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CHALLENGES IN SKILL DEVELOPMENT AMONG LIBRARY AND INFORMATION SCIENCE PROFESSIONALS

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ABSTRACT

Today's changing environment in library and information centres looks for change in the professional skills besides the academic skill. This study examines nearly 49 criteria across the spectrum of Key Requirements; Inquisitiveness; Infrastructure environment; Work Environment; Professional Challenges and Future Skill Capacity to determine the viability of the skills for the booming of library and information science professionals. This study carried out to identify the Key Requirements for professional skill and to identify the Inquisitiveness in developing the skill. Further the impact of Infrastructure environment and work environment in developing the skill were also identified. This study was carried out among 210LIS professionals of 76 engineering institutions in 8 districts (Ariyalur, Cuddalore, Nagapattinam, Perambalur, Thanjavur, Tiruvannamalai, Tiruvarur, and Villupuram) under the affiliation of Anna University. Out of 210 distributed 157 responded. The response rate works out to 74.76%. The Professionals aware that there exist Challenges towards skill development and they aware that it is essential to develelop future Skill Capacity in the changing technological environment.

Keywords: Skill development, key requirement in skill, future skill, impact of professional and work environment, challenges in skill development.

1. INTRODUCTION

The dramatic changes, largely the result of rapidly evolving information and communication technologies (ICTs), have impacted significantly on the knowledge and skills requirements for library and information science (LIS) professionals practicing in this environment. The transformed landscape requires a new generation of LIS professionals to effectively and efficiently mediate it. Orme (2008) [1]categorised knowledge and skills required for this transformed environment into: discipline-specific knowledge (that is, knowledge that relates specifically to the LIS profession), generic skills (general skills which apply to all disciplines) and personal competencies (attitudes, values and personal traits). Choi and Rasmussen (2009) [2], Venkataraman S, Gopalakrishnan S and Gopalakrishnan S (2011) [3] studied the knowledge sharing among the library professionals and emphasised the need.

National Knowledge Commission (2007) while recommending the role of libraries as "gateways to knowledge" emphasized the skills required to fulfill the changing role of libraries as Library and information handling skills, Service orientation, ICT knowledge skills, Communication and training skills, Marketing and presentation skills, Understanding of cultural diversity, Knowledge mapping skills.

1. CHALLENGES

Since the dawn of 21st Century, libraries are facing serious transition on account of the following three main reasons:

- The transition from paper to electronic media as the dominant form of information storage retrieval and dissemination. Convergences of different media, such as text, graphics, and sound, into multimedia resources, have direct impact on this transition.
- Increasing attention on accountability, with focus on quality customer services, performance measurement, bench marking andcontinuous improvement. In addition, shrinking financial resources have direct bearing on this shift.
- New forms of work organization such as end-user computing,work-teams, downsizing, reengineering, outsourcing etc.

Thus in order to cope up with the ever-changing in library and information science profession, the library professionals must be a skilled professional. The skills can be categorised as

- Domain Specific Skills - Engineering, Medicine etc.;
- Essential Skills - Reading, Writing, Computer Application, Creative Thinking, Analyzing Skills etc;
- Managerial Skills - Planning, Organisation, Managing Negative People, Assertive Skills, Conflict Management Skills etc;
- Leadership Skills - Goal Setting, Team Building, Motivation, Risk Taking, Formulating Vision etc;
- Contextual Skills – Operational Skills in different environment or culture.

2. REVIEW OF RELATED LITERATURE

Few of the skills such as Information Skills (Pintos 2008 [4],Walter 2008 [5], Dell –Price and Cotton 2008) [6], Information Literacy Skills (Ramesh Babu 2011 [7], Ramesh Babu&NageswaraRao 2011 [8], Hagland and Herson 2008) [9], ICT skills (Thomas and Rulter 2008 [10], Owvia, Bada&Aimbonam 2006) [11], Soft Skills (Harris 2007) [12] that are need has been discussed in the literature. The skills which are required for various professionals had been studied. The skills required by LIS professionals by Thenmozhi, N and Gopalakrishnan S. (2013) [13],Muthukumar G, Venkataraman S, Gopalakrishnan S and Gopalakrishnan S (2014) [14],Pattabhiraman T, Gopalakrishnan S, Gnanasekaran D and Gopalakrishnan S (2014) [15],Balakrishnan, T, Gopalakrishnan, S and Gopalakrishnan, S (2014) [16],Sadagoban, K, Tamizhchelvan, M, Gopalakrishnan, S and Gopalakrishnan, S (2015) [17]. Capabilities and Skill requirements by fashion professionals by Mohanraj, P, Gopal, S K, and Gopalakrishnan S (2015) [18],Mohanraj.P, Gopal.S K and Gopalakrishnan.S (2015) [19],Mohanraj.P, Gopal.S K and Gopalakrishnan.S (2015) [20] and Mohanraj.P, Gopal.S K and Gopalakrishnan.S (2015) [21].

In the present day environment a professional should be able to understand problems, manage users and encourage teams of individuals with different skills to work together, as those "hybrid" teams will be the corner stones of progress for the management and provision of information systems in the future (Biddiscombe,2001) [22].

3. OBJECTIVES

Following were the objectives of the study.

- To identify the Key Requirements for professional skill
- To know the Inquisitiveness in developing the skill
- To identify the role Infrastructure environment in developing the skill
- To know the role of Work Environment in enhancing the skill
- To identify the role of Professional Challenges towards skill development
- To know the future Skill Capacity in the changing technological environment

4. HYPOTHESIS

The hypotheses were formulated based on the objectives

- There exist challenges in the Key Requirements for professional skill
- There exists Inquisitiveness among the LIS professionals in developing the skill
- The Infrastructure environment also challenges the professionals in developing the skill
- There exist significant challenges in Work Environment towards enhancing the skill
- There exist Professional Challenges towards skill development
- The professionals aware about the future Skill Capacity in the changing technological environment

5. CRITERIA FOR SELECTION OF COLLEGES

Engineering Colleges listed in Ariyalur, Cuddalore, Nagapattinam, Perambalur, Thanjavur, Tiruvannamalai, Tiruvarur, and Villupuram district were considered for the study with the presumption that these libraries were well established in terms of Infrastructure, collection of

resources in print/digital and multimedia mode, library personnel strength, services, established rules and regulations and human relation policies and practices.

6.1 Administration of Questionnaire

The questionnaire was administered to allto the 210 LIS professionals of 76 engineering institutions in 8 districts (Ariyalur, Cuddalore, Nagapattinam, Perambalur, Thanjavur, Tiruvannamalai, Tiruvarur, and Villupuram) under the affiliation of Anna University. Out of 210 distributed 157 responded. The response rate works out to 74.76%.

6.2 Data collection

The questionnaires were mailed to respondents for collecting the data. The respondents were reminded through e-mail for forwarding the filled questionnaire. Few of the questionnaires were collected directly from the respondents. The data were collected during the period July and December 2016. Questionnaire were distributed to the entire population whoever were in service during the period July to December 2016.

6.3 Sample

The questionnaires were distributed to the Library and Information Science professionals of 76 engineering institutions. The questionnaire distributed and responses received were shown in Table 1, Fig 1.

6.4 Demographic Details

The demographic details of the respondents were shown in Table 2 and Fig 2.

6.5 Data Analysis

This study examines nearly 49 criteria across the spectrum of Key Requirements; Inquisitiveness; Infrastructure environment; Work Environment; Professional Challenges and Future Skill Capacity to determine the viability of the skills for the booming of library and information science professionals. . The number of variables thus taken up for the study has been shown in Table 3.

The data collected through the questionnaire have been analyzed and interpreted to test the hypotheses framed and to fulfill the stated objectives. For this purpose, SPSS Software Package has been used in the analysis of data.

6.6 Key Requirements

The key requirements has been ascertained based on five variables such as Analytical skills; Relevant work experience; Updated knowledge; Ability to understand, learn quickly and easily and Novel approach and creativeness on a five point scale such as Strongly disagree; Disagree;No opinion; Agree Strongly and Agree from the respondents. The mean and standard deviation were calculated based on opinion. The ranks were ascertained based on mean and standard deviation. The variables, respondents' opinion, mean, standard deviation and rank were shown in Table 4.

The mean value all the five inquisitiveness variables ranges between 3.61 and 4.0139 which indicates that they lie towards agree. The standard deviation ranges between 1.162 and 1.343 which indicates that there has been no deviation on opinion.

The first preference was given for "Update knowledge". It is followed by "Relevant work experience" and "Analytical skill". The least preference was indicated to "Novel approach and creativeness".

6.7 Inquisitiveness

The inquisitiveness has been ascertained based on five variables Evaluation skill; Assessment Skill; communication skill; Interpersonal skill and Intrapersonal skill on a five point scale such as Poor; Average; Satisfactory; good and very good from the respondents. The mean and standard deviation were calculated based on opinion. The ranks were ascertained based on mean and standard deviation. The variables, respondents' opinion, mean, standard deviation and rank were shown in Table 5.

The mean value all the five inquisitiveness variables ranges between 1.97 and 2.39 which indicates that they lie between average and satisfactory. The standard deviation ranges between 0.733 and 1.078 which indicates that there has been no deviation on opinion.

The first preference was given for "Communication skill". It is followed by "Assessment skill" and "Intrapersonal skill". The least preference was indicated to "Interpersonal skill"; mean value was 1.96 each which indicates that the respondents have average to the variables.

6.8 Infrastructure environment

The Infrastructure environment has been ascertained based on 12 variables Working environment; Job location; Working hours; Noise free; Comfortable space; Ergonomic furniture; ICT tools; Efficient infrastructure; e-collection; Internet speed; Telephonic services; and Opportunities were employed to ascertain the opinion from the respondents on a five point scale such as Poor; Average; Satisfactory; good and very good from the respondents. The mean and standard deviation were calculated based on opinion. The ranks were ascertained based on mean and standard deviation. The variables, respondents' opinion, mean, standard deviation and rank were shown in Table 6.

The mean value all the twelve infrastructure environment variables ranges between 2.22 and 4.36 which indicates that they lie between no opinion and satisfactory. The standard deviation ranges between 0.943 and 1.462 which indicates that there has been no deviation on opinion.

The first preference was given for "ICT tools". It is followed by "Internet speed" and "e-collection". The least preference was indicated to "Ergonomic furniture"; "Comfortable space" and "Noise free".

6.9 Work Environment

The work environment has been ascertained based on 13 variables such as Comfortable; Relationships; Activities; Job security; Opinions; Superiors; Appraisal; Rewards; Ability; Work and life balance; Responsibilities; Leave policy and Long term benefits were employed to ascertain the opinion from the respondents on a five point scale such as Poor; Average; Satisfactory; good and very good from the respondents. The mean and standard deviation were calculated based on opinion. The ranks were ascertained based on mean and standard deviation. The variables, respondents' opinion, mean, standard deviation and rank were shown in Table 7.

The mean value all the thirteen variables of work environment variables ranges between 3.45 and 3.81 which indicates that they lie between no opinion and satisfactory. The standard deviation ranges between 1.264 and 1.390 which indicates that there has been no deviation on opinion.

The first preference was given for "Job security". It is followed by "work and life balance" and "Appraisal". The least preference was indicated to "Opinion"; and "Relationship".

6.10 Professional Challenges

The professional challenges in work environment have been ascertained based on 10 variables as shown in Table x. The opinions were obtained in a five point scale such as *Strongly disagree, Disagree, No opinion, Agree and Strongly Agree.* The mean and standard deviation were calculated based on opinion. The ranks were assigned based on mean and standard deviation. The responses were compared between gender The mean and standard deviation were calculated. The ranks were assigned based on mean and standard deviation. The responses, mean, standard deviation and rank were shown in Table8.

The first preference were indicated as other than the nine variables thus selected. It is followed by Organisation development and training. The least preference was indicated to employee engagement and followed by leadership. The mean value ranges between 3.41 and 3.96 which indicated that all the variables were agreed by the LIS professionals. The standard deviation lies between 1.167 and 1.474 which indicates that there has been no significant deviation in their opinion.

The correlation test has been administrated to identify the significance of the variable and the relation between the variables has been ascertained and the same has been shown in Table 9.

The correlation value of all the variables ranges between 0.647 and 0.871 which indicates that all the variables were highly positively correlated. The test also shows that the variables were significant at 99% level in 2 tailed test. Further closely associated were

Closely associated variables

- alent management and managing changes
- rganisational performance and Training
- reativity and talent management

Distinctly associated variables

- rganisational development and managing changes
- rganisational development and talent management
- rganisational development and training

6.11 Future Employees

The future employees expectation in work environment were ascertained on five variables *Be creative; Use competencies; Learn from what they do; demonstrate initiative and develop confidence in their ability*in a five point scale such as *Strongly disagree, Disagree, No opinion, Agree and Strongly Agree.* The mean and standard deviation were calculated based on opinion. The ranks were assigned based on mean and standard deviation. The responses were compared between gender The mean and standard deviation were calculated. The ranks were assigned based on mean and standard deviation. The responses, mean, standard deviation and rank were shown in Table 10.

The first preference were indicated as Be creative. It is followed by demonstrate initiative and Learn from what they do. The least preference was indicated to develop confidence in their ability. The mean value ranges between 3.51 and 4.31 which indicated that all the variables lies between agree and strongly agree. The standard deviation lies between 1.163 and 1.305 which indicates that there has been no significant deviation in their opinion.

To conclude the future of employees on the responses received from the respondents, the first preference given to "be creative", followed by Demonstrate initiative and Learn from what they do. The least preference was given by the respondent is "develop confidence in their ability

6. FINDINGS

7.1 Sample

- Nearly 210 questionnaires were distributed. Out of 210 distributed 157 responded. The response rate works out to 74.76%.
- Maximum number of respondents were from Villupuram (44,28.0%) district.
- Out of 157 LIS professionals, 94 (59.9%) were male and 63(40.1%) were female respondents. 77.1% of the respondents are librarians.

7.2 Key Requirements

- The key requirements has been ascertained based on five variables such as Analytical skills; Relevant work experience; Updated knowledge; Ability to understand, learn quickly and easily and Novel approach and creativeness
- The first preference was given for "Update knowledge". It is followed by "Relevant work experience" and "Analytical skill". The least preference was indicated to "Novel approach and creativeness".

7.3 Inquisitiveness

- The inquisitiveness has been ascertained based on five variables Evaluation skill; Assessment Skill; communication skill; Interpersonal skill and Intrapersonal skill
- The first preference was given for "Communication skill". It is followed by "Assessment skill" and "Intrapersonal skill". The least preference was indicated to "Interpersonal skill"; mean value was 1.96 each which indicates that the respondents have average to the variables.

7.4 Infrastructure environment

- The Infrastructure environment has been ascertained based on 12 variables Working environment; Job location; Working hours; Noise free; Comfortable space; Ergonomic furniture; ICT tools; Efficient infrastructure; e-collection; Internet speed; Telephonic services; and Opportunities.
- The first preference was given for "ICT tools". It is followed by "Internet speed" and "e-collection". The least preference was indicated to "Ergonomic furniture"; "Comfortable space" and "Noise free".

7.5 Professional Challenges

- The first preference were indicated as other than the nine variables thus selected. It is followed by Organisation development and training. The least preference was indicated to employee engagement and followed by leadership.
- ***Closely associated variables*** were Talent management and managing changes; Organisational performance and Training ; Creativity and talent management
- ***Distinctly associated variables*** wereOrganisational development and managing changes; Organisational development and talent management and Organisational development and training.

7.6 Future Skill Capacity

- The future employees expectation in work environment were ascertained on five variables *Be creative; Use competencies; Learn from what they do; demonstrate initiative and develop confidence in their ability* in a five point scale.
- The first preference were indicated as Be creative. It is followed by demonstrate initiative and Learn from what they do. The least preference was indicated to develop confidence in their ability.
- The future of employees on the responses received from the respondents, the first preference given to "be creative", followed by Demonstrate initiative and Learn from what they do. The least preference was given by the respondent is "develop confidence in their ability".

7. CONCLUSION

This study reveals the challenges in skill requirements of the LIS professionals on six factors. The average mean value of all the six categories in a five point likertscale such as strongly disagree, disagree, no opinion, agree and strongly agree indicates agreed that their exist challenges in six factors. The factors and the overall mean value were shown in Table 11.

The overall mean value works out 3.48 which indicates that the library and information science professionals agreed for the forty nine criteria on six factors .

This study indicates that there exist challenges in the Key Requirements among LIS professional skill. Further there exists Inquisitiveness among the LIS professionals in developing the skill. The Infrastructure environment and work environment also challenges the professionals in developing and enhancing the skill. The professionals were well aware about the future Skill Capacity in the changing technological environment. There exist Professional Challenges towards skill development.

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Table 1: Questionnaire distributed and Responses

S.No	District	No. of colleges	Distributed	Responses Received	%
1	Ariyalur	5	20	10	50.00
2	Cuddalore	6	20	16	80.00
3	Nagapattinam	7	20	16	80.00
4	Perambalur	10	20	16	80.00
5	Thanjavur	13	30	25	83.33
6	Tiruvannamalai	14	40	24	60.00
7	Tiruvarur	3	10	6	60.00
8	Villupuram	18	50	44	88.00
Total		**76**	**210**	**157**	**74.76**

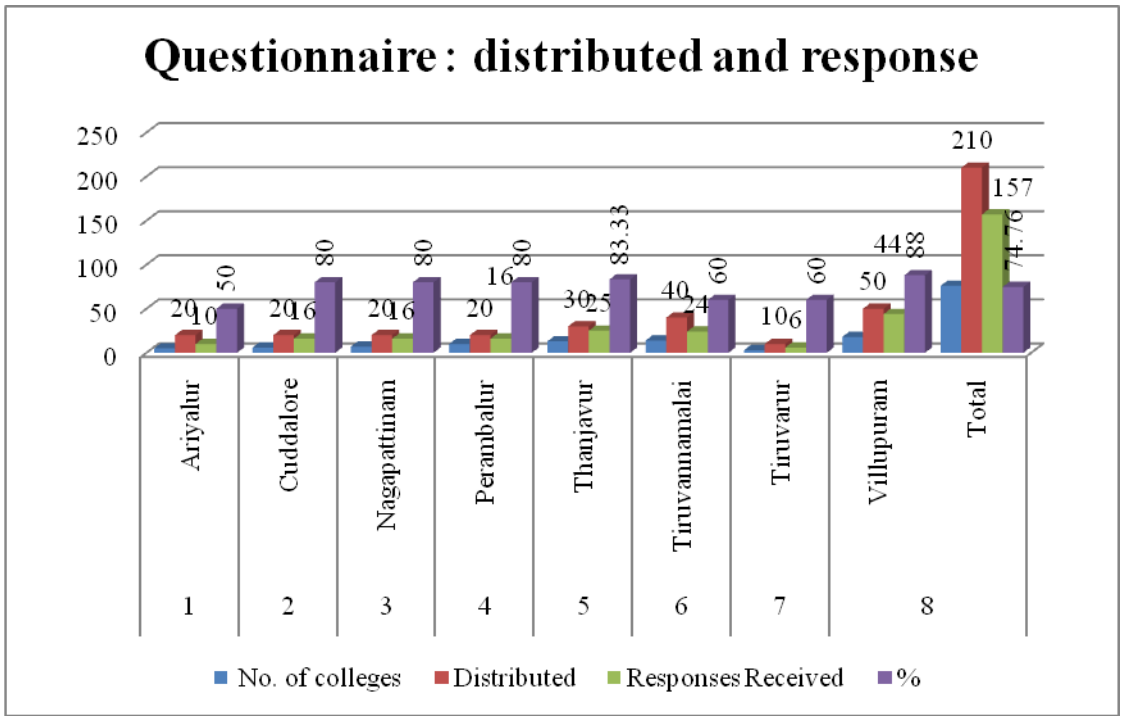

Fig 1: Questionnaire distributed and Responses

Table 2: Demographic Details

S.No	Description	Respondents	
District			
1	Ariyalur	10	6.4%
2	Cuddalore	16	10.2%
3	Nagapattinam	16	10.2%
4	Perambalur	16	10.2%
5	Thanjavour	25	15.9%
6	Thiruvannamalai	24	15.3%
7	Thiruvarur	6	3.8%
8	Villupuram	44	28.0%
Gender			
1	Male	94	59.9%
2	Female	63	40.1%
Designation			
1	Librarian	121	77.1%
2	Asst. Librarian	18	11.45%
3	Others	18	11.45%
Overall			
Total		**157**	**100.0%**

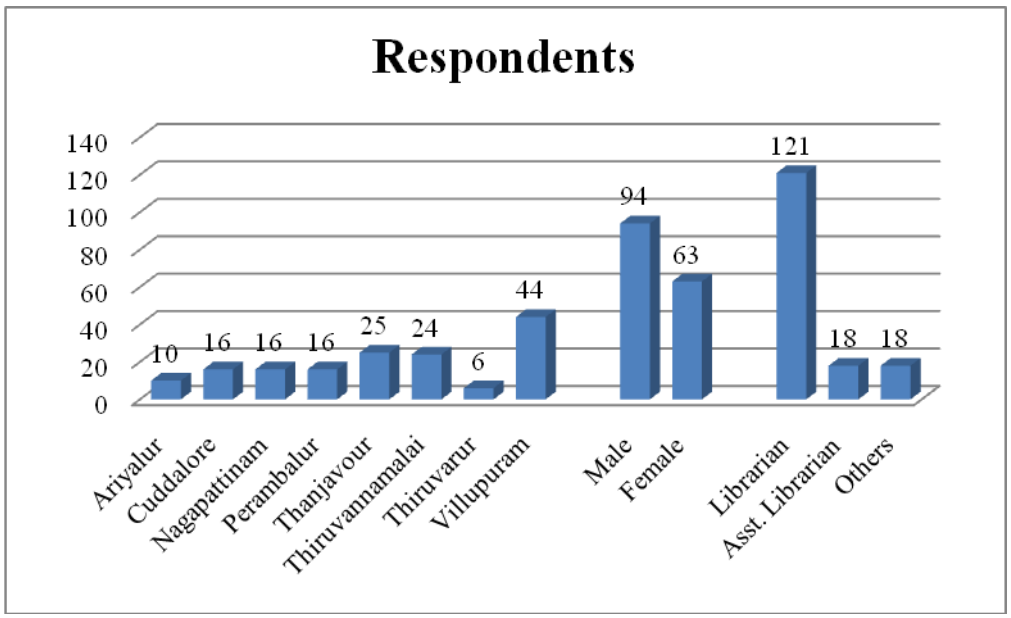

Fig 2: Demographic details of the Respondents

Table 3:Category Variables

S.No.	Category	No.of Variable
1	Key Requirements	5
2	Inquisitiveness	5
3	Infrastructure environment	12
4	Work Environment	13
5	Professional Challenges	9
6	Future Skill Capacity	5
Total		**49**

Table 4: Key Requirements

S.No	Description	Strongly disagree		Disagree		No opinion		Agree		Strongly Agree		Mean	Std	Rank
1	Analytical skills	9	5.7%	16	10.2%	16	10.2%	55	35.0%	61	38.9%	3.91	1.190	3
2	Relevant work experience	8	5.1%	14	8.9%	20	12.7%	52	33.1%	63	40.1%	3.94	1.162	2
3	Updated knowledge	10	6.4%	11	7.0%	15	9.6%	53	33.8%	68	43.3%	4.01	1.179	1
4	Ability to understand, learn quickly and easily	16	10.2%	15	9.6%	25	15.9%	54	34.4%	47	29.9%	3.64	1.281	4
5	Novel approach and creativeness	19	12.1%	15	9.6%	24	15.3%	49	31.2%	50	31.8%	3.61	1.343	5

Table 5: Inquisitiveness

S.No	Description	Poor		Average		Satisfactory		Good		Very Good		Mean	Std	Rank
1	Evaluation skill	41	26.1%	68	43.3%	40	25.5%	8	5.1%	0	.0%	2.10	.846	4
2	Assessment Skill	36	22.9%	51	32.5%	52	33.1%	9	5.7%	9	5.7%	2.39	1.078	2
3	communication skill	2	1.3%	8	5.1%	14	8.9%	82	52.2%	51	32.5%	4.10	.853	1
4	Interpersonal skill	44	28.0%	73	46.5%	40	25.5%	0	.0%	0	.0%	1.97	.733	5
5	Intrapersonal skill	36	22.9%	54	34.4%	50	31.8%	8	5.1%	9	5.7%	2.36	1.069	3

Table 6 Infrastructure Environment

S.No.	Infrastructure	Strongly disagree		Disagree		No opinion		Agree		Strongly Agree		Mean	Std	Rank
1	Working environment	10	6.4%	2	1.3%	12	7.6%	81	51.6%	52	33.1%	4.04	1.018	5
2	Job location	37	23.6%	65	41.4%	35	22.3%	13	8.3%	7	4.5%	2.29	1.056	9
3	Working hours	35	22.3%	52	33.1%	49	31.2%	10	6.4%	11	7.0%	2.43	1.116	8
4	Noise free	35	22.3%	60	38.2%	51	32.5%	7	4.5%	4	2.5%	2.27	.943	10
5	Comfortable space	37	23.6%	64	40.8%	41	26.1%	13	8.3%	2	1.3%	2.23	.946	11
6	Ergonomic furniture	40	25.5%	60	38.2%	44	28.0%	9	5.7%	4	2.5%	2.22	.976	12
7	ICT tools	6	3.8%	20	12.7%	0	.0%	17	10.8%	114	72.6%	4.36	1.209	1
8	Efficient infrastructure	6	3.8%	23	14.6%	11	7.0%	33	21.0%	84	53.5%	4.06	1.242	4
9	e-collection	16	10.2%	0	.0%	18	11.5%	36	22.9%	87	55.4%	4.13	1.256	3
10	Internet speed	9	5.7%	7	4.5%	8	5.1%	53	33.8%	80	51.0%	4.20	1.106	2
11	Telephonic services	7	4.5%	22	14.0%	53	33.8%	28	17.8%	47	29.9%	3.55	1.185	7
12	Opportunities	14	8.9%	33	21.0%	11	7.0%	23	14.6%	76	48.4%	3.73	1.462	6

Table 7: Work Environment

S.No.	Description	Strongly disagree		Disagree		No opinion		Agree		Strongly Agree		Mean	Std	Rank
1	Comfortable	23	14.6%	16	10.2%	24	15.3%	48	30.6%	46	29.3%	3.50	1.390	9
2	Relationships	20	12.7%	18	11.5%	27	17.2%	55	35.0%	37	23.6%	3.45	1.313	13
3	Activities	17	10.8%	21	13.4%	31	19.7%	49	31.2%	39	24.8%	3.46	1.293	10
4	Job security	19	12.1%	15	9.6%	24	15.3%	49	31.2%	50	31.8%	3.61	1.343	1
5	Opinions	20	12.7%	18	11.5%	28	17.8%	54	34.4%	37	23.6%	3.45	1.313	13
6	Superiors	15	9.6%	20	12.7%	31	19.7%	51	32.5%	40	25.5%	3.52	1.264	5
7	Appraisal	21	13.4%	15	9.6%	25	15.9%	47	29.9%	49	31.2%	3.56	1.370	3
8	Rewards	17	10.8%	17	10.8%	29	18.5%	55	35.0%	39	24.8%	3.52	1.274	6
9	Ability	17	10.8%	21	13.4%	31	19.7%	49	31.2%	39	24.8%	3.46	1.293	10
10	Work and life balance	15	9.6%	18	11.5%	29	18.5%	50	31.8%	45	28.7%	3.59	1.276	2
11	Responsibilities	18	11.5%	17	10.8%	28	17.8%	55	35.0%	39	24.8%	3.51	1.289	7
12	Leave policy	16	10.2%	16	10.2%	34	21.7%	49	31.2%	42	26.8%	3.54	1.268	4

13	Long term benefits	18	11.5%	18	11.5%	32	20.4%	46	29.3%	43	27.4%	3.50	1.314	8

Table 8: Professional Challenges

S.No	Description	Strongly disagree		Disagree		No opinion		Agree		Strongly Agree		Mean	Std	Rank
1	Managing changes	15	9.6%	34	21.7%	13	8.3%	22	14.0%	73	46.5%	3.66	1.474	5
2	Talent mgmt	22	14.0%	20	12.7%	7	4.5%	45	28.7%	63	40.1%	3.68	1.459	4
3	Training	18	11.5%	22	14.0%	25	15.9%	15	9.6%	77	49.0%	3.71	1.473	3
4	Org develop	6	3.8%	21	13.4%	37	23.6%	42	26.8%	51	32.5%	3.71	1.167	2
5	Leadership	17	10.8%	25	15.9%	28	17.8%	27	17.2%	60	38.2%	3.56	1.411	9
6	Org. performance	13	8.3%	25	15.9%	31	19.7%	24	15.3%	64	40.8%	3.64	1.368	7
7	Emp engagement	24	15.3%	22	14.0%	26	16.6%	36	22.9%	49	31.2%	3.41	1.441	10
8	Creativity	23	14.6%	22	14.0%	14	8.9%	32	20.4%	66	42.0%	3.61	1.501	8
9	Benchmarking	6	3.8%	21	13.4%	40	25.5%	43	27.4%	47	29.9%	3.66	1.152	6
10	Others	15	9.6%	16	10.2%	17	10.8%	22	14.0%	87	55.4%	3.96	1.393	1

Table 9: Professional Challenges – Correlations

S.No.	Description	1	2	3	4	5	6	7	8	9	10
1	Managing changes	1									
2	Talent mgmt	.871(**)	1								
3	Training	.781(**)	.854(**)	1							
4	Org development	.657(**)	.679(**)	.647(**)	1						
5	Leadership	.791(**)	.794(**)	.758(**)	.816(**)	1					
6	Org performance	.823(**)	.826(**)	.870(**)	.653(**)	.821(**)	1				
7	Employee engagement	.711(**)	.834(**)	.778(**)	.727(**)	.722(**)	.822(**)	1			
8	Creativity	.740(**)	.860(**)	.853(**)	.710(**)	.782(**)	.847(**)	.830(**)	1		
9	Benchmarking	.691(**)	.733(**)	.810(**)	.755(**)	.799(**)	.789(**)	.775(**)	.724(**)	1	
10	others	.760(**)	.813(**)	.768(**)	.713(**)	.694(**)	.775(**)	.798(**)	.700(**)	.809(**)	1

** Correlation is significant at the 0.01 level (2-tailed).

Table 10: Future Employees

S.No	Description	Strongly disagree		Disagree		No opinion		Agree		Strongly Agree		Mean	Std	Rank
1	Be creative	7	4.5%	22	14.0%	0	.0%	14	8.9%	114	72.6%	4.31	1.265	1
2	Use competencies	7	4.5%	25	15.9%	11	7.0%	32	20.4%	82	52.2%	4.00	1.281	4
3	Learn from what they do	18	11.5%	0	.0%	18	11.5%	34	21.7%	87	55.4%	4.10	1.305	3
4	Demonstrate initiative	11	7.0%	7	4.5%	8	5.1%	51	32.5%	80	51.0%	4.16	1.163	2
5	Develop confidence in their ability	7	4.5%	24	15.3%	54	34.4%	26	16.6%	46	29.3%	3.51	1.191	5

Table 11: Six factors overall mean value

S.No.	Category	No.of Variable	Mean
1	Key Requirements	5	3.82
2	Inquisitiveness	5	2.58
3	Infrastructure environment	12	3.29
4	Work Environment	13	3.51
5	Professional Challenges	9	3.66
6	Future Skill Capacity	5	4.02
Total		**49**	**3.48**

