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EMERGING CHALLENGES INCOMPETENCY MAPPING AND ITS BENEFITS - AN EMPIRICAL RESEARCH AMONG SUPERVISORS IN TEXTILE MILLS AT ERODE

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ABSTRACT-- *Even though the interchangeably usage of the phrase competence and competency those are not equal. Competence is a universal term relating to a person's typical ability, even as competency refers to unique competencies. In today's competitive environment, people are the most unique and valuable resource for any organizations. These resources cannot be duplicated as every individual is unique. Hence, it is critical for the organizations to make use of this talent to gain the competitive advantage. It is feasible for the organization to become aware of the employee's talents, attitudes and overall performance through competency mapping. This technique helps to understand the knowledge of the employee, skills and various attributes that are required to perform the organization task efficiently. It is need in all the production/manufacturing companies especially textile industry. Particularly Erode district has selected for this research because of its textile hub. Two textile mills are selected for this research. In this selected textile mills, 103 supervisors have been selected for examining the competency performance. A well-structured questionnaire has been framed and used for the collection of opinion of the supervisors about their performance in competency level. Statistical tools like percentage analysis,mean score analysis, analysis of variance, and multiple regression analysis have been employed. The results showed that 30-40 years aged male supervisors have challenged their job in an efficient way.*

Keywords--*Competency mapping, knowledge management, human resource development, organizational climate, etc.*

I. INTRODUCTION

Competency is most important nerve emphasis for textile mill functions to link to the overall performance. It aligns strategies with priorities of the textile mills. It has different meanings, and continues to remain one of the most diffuse terms in the management and behavioural sciences literature. Competency often is translated in action and might differ from person to person and vary from one situation to another. A competent person would need to interpret the situation in the context and to have a repertoire of possible actions. Competency would grow through experience and the extent of an individual capacity to learn and adapt regardless of training. Competencies afford organizations a way to define in behavioural terms what people need to do to obtain the desired results keeping in tune with its vision and work culture. As the competency framework serves like bedrock for all HR applications,

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competency mapping has emerged as an indispensable function in the present era. It is a process of identifying key competencies for a textile mill and the jobs and functions and scope of its activities. Every well-managed textile mills should have well defined roles and list of competencies required to perform the supervisor role effectively. Despite the growing level of awareness, competency-based human resource still remains an unexplored process in many textile mills. The underlying principle of competency mapping is not just about finding the right people for the right job. The issue is much more complex than it appears, and most human resource departments have been struggling to formulate the right framework for their textile mills.

II. REVIEW OF LITERATURE

Lakshmi Narayana and Gayathri Reddy (2014) revealed that the competencies possessed by the respondents were enough competent to do their job. Further, the respondents' leadership skills and communication were found to be moderate when compared to other competencies. Moreover, majority of the respondents had viewed that their personnel had been aware of business and they acquired skills on decision making, communication, team management and planning to perform the required job.

Ananda K.L. Jayawardanaa, et al. (2013)concluded that managers assessed as low performers experienced more negative perceptions of organizational support, lower job satisfaction and an economic exchange relationship with their employer. Further, these outcomes were moderated by job involvement significantly for both high and low performers.

Divya Sharma (2013) stated that organizational environment had a significant impact on the performance of the individuals.Technical as well as business skills both hold a significant importance in terms of employee performance and satisfaction observed at workplace.

Murlidhar Chandekar and Sunetra Khatod (2015) found that competencies were enhanced through training and job rotation, and Job rotation act as a learning experience for the employees and it widens their horizon about the company itself. Also, they noted that aided uplift competencies of critical groups of managers by providing them insights into their competencies and developmental opportunities.

Nada Ismaeel Jabbouri and Ibrahim Zahari (2014) found that there was a significant correlation among core competences and organizational performance. The results revealed that the core competences were relevant in improving organizational performance. The findings showed that core competence can be help to improve the effectiveness of organizational performance of various banks.

Sagunthala (2017) revealed that most of the employees were satisfied with the organization and they believed that there was team-orientation in the organization. There was a good communication and that work environment had been rated as the foremost factor that contributed towards the development of the major competencies required by an individual in an organization.

Farah Naqvi (2009) noted that the competency model and mapping were being applied more for the three basic functions such as recruitment, training and development. Further, companies faced resistance while introducing a competency framework, as some employees tended to perceive it as a threat to their careers but involving the employees in designing the model eliminates their apprehensions.

Krishnaveni (2013)found that the competencies possessed by the respondents were enough to do their job. Also, the respondents' leadership skills and communication are found to be moderate when compared to other competencies. This study concluded that there was a significant difference between the experience of the respondents and their adaptability.

Sinchu and Bhuvaneswary (2015) concluded that the employees in the organization were competitive, even though company should adopt strategies and measures for improving their performance and to compete with the present competitive environment. Majority of the employees had competency skills.

Saravanakumar and Ramamurthi (2015) revealed that the majority of the respondents opined as strongly agree with the opinion on quality awareness. It was found that there was no significant relationship between the age group and limited supervision. The employees of hypermarkets were competent enough that they had brought the organization to this ultimate horizon of serving the nation through their years of excellent performance.

III. STATEMENT OF THE PROBLEM

Competency mapping is the process of identification of the competencies required to perform successfully a given job or role or a set of tasks at a given point of time. It consists of breaking a given role or job into its constituent tasks or activities and identifying the competencies such as technical, managerial, behavioural, conceptual knowledge and attitude and skills, etc. which needed to perform successfully. The production of textiles is a craft whose speed and scale of production has been altered almost beyond recognition by industrialization and the introduction of modern manufacturing techniques. This industry is one of the mainsectorsfor providing employment opportunity and economic development in Erode and it faced many challenges in its growth. So, the research appeared and the researchershave focused the emerging challenges in competency mapping and its benefits among supervisors in textile mills at Erode.

IV. OBJECTIVES OF THE STUDY

The main objectives of this study are given below.

1. To study the demographic and working profile of the supervisors working in the selected textile mills in Erode.
2. To find the competency performance among the supervisors in the selected textile mills in Erode.

V. HYPOTHESIS OF THE STUDY

All the supervisors are having equal of competency performance with respect to their gender, age, educational qualification, monthly income, working department, number of employees working under theirsupervision, working company and working experience.

VI. RESEARCH METHODOLOGY

The research is basically descriptive design. The sample size of this study consists of 103 supervisors are working in selected textile mills, Erode. In this research, two textile mills located in Erode has selected viz., K.P.R. Mills Limited and Aadhavan Spinners Private Limited. For collecting the data, the researchers have framed a well-structured questionnaire. Statistical tools like percentageanalysis,mean score analysis, analysis of variance, and multiple regression analysis have been employed.

VII. RESULTS AND DISCUSSION

Table 1: Demographic Profile

Demographic Profile		No. of Respondents	Percentage
Gender	Male	64	62.1
	Female	39	37.9
Age (years)	Below 30	26	25.2
	30-40	47	45.6
	41-50	16	15.5
	Above 50	14	13.7
Education	School level	32	31.1
	UG level	44	42.7
	PG level	20	19.4
	Professional level	7	6.8
Monthly income (Rs.)	Below15000	36	35.0
	15000 – 25000	49	47.6
	Above 25001	18	17.4
Department	Accounts department	14	13.6
	Purchase department	13	12.7
	Production department	30	29.1
	Storage department	16	15.5
	Marketing department	19	18.4
	Sales department	11	10.7
Employees working under the supervisor	Below 5 employees	18	17.5
	5-10 employees	60	58.2
	Above 10 employees	25	24.3
Company	KPR Mill Limited	56	54.4
	Aadhavan Spinners Private Limited	47	45.6
Years of experience	Up to 5	30	29.1
	6-10	58	56.3
	Above 10	15	14.6

Source: Primary Data.

The above analysis indicated that 62.1% of the supervisors are male and 37.9% of the supervisors are female. 25.2% of the supervisors belong to below 30 years of age, 45.6% are belongingto 30-40 years, 15.5% are belong to 41-50 years of age group and 13.7% are belong to above 50 years of age category. 31.1% of the supervisors are educated school level, 42.7% are graduates, 19.4% are postgraduates and 6.8% are having professional qualifications. 35% of the supervisors earn below Rs.15000 monthly, 47.6% of the supervisors earn Rs.15000-25000 and 17.4% of the supervisors earn above Rs.25001 in a month. 13.6% of the supervisors work in accounts department, 12.7% work in purchase department, 29.1% work in production department, 15.5% work in store department, 18.4% work in marketing department and 10.7% work in sales department. 17.5% of the supervisors have subordinates below 5 employees, 58.2% have subordinates for 5-10 employees and 24.3% of the supervisors have subordinates above 10 employees. 54.4% of the supervisors work in KPR Mill Limited and 45.6% of the supervisors work in Aadhavan Spinners Private Limited. 29.1% of the supervisors hold upto 5 years of working experience, 56.3% of the supervisors has working experience for 6-10 years and 14.6% of the supervisorshold above 10 years of working experience.

Table 2: Competency Performance

S.No.	Competency Performance Variables	Mean	SD
1	Demonstrates required skills	3.68	1.31
2	Troubleshoots problems	3.03	1.40
3	Keeps technical skills up to date	3.48	1.13
4	Meets productivity standards	3.51	1.23
5	Works quickly	3.42	1.25
6	Works smartly	3.67	1.44
7	Displays willingness to make decisions	3.72	1.29
8	Supports and explains reasoning for decisions	3.37	1.16
9	Makes timely decisions	3.61	1.34
10	Identifies problems in a timely manner	3.59	1.20
11	Works well in group problem solving situations	3.45	1.25
12	Resolves problems in early stages	3.55	1.37
13	Organization encourages to develop skills	3.64	1.24
14	Theorganizationregularlyundertakes competency mappingtoimproverecruitmentandselectionof employees	3.39	1.28
15	Organization gives opportunity to handle the task based on employees talents and skills	3.47	1.04

Source: Primary Data.

It is observed from the above analysis that among the fifteen variables of competency performance, displays willingness to make decisions attains the maximum level of benefits with the mean score of 3.72, followed by demonstrates required skills with the mean score of 3.68.

Table 3: Gender and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	0.242	1	0.242	1.915	0.170^{Ns}
Within groups	12.776	101	0.126		
Total	13.019	102			

It is indicated that the null hypothesis is accepted for the reason of 'p' value is greater than 0.05. Hence, all the supervisors are having equal level of competency performance with respect to their gender.

Table 4: Age and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	3.242	3	1.081	10.942	0.000*
Within groups	9.777	99	0.099		
Total	13.019	102			

***** Significantat 1% level

The 'p' value is lesser than 0.05, hence the null hypothesis is rejected. It means that all the supervisors are having unequal level of competency performance with respect to their age.

Table 5: Educationand Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	0.655	3	0.218	1.749	0.162^{Ns}
Within groups	12.363	99	0.125		
Total	13.019	102			

Ns Not Significant

The 'p' value is greater than 0.05, hence the null hypothesis is accepted. Hence, all the supervisors are having equal level of competency performance with respect to their education.

Table 6: Monthly Income and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	1.031	2	0.515	4.300	0.016**
Within groups	11.988	100	0.120		
Total	13.019	102			

******Significantat 5% level

It is evaluated that the null hypothesis is rejected due to the 'p' value is lesser than 0.05. It means that all the supervisors are having unequal level of competency performance with respect to their monthly income.

Table 7: Working Department and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between groups	0.498	5	0.100	0.771	0.573^{Ns}
Within groups	12.521	97	0.129		
Total	13.019	102			

Ns Not Significant

As the 'p' value is greater than 0.05, the null hypothesis is accepted. It means that all the supervisors are having equal level of competency performance with respect to their working department.

Table 8: Number of Subordinates Working and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	0.972	2	0.486	4.033	0.021**
Within Groups	12.047	100	0.120		
Total	13.019	102			

******Significant at 5% level

The null hypothesis is rejected due to the 'p' value is lesser than 0.05. Hence, all the supervisors are having unequal level of competency performance with respect to their number of subordinates working.

Table 9: Working Company and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	0.177	1	0.177	1.394	0.241^{Ns}
Within Groups	12.841	101	0.127		
Total	13.019	102			

Ns Not Significant

It is noted that the 'p' value is greater than 0.05, hence, the null hypothesis is accepted. Hence, all the supervisors are having equal level of competency performance with respect to their working company.

Table 10: Working Experience and Competency Performance

Source of Variation	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	1.072	2	0.536	4.485	0.014**
Within Groups	11.947	100	0.119		
Total	13.019	102			

**Significant at 5% level

The null hypothesis is rejected due to the 'p' value is lesser than 0.05. Hence, all the supervisors are having unequal level of competency performance with respect to their working experience.

Table 11: Competency Performance (Multiple Regression Analysis)

No.	Variables	Coefficient	SE	't' value	'p' value
	(Constant)	3.740	-	-	
1.	Age	0.039	0.042	0.916	0.362^{Ns}
2.	Education	0.095	0.016	5.938	0.000*
3.	Monthly income	0.152	0.058	2.621	0.010*
4.	Number of subordinates working	-0.102	0.052	-1.962	0.052^{Ns}
5.	Working experience	0.086	0.013	6.615	0.000*
	R Value	0.786			
	R^2 Value	0.618			
	F Value	73.393*			

* Significant at 1% level Ns Not Significant

The above analysis is found to be statistically fit as R^2 is 0.618 for competency performance in textile mills. Also, it is statistically significant at 1 percent level. The variables such as educational qualification, monthly income and working experience are having positive association.

VIII. FINDINGS

1. Displays willingness to make decisions acquires the maximum level of benefits among the fifteen categories of competency performance.
2. All the supervisors are having equal level of competency performance with respect to their gender, educational qualification, working department, and working company.
3. All the supervisors are having unequal level of competency performance with respect to their age, monthly income,number of subordinates working,and working experience.
4. The variables such as educational qualification, monthly income and working experience are having positive association.

IX. SUGGESTIONS

Competency mapping should be used as a tool for measuring the supervisors' efficiency in order to achieve the human resource function more effectively.

1. The selected textile mills could maintain a skill pool through interview and observation of their best performers. It could be found and recorded what all skills are necessary for the supervisor.
2. The textile mills should initiate the training and development programmes to increase supervisors' conceptual, technical and behavioural skills.
3. The textile mills should sharpen the behavioural competencies in the areas of entrepreneurial skill, creative thinking, change management, logical thinking and analytical ability so that supervisors can accomplish their job effectively and efficiently.
4. The textile mills need to have a competent pool of supervisors, who can distribute the required performances.

X. CONCLUSION

This study examined the emerging challenges in competency mapping and its benefits among supervisors in textile mills. To develop the performance level of the textile mills, competency based management have turned out to be an effective tool for human resource. To improve the performance of the supervisors as well as the mills, the textile management needs to improve their competency mapping.The mills should recognize the importance of emerging challenges in competency mapping. Hence, the textile mills should challenge to acquire, manage and develop the competency mapping of the supervisors to achieve the objectives of the textile mill which will enable good performance and thereby ensuring reward and recognition of the supervisors.It is concluded that competency mapping based management is emerging as a new approach to make the supervisors more proficient in their work so that the textile mills can achieve the competitive edge over their competitors.

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