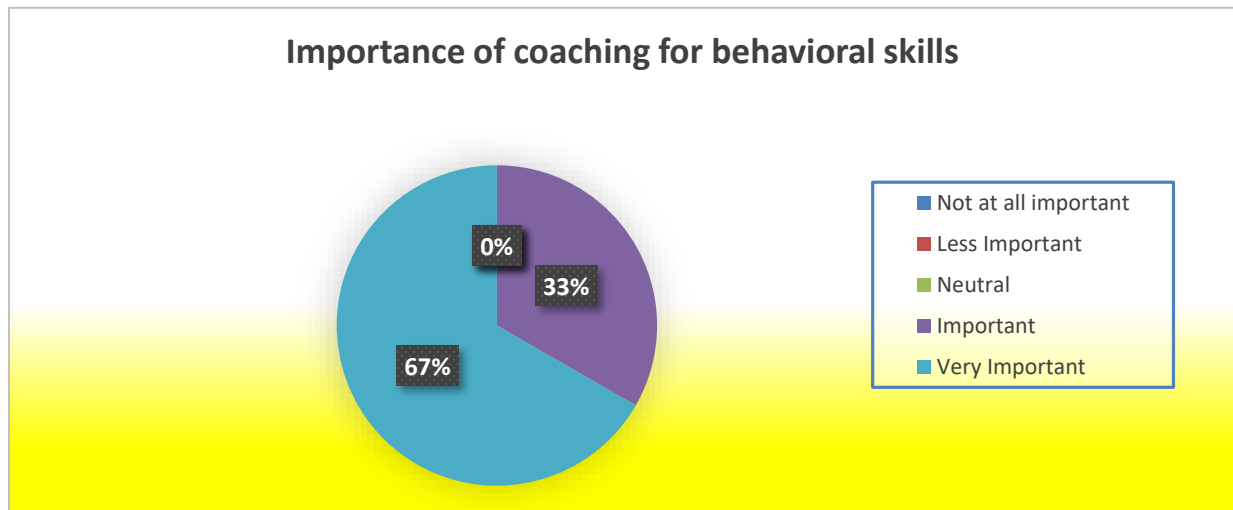
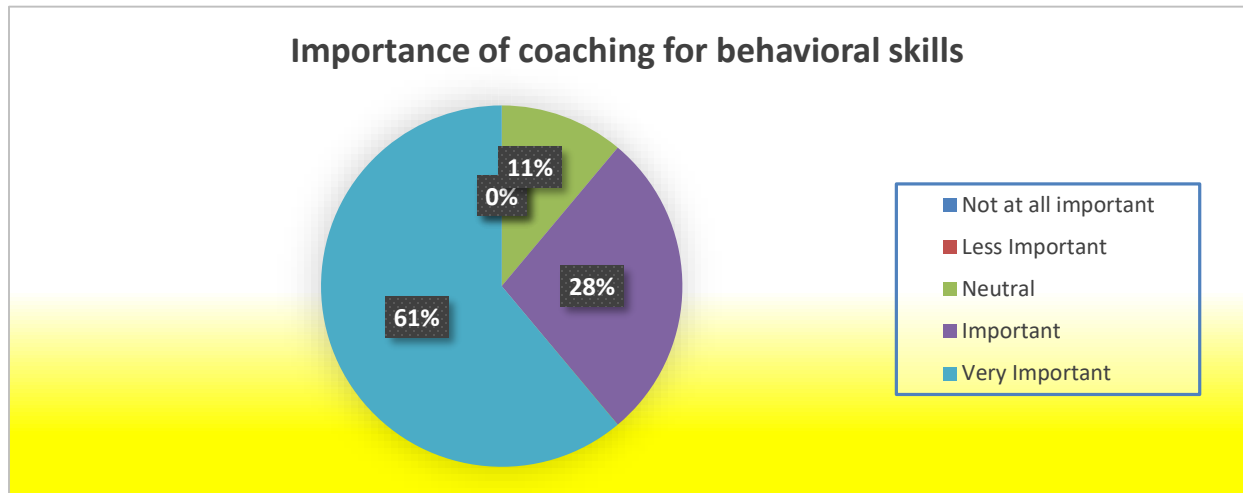


Figure 18



According to the pie chart, it can be interpreted that coaching is very much crucial to impart behavioural skills because it caters to the actions, responses & reactions of individuals working. If coaching is provided in the area of behavioural skills than it will increase their overall effectiveness and happiness at work and also in a social sitting. It also helps in building a positive & concrete change in individuals and to boost the transfer of knowledge from the coach the coach to the individual employee. Coaching strengthen the skills, working behavior lapses & problems with performance output under the supervision of a coach.

Figure 19

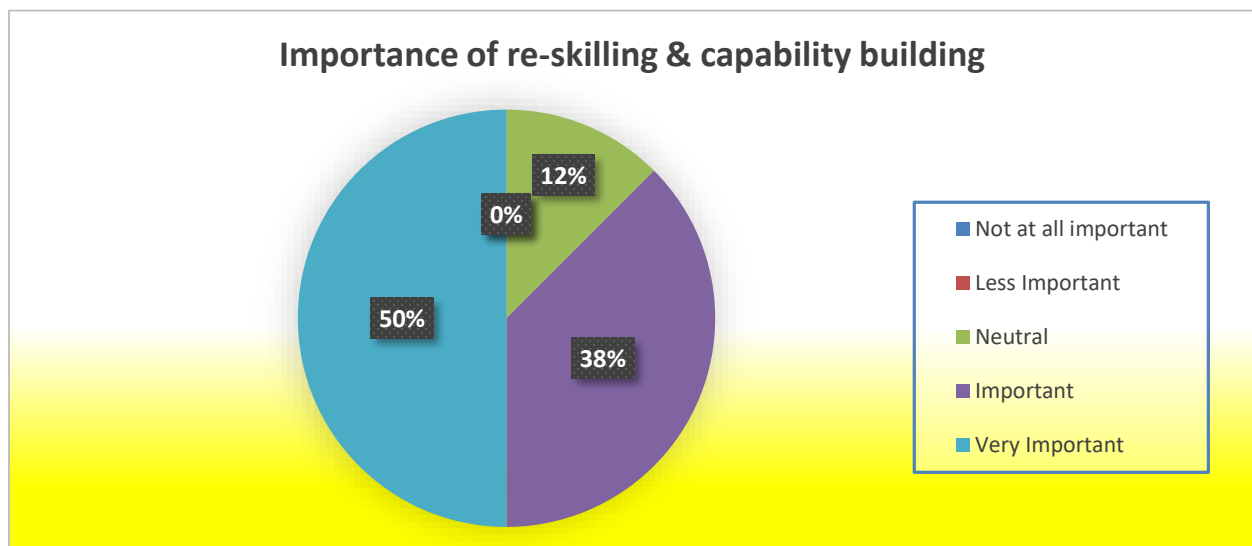


Figure 20

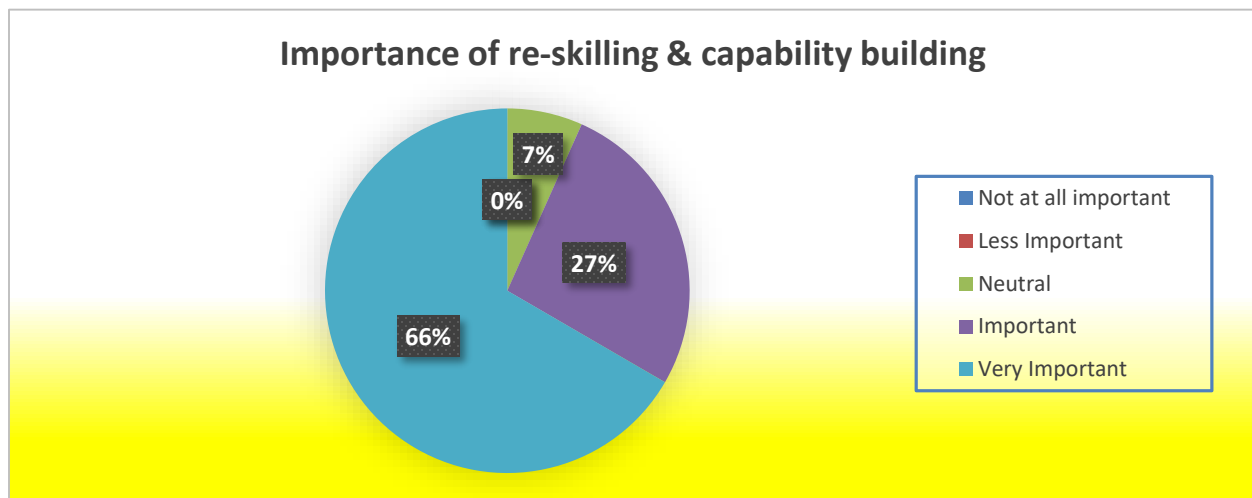
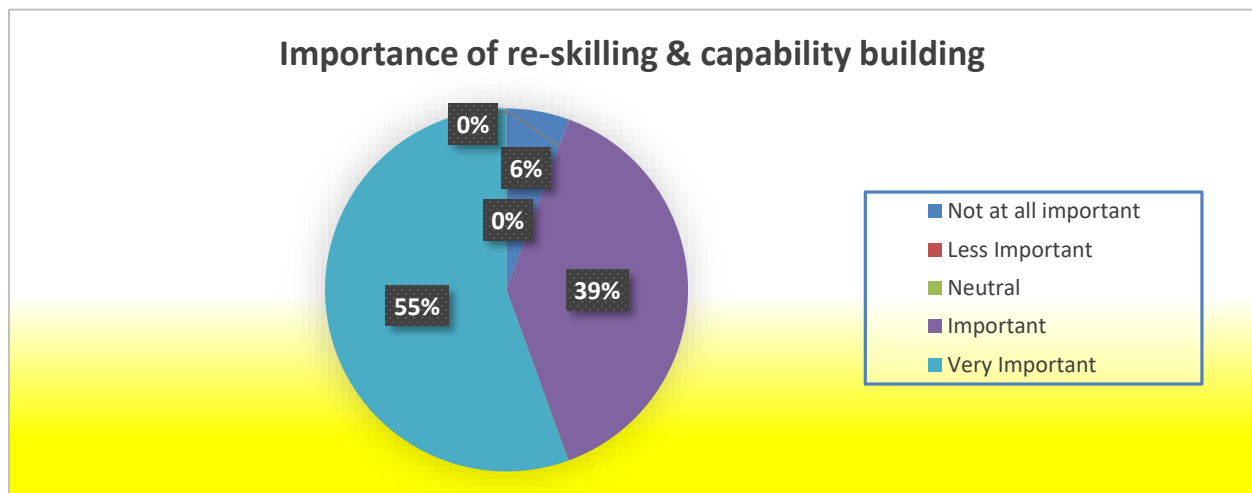


Figure 21



It can be interpreted from the pie chart that senior management, talent pool & trail blazer think that re-skilling & capability building will become most important post covid-19 because of increasing skill gaps in the workforce due to changing technologies, automation & AI and accordingly matching the workers to new roles & activities. During this present moment job security is on the decline and unemployment is hiking. So, the best way is to re-skill i.e. developing additional skills to help them to take new roles.

Figure 22

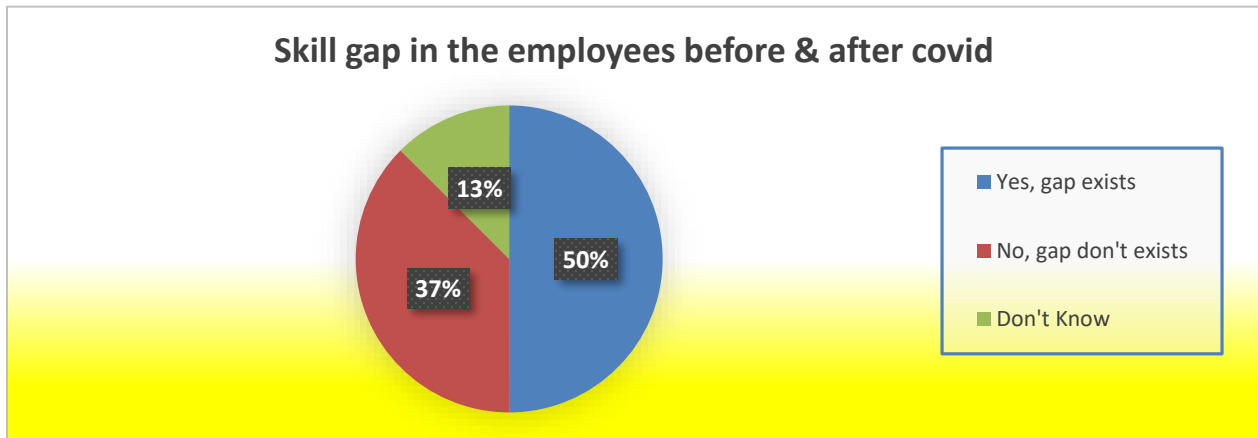


Figure 23

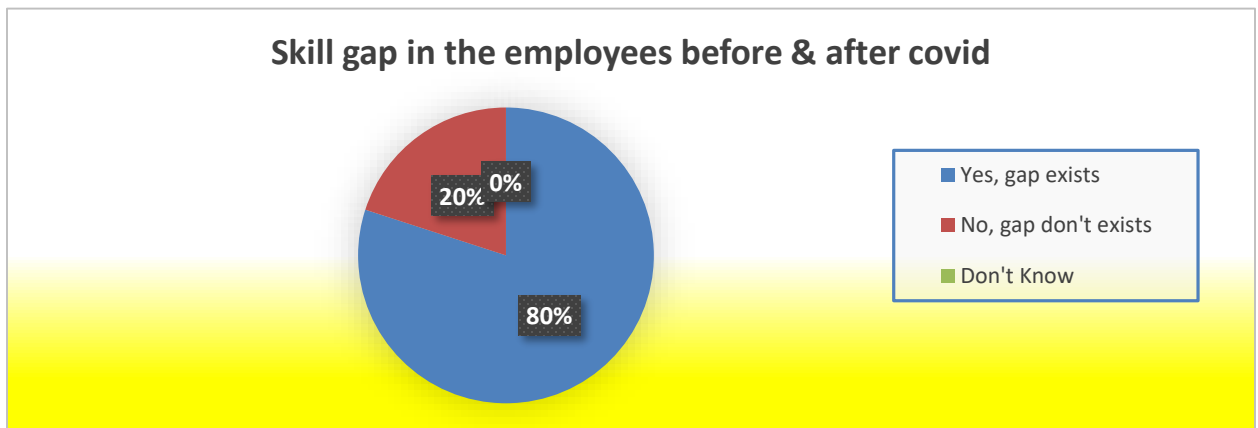
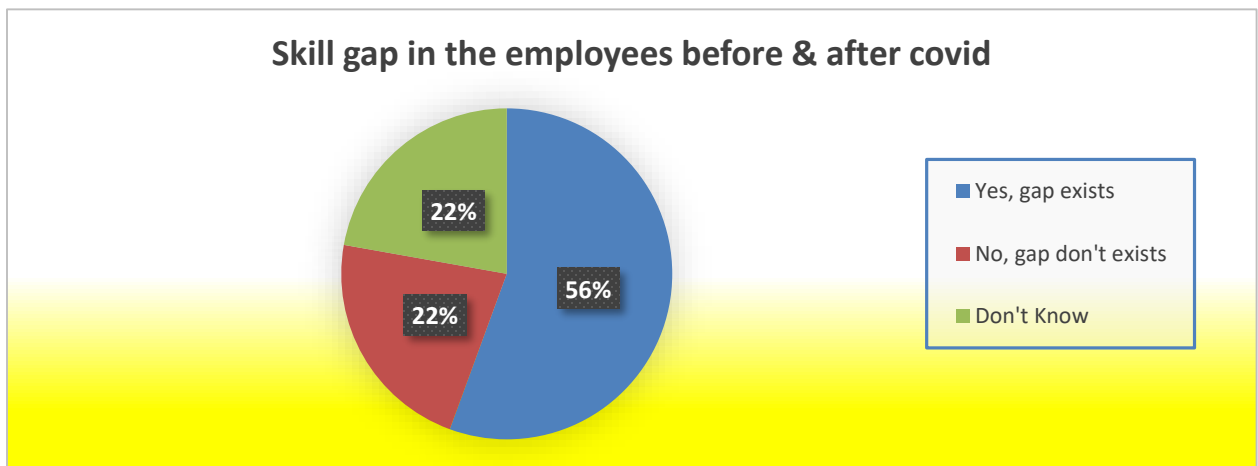


Figure 24



From the above graph, all the 3 profiles has said that there will be skill gap in the employees before & after covid-19 due to changing scenario, more focus towards virtual and digital platforms, new activities and roles required which demands new set of skills. Also

Satisfaction Level of Talent Pool & Trail Blazer

First graph of talent pool and second of trail blazer

Figure 25

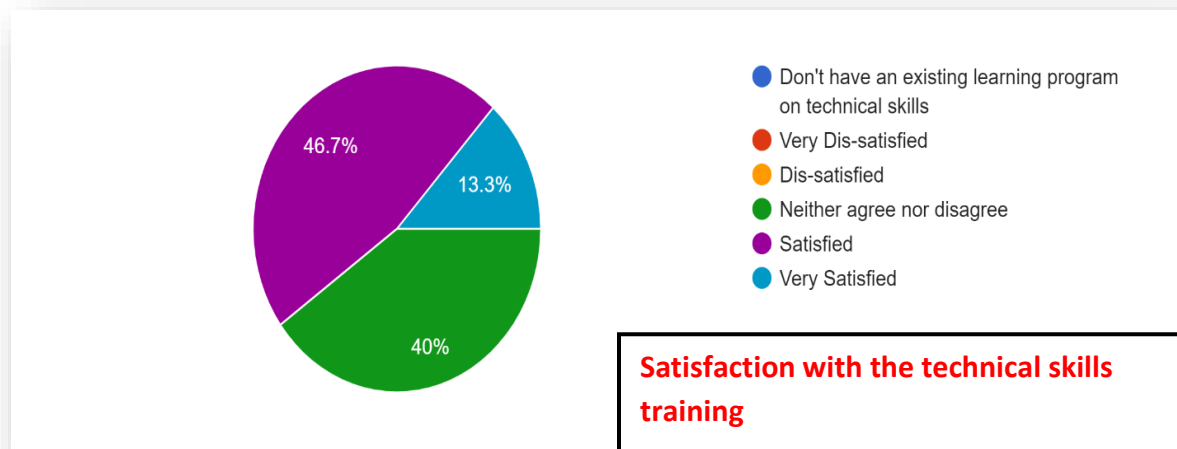
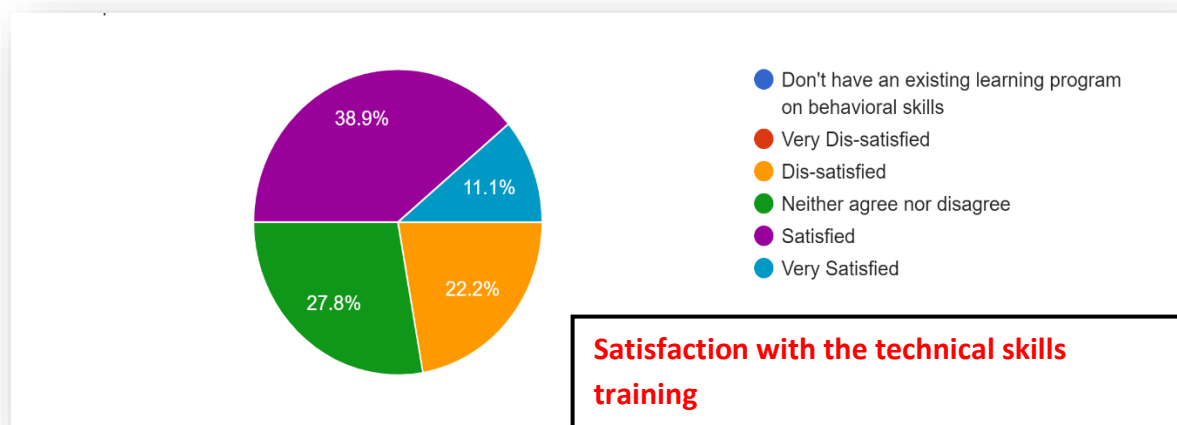


Figure 26



From the above pie charts, it can be concluded that majority (60%) of the talent pool are satisfied with the technical training provided to equip them with the technical skills but 40% are neither satisfied nor dis-satisfied with the existing technical training.

Also, from the trail blazers pie chart, it can be concluded that 50% of the officers are satisfied with the technical training but 22.2% are dis-satisfied & also 27.8% officers are neither satisfied nor dis-satisfied.

This means that still improvements are needed in order to shift the satisfaction of officers from neutral to very satisfied level. The probable reason during covid-19 could be reduced frequency of classroom based training and coaching sessions.

Figure 27

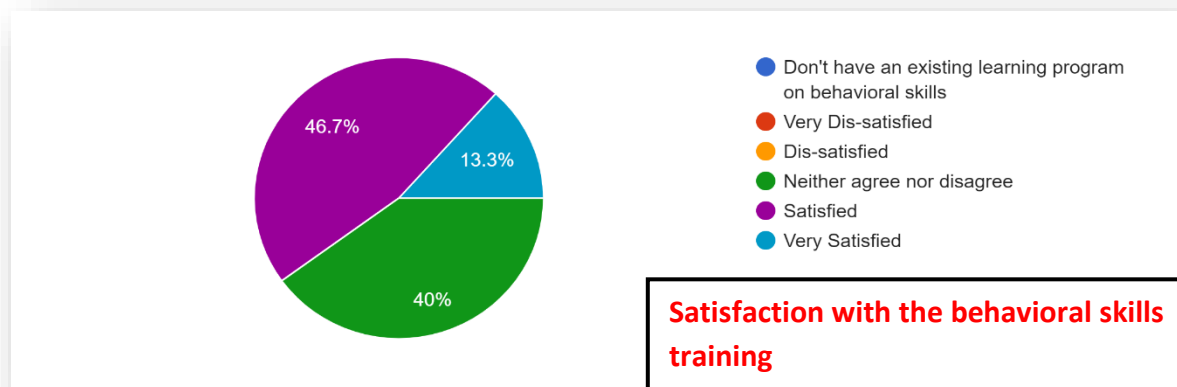
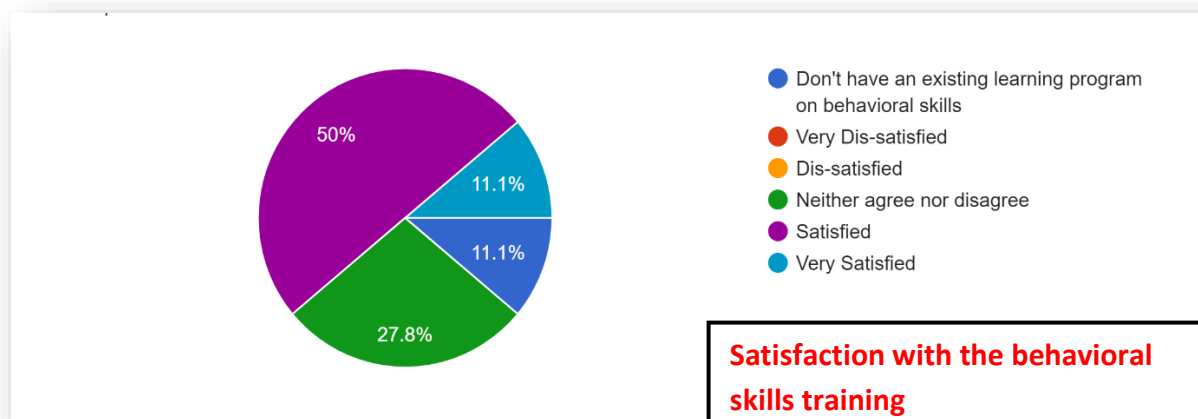


Figure 28



From the above pie charts, it can be concluded that majority (60%) of the talent pool are satisfied with the behavioral training provided to equip them with the behavioral skills but 40% are neither satisfied nor dis-satisfied with the existing behavioral training.

Also, from the trail blazers pie chart, it can be concluded that 61.1% of the officers are satisfied with the behavioral training but 27.8% officers are neither satisfied nor dis-satisfied with the existing behavioral training.

This means that still improvements are needed in order to shift the satisfaction of officers from neutral to very satisfied level. The probable reason during covid-19 could be reduced frequency of classroom-based training, offsite training/workshops and coaching/mentoring sessions.

Figure 29

		Skills Deficiency Post Covid														
		Emotional Intelligence	Analytical Thinking	Critical Thinking	Being Empathetic	Active Listner	Resilience	Problem Solving	Time Management	Crisis Communication	Leadership	Agility	Execution	Being customer centric	Total Rows	
Profile	Senior Management	4	1	4	5	1	2	1	3	5	5	1	0	1	33	
	Talent Pool	13	4	11	11	7	8	2	4	6	2	4	2	4	78	
	Trail Blazer	10	1	9	6	8	10	3	8	10	9	2	8	5	89	
	Total Col	27	6	24	22	16	20	6	15	21	16	7	10	10	200	
		Skills Deficiency Post Covid														
		Emotional Intelligence	Analytical Thinking	Critical Thinking	Being Empathetic	Active Listner	Resilience	Problem Solving	Time Management	Crisis Communication	Leadership	Agility	Execution	Being customer centric	Total Rows	
Profile	Senior Management	4.455	0.99	3.96	3.63	2.64	3.3	0.99	2.475	3.465	2.64	1.155	1.65	1.65	33	
	Talent Pool	10.53	2.34	9.36	8.58	6.24	7.8	2.34	5.85	8.19	6.24	2.73	3.9	3.9	78	
	Trail Blazer	12.015	2.67	10.68	9.79	7.12	8.9	2.67	6.675	9.345	7.12	3.115	4.45	4.45	89	
	Total Col	27	6	24	22	16	20	6	15	21	16	7	10	10	200	
</																

Senior Management think that Being empathetic, Emotional Intelligence, Critical Thinking, Crisis communication and Leadership are the skills which can become deficient post covid.

Talent Pool think that Emotional Intelligence, Critical Thinking, being Empathetic, Resilience, Active Listening are the skills which will become deficient post covid-19.

Trail Blazer think that Emotional Intelligence, Critical Thinking, Resilience, Crisis Communication, Leadership and Execution are the skills which can become deficient post covid-19.

Looking into the thinking process of these 3 profiles, it can be said that the perception gap is not there according to the profile, but more focus can be made to look into what can be done to impart these skills because changing scenario increases the need to demonstrate behavioral skills more effectively as compared to before. Irrespective of positions, levels, people need to develop a sense of understanding and empathising with others situation, encouraging one another, showing adaptability to new roles & responsibilities with resilience

Observations

1) Senior management, talent pool & trail blazer think that skills gap will be there in the employees before and after covid-19 because of changing roles, activities due to changing technologies, automation & AI.

2) An interesting point has come out from the above bar graphs that, all the 3 profiles think that post covid, technical skills will become most important for entry level & first line managers and not that much important for middle & senior leadership.

An interesting interpretation has come out from the bar graph that behavioural skills are important after covid, but the importance of behavioural skills increases as the level or position increases because leadership is all about unleashing the potential of people & situations while creating meaning in the job.

This is because post covid behavioral skills will become more important for seniors because they need to look from the holistic angle.

- 3) Senior management, talent pool & trail blazer are of the view that coaching is crucial for imparting behavioural skills.
- 4) Looking at the current covid scenario, senior management, talent pool & trail blazer think that re-skilling & capability building will become much more important in order to fill the skill gap and the training should be designed accordingly.
- 5) Senior management, talent pool & trail blazer are of the view that behavioural, technical, case study and safety trainings can go online post covid. It is interesting to note here that only trail blazers think that outbound training can also go online but senior management and talent pool does not have the same view.

Suggestions

- 1) Personalized behavioural and technical training roadmap must be there for all the employees including direct participation of employees.
- 2) **Anticipating perception in the skill gap with skill mapping:** This means that for each job, the employer can see what skills, soft & hard, as well as the level required for each are required. It will also allow an easier assessment of said skills and to identify skills gap to build training plans more effectively.
- 3) **Individual skills management: J.A.F.A.R. Technique can be used i.e. Job Analysis, Full Mastery, Assessment, Skillset Review**

This technique will allow the employees to objectively analyse their skills, identify competitive strengths & competency gaps & establish smart goals for an effective skill building plan.

It is an application, the application is an intuitive and free computer program for organizing, developing, mentoring, documenting and presenting one's work related skills. Designed for working professionals, the application is intended to make your skill building activities more efficient and focused on gaining a competitive edge in the job market.

One way of using the application is to direct your skill building activities and monitor their effectiveness aiming to maximise the estimated total skillset score for the desired job. To do so, the application provides, a wide range of tools & techniques such as benchmarking, competency dashboards and skillset reviews.

The method that the application uses is computer simulation of a competitive job selection process. For each specific job that you are interested in, the application will walk through a sequence of steps to identify a specific skillset matching the most important job requirements. Then, it will help you collect samples of your proficiency in performing the required duties and objectively estimate your likely total skillset score in the job competition. As a result, by customizing the application for personal needs, you will create an evidence based and data driven instrument for managing your work-related skills in a competitive job environment.

4) For Re-skilling & Capability Building, some steps can be followed:

- Rapidly identify the skills your re-skilling business model depends upon
- Build employee skills critical to the business model
- Launch tailored learning journeys to close critical skill gaps
- Start now, test rapidly and iterate
- Protect learning budgets

5) Improvement in emotional intelligence can be brought about by following points:

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skills

6) Behavioural & Technical skills can be imparted while conducting classroom-based training programs with reduced seating capacity, through coaching & mentoring, through digital learning modes and also through conducting digital workshops which will reduce the challenges in implementing the behavioural & technical learning post covid.

7) The impact of technical training can be measured through feedback surveys, assessment before & after learning and performance based against goals.

8) The impact of behavioral training can be measured through feedback surveys, assessment before & after learning, peer assessment, employee engagement and performance based against goals

9) Complex problems can be solved through brainstorming among the employees & with the stakeholders.

References

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- 4) Mar, B (2020, April 17), 8 Job skills to succeed post covid, Retrieved from, <https://www.forbes.com/sites/bernardmarr/2020/04/17/8-job-skills-to-succeed-in-a-post-coronavirus-world>

Appendices

Google form Link:

https://docs.google.com/forms/d/e/1FAIpQLSeKKiiIm4B7N8Oj8gU1giHI6iPKRDKEZxPVtZkR_MIimEWscQ/viewform
