

# ROLE OF PERFORMANCE TOWARDS COMPETENCY MAPPING IN TEXTILE INDUSTRY WITH SPECIAL REFERENCE TO TIRUPUR DISTRICT

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**ABSTRACT:** India is one of the leading manufacturing and exporting country of Textile Products. It is the second largest employment generator after agriculture. In this competitive era, the Textile industry environment is very different than ever before. Tirupur is the largest and fastest growing district in Tamil Nadu. A competency contains knowledge, skills and behaviors that employees of a specific category need to demonstrate in order to carry out their task and responsibility successfully. It gives a brief description of the employee's competencies, attributes, departmental competencies and suggestions given to enhance their competency level. Organizational performance dependent on the quality of the employees. Competency mapping helps the employer as well as the employees to face the competition and to design their career planning on doing this process, easier communication of performance is expectation and identifying the behavioral standards of performance excellence and enhances the clarity on career related issues. There are various steps involved in the process of competency mapping in the initial step of job analysis. Competency management groups all the methods that are used systematically to assess current and future competencies required for the work to be performed. The competency mapping process needs to be strongly integrated to help any industries to "Raise the Bar" of performance expectations. In current era the business has become globalized, there is a transfer of competition from efficiency to innovation. Hence the management needs to be oriented towards the strategic use of Human resources.

**Index Terms:** Competency, Performance, Knowledge, Skill and Textile industry.

## I. INTRODUCTION

India has a rich and diverse tradition in the field of textile. Indian textile was reputed all over the world and admired for their beauty, design and texture. Textile industry is one of the largest industries in India. A huge number of associated industries also depend on the textile industries. Tamil Nadu is one of the main states for the development of Textile Industry in India. Textile industries are the backbone of Industrial development in Tamil Nadu. They have magnificent impact on the national economy. Tirupur is a textile hub and a vast generator of employment for unskilled temporary workers.

Tirupur has gained universal recognition as the leading source of hosiery, knitted garments, casual wear and sportswear. Attention on knowledge factors such as compensation, working conditions, safety, human capabilities and career growth is essential. There are number of spinners of yarn integrating forward to set up knitting plant, textile process house and then further integrating forward to become makers of garments. Competencies are effective for performance in any job or position. A competency profile can include core competencies, which identify those core values that all employees should demonstrate, knowledge competencies, relevant for management positions and skills competencies that are specific performance to functional areas. The major idea is to find out the existing competency level of the employees, the competency assessment focuses on six behavioral segments namely, Knowledge, communication, development of people, team orientation, achievement orientation and employee's orientation.

## II. PURPOSE OF COMPETENCY MAPPING

1. The purpose is to judge the competence on the basis of performance against the performance criteria set out under each element of competency.
2. Assessment results also help in setting the direction and pace the career path and personnel and professional growth.

## III. ADVANTAGES OF COMPETENCY MAPPING

From the time of its evolution, competency mapping has become the need of the hour. This is because of the several advantages offers, such as:

1. Increase employee's self-awareness and aid in career management.
2. Identify new leaders and support organizations in succession planning.
3. Helps in making promotion and internal mobility decisions more accurate.
4. Helps in performance management of employees, individual departments and overall organization.
5. Provides scope for designing goal-directed training interventions.

6. Assist in job evaluations.
7. Develop a competent workforce by making recruitment and selection structured and objective.
8. Provide gap analysis reports which helps in all the above listed HR processes.

#### IV. OBJECTIVES OF THE STUDY

- I. To examine the role of performance towards competency mapping in textile industrial employees in the urban areas of Tirupur district.
- II. To suggest various measures to overcome the difficulties among the employees based on their competencies.

#### V. REVIEW OF LITERATURE

**Tobias and Dietrich (2003)** presented that a formalization for employee competencies which was based on a psychological framework separating the overt behavioral level from the underlying competency level. On the competency level, employees draw on action potentials which in a given situation produce performance outcome on the behavioral level. The skill management approach was suggested to ensure that employee competencies are managed in line with the future needs of an organisation. In the process of skills management, required individual competencies are defined in terms of required skills and knowledge, management skills and social and personal skills which were derived from job requirements and were influenced by the core competencies. As a result, a number of job profiles, sometimes also called 'competency models' are obtained.

**Ashok Sankethi (2008)** explained that Competency mapping is the process of identifying key competencies for a particular position in an organisation. Once this process is complete, the map becomes an input for several other HR processes such as job-evaluation; recruitment; training and development; performance management; and succession planning. For competency mapping to be productive, the organisation has to be clear about its business goals in the short- as well as long-term and the capability-building imperatives for achieving these business goals. The process starts from as macro an endeavor as understanding the vision and mission of the organisation and how that translates into specific, time-bound business goals.

**Krishnaveni (2016)** stated that the organization has to give importance to the process of competency mapping although competency defines the organization's effort to compete with quantity and quality in every aspect of the organization. To sustain in a dynamic business environment, organizations have to adopt competency based human resource management practices, which are necessary for the productivity and performance excellence. Employees are more concerned about their advancement in their career. The competency mapping is considered by the human resource managers in the individual planning level too. The performance of the employee is directly associated with the success or failure of the organization.

**Deepti et al. (2016)** concluded that the Skill development by Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. Competency mapping should not be seen as rewards. Competency is a set of knowledge, skills and attitudes required to perform a job effectively and efficiently. A Competency is something that describes how a job might be done excellently; a Competence only describes what has to be done, not how. Thus, competencies and competency models are taken as important tool that can be utilized to prepare the current and future workforce and retain skilled employees to meet the job requirements and other needs of employers. There is a strong and positive relationship between possession of competencies and successful job performance. The organization needs to set more specific goals in order to improve the achievement orientation of the employees.

**Sarkar (2014)** stated that the knowledge based development conceptual model for organizations at inter organizational level by using competency management. Competence management system is able to help the organizations to decide and plan the learning for the employees and identifies a set of possible resources for it. It supports the organizations to identify talents with required set of competencies. The impact of the method at all levels has not been measured. Positive impact was measured at individual level based on which it may be concluded that there has been developments at further levels of process and organization.

**Sakthi (2019)** suggested that Competency mapping is one of the best ways of developing skills among employees. It is also helpful in identifying the right persons for the job through competencies of an individual in an organization and also for improving their skills. Every organization need to understand that competency mapping is not a onetime consideration, it is not a reward, rather it is an essential tool for employee's skill development hence it should be an ongoing exercise in the organizations.

**Shraddha and Sunil (2019)** examined that identification of the competencies needed to perform effectively a desired set of goals in a given point of time is known as Competency Mapping. It includes breaking a given job into its small tasks/activities and recognizing the competencies (technical, managerial, behavioral, conceptual knowledge, attitudes, skills, etc.) required to do the same successfully. At a later stage it is used as the basis for any competency assessment. The assessment of employee's competencies is the assessment to which an individual employee or a set of employees keep these competencies required by a given role or set of roles. The result of overall competency mapping of significant positions is a role directory with required competencies.

**Purnima and Varadaraj (2019)** stated that competency mapping must be frequently done in order to test the competency level of employees in textile industries. Since many of the employees are performing different jobs to what they were doing at the time of their joining they need training to perform the new work allotted to them. There is an acute need of a structured knowledge management system in order to preserve and maintain the knowledge status in the company. Different sources of competency techniques must be encouraged among the employees. There is need for the support from the top management since it is considered a major hurdle in effective competency mapping system and the employees must also be made aware of importance of competency mapping techniques. Motivation should be given to the employees so that they take interest in knowledge enhancement and management.

## VI. RESEARCH METHODOLOGY

Among the districts of Tamilnadu the study has been conducted in the urban areas of Tirupur district. Field survey has been conducted, which comprises three different textile mills i.e, SCM Garments, SLR Industries and EMM ARR INC. The research design used in the study is descriptive in nature. The objective of the study has been accomplished with the help of primary data collected from 362 respondents. This district has been selected mainly due to the availability of many textile mills. The tool used for analysis is multiple linear regression analysis

## VII. RESULTS AND DISCUSSION

**Impact of Personal Variables on Performance in Competency Mapping.** A Multiple Linear Regression Model has been used for the purpose of this study to measure the combined effects of independent variables on the dependent variables. Multiple independent variables are entered in to the same regression equation, and for each variable, a separate regression coefficient is calculated that describes its relationship with the dependent variable. These coefficients examine the relative influence of each independent variable on dependent variable. The type of relationship that exists between each independent variable and dependent measure is still linear. However, with the addition of multiple independent variables, one should think of multiple independent dimensions instead of just a straight line description. It is Also Notable that Multicollinearity does not exist in case of large samples (Sri Vastava et al. 1997). The Multiple Linear Equation formulated for the purpose of the present study is as follows:

$$Y = b_0 + b_1X_1 + b_2X_2 + \dots + b_8X_8$$

Where Y = Performance in Competency Mapping

X<sub>1</sub> = Age

X<sub>2</sub> = Gender

X<sub>3</sub> = Marital status

X<sub>4</sub> = Number of dependents

X<sub>5</sub> = Annual income

X<sub>6</sub> = Experience

X<sub>7</sub> = Knowledge

X<sub>8</sub> = Skills

b<sub>0</sub> = Regression constant and b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub>,..... b<sub>7</sub> = Regression Coefficients of independent variables.

The easiest way to analyse the relationships is to examine the regression coefficients for each independent variable. These coefficients still describe the average amount of change to be expected in Y given a unit change in the value of the particular independent variable. Moreover, each particular regression coefficient describes the relationship of that independent variable to the dependent variable.

With the addition of more than one independent variable, a couple of new issues may arise. One concern is the possibility that each independent variable may be measured using a different scale. When multiple independent variables are measured with different scales, it is not possible to make relative comparisons between regression coefficients to see which independent variable has the most influence on the dependent variable. To solve this problem. Standardized regression coefficient viz., Beta Coefficient is to be calculated from the normal regression coefficient. The regression coefficient is recalculated to have a mean of 0 and a standard deviation of 1. Standardization removes the effects of using different scales of measurement. Beta coefficients will range from 0.00 to 1.00 use of the beta coefficient allows direct comparisons between independent variables to determine which variables have the most influence on the dependent measure (Hair et al. 2003).

The statistical significance of regression coefficients is worked out and tested by applying 't' test. The coefficient of determination R<sup>2</sup> is computed to determine the percentage variation in dependent variables. The 'F' values are also computed to test the significance of R<sup>2</sup> with 'F' classification at 1 and 5 per cent significance level.

In this study Multiple Regression Analysis (Enter method) is used to identify the impact of personal variables on performance towards the Competency Mapping of employees. The null hypothesis framed for the study is as under:

**H<sub>0</sub>:** There is no significant relationship between the performance towards Competency Mapping of textile industrial employees in urban areas of Tirupur district and the demographic variables, knowledge and skills.

The demographic variables taken for the study are Age, Gender, Marital status, Number of dependents, Annual income, Experience. The analysis is carried out for the respondents who have competency mapping level towards performance.

### 7.1 Variable Definition and Their Summary Statistics

Table 7.1: Summary Statistics

Variables	Mean	Std. Deviation
Performance	3.3400	0.49620
Age	29.0110	7.65278
Gender	0.6600	0.473
Marital Status	0.6381	0.48121
Number of Dependents	2.3232	0.91037
Annual Income	174160.2210	68432.15916
Experience	6.2652	5.90308
Knowledge	3.0365	0.63770
Skills	2.8682	0.70801
<b>Sample Size</b>	<b>362</b>	

It is clear from the Table 7.1 that the employees in Textile Industry assigned the maximum mean score of performance is 3.3400, mean score of age is 29.0110, mean score of experience is 6.2652, mean score of knowledge is 3.0365 and mean score of skills is 2.8682.

## 7.2 Correlations Matrix

Table 7.2: Correlations Matrix

Variables	Performance	Age	Gender	Marital status	Number of dependents	Annual income	Experience	Knowledge	Skills
Performance	1.000	0.030	0.179**	-0.009	0.003	0.246**	0.139**	0.300**	0.560**
Age	0.030	1.000	-0.098*	-0.845**	0.066	0.176**	0.735**	0.046	-0.008
Gender	0.179**	-0.098*	1.000	0.095*	0.062	0.152**	-0.084	0.083	0.120*
Marital status	-0.009	-0.845**	0.095*	1.000	-0.112*	-0.121*	-0.593**	-0.001	-0.030
Number of Dependents	0.003	0.066	-0.062	-0.112*	1.000	-0.008	0.085	0.132**	0.140**
Annual income	0.246**	0.176**	0.152**	-0.121*	-0.008	1.000	0.243**	0.287**	0.251**
Experience	0.139**	0.735**	-0.084	-0.593**	0.085	0.243**	1.000	0.053	0.033
Knowledge	0.300**	-0.046	0.083	-0.001	0.132**	0.287**	0.053	1.000	0.524**
Skills	0.560**	-0.008	0.120*	-0.030	0.140**	0.251**	0.033	0.524**	1.000

\*\*Significant at 0.01 Level \*Significant at 0.05 Level

It is evident from the correlation analysis that out of eight personal factors, one factor is negatively correlated and seven factors are positively correlated with the performance of Employees. The highest correlation is observed for the factor such as skills followed by Knowledge and Annual income.

## 7.3 Anova

Table 7.3: Anova

	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.022	8	4.003	24.849	0.000
Residual	56.861	353	0.161		
<b>Total</b>	<b>88.883</b>	<b>361</b>			

The Table 7.3 shows the value of F (24.849). It depicts the significance of  $R^2$ , which further means that regression as a whole is significant.

The table given below shows the variables associated with the competency mapping of performance in textile industries. The relationship between the competency mapping of performance and eight predictors were studied and discussed in the following table:

## 7.4 Variables Influencing The Performance In Competency Mapping

Table 7.4: Variables Influencing The Performance

Variables	B coefficients	Std. Error	Beta	T	Sig.
(constant)	2.134	0.255		8.352	0.000
Age	-0.003	0.006	-0.040	-0.420	0.675
Male (=1 else 0)	0.110	0.046	0.105	2.401	0.017
Married (=1 else 0)	0.083	0.083	0.081	0.997	0.320
Number of dependents	-0.038	0.024	-	-1.581	0.115
Annual income	4.857E - 007	0.000	0.067	1.428	0.154
Experience	0.017	0.005	0.197	3.069	0.002
Knowledge	-0.013	0.040	-	-0.322	0.747
Skills	0.382	0.036	0.544	10.718	0.000

**R:0.600**

**R<sup>2</sup>: 0.360**

**F: 24.849**

The value of  $R^2$  is 0.360. Although it is not much close to 1, it shows a better fitness. It is clear from the Beta value of the above table that the Competency mapping of the skills explains the maximum proportion of variation for the performance. The 't' value and the significance level indicate that only three factors namely gender, experience and skills are significantly contributing to the performance of the employees. It is obvious that, increase in the experience, skills and change in gender leads to increase in the performance among textile industrial employees in urban areas of Tirupur District. Hence, while considering all the three variables, skills and experience have the significant relationship at 1 per cent level and the variable gender has the significant relationship at 5 per cent level.

## VIII. SUGGESTIONS

In textile industry competency mapping must be frequently done in order to test the competency level of employees in specified areas. Human Resource Department should use the competency assessment to find the employees present competency and the future training needs. The preferred training at right time can be given to employees to keep them update. Management has to make necessary steps to maintain a supportive working environment to the employees. It will help them to adjust the workplace. It is necessary to maintain good communication skills which will enhance the employee's contribution towards their work. The company can always arrange for conveyance facility for the employees to make them feel comfortable. The competency gap may be filled by providing training towards the job requirements. By sharing of organisational development and management principles, the employees may get chance of improving their knowledge and skills towards work efficiency. The management can conduct induction program which helps the employees to understand their roles and responsibilities and it also helps to understand the organisational culture. The management should understand the potentiality of each individual and guide them or provide opportunities to develop their skills in the way of employee's career development.

Competency mapping enhances understanding, development and individual employees get necessary tools to take their own responsibility for overall development and success of the textile industry. It gives Human Resource Managers a tool empower them to develop the every individual employee in the textile industry. It is found that the performance levels of employees in textile industries in urban areas of Tirupur district are found to be good. Anyway the gaps are found to be moderate among the employees in most of the dimensions. These could be developed by giving training and personality development classes for the employees. Experienced employees should be retained to increase the performance of the organization. The male employees are taken for consideration because they are able to perform the work strongly comparing females.

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