Factors Influencing the Competency Mapping of Employees in Textile Industry

P. Purnima Yogeshwari[1], S. Varadaraj[2]

[1]*Research Scholar, Department of Management, Gobi Arts & Science College, Gobichettipalayam, India*
[2]*Associate Professor, Department of Management, Gobi Arts & Science College, Gobichettipalayam, India*

Abstract: Competency mapping is a process through which one assesses and determines one's strengths as an individual worker and in some cases, as a part of textile industries. This has been poorly identified in most traditional job descriptions, which typically have the unique characteristics of the textile industrial employees on the basis priority given due to many important factors. Author's goal is to address this competency mapping so that management can use this powerful, productivity - enhancing tool to work in organizations for the purpose of sustainable growth.

Keywords: competency, competency mapping, textile industries, employees, management.

1. Introduction

Competency Mapping is a process of identifying key competencies for an organization, the career paths and functions within it. That is why competency mapping is important and is an essential activity. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is a 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 (relationship management, communications, task proficiency, leadership, adaptability, career paths, performance, fashion merchandising, customer service, professional skills and design skills) needed to perform the same successfully.

Competency mapping analyzes individuals strengths, weaknesses, opportunities and threats for better understanding and this helps to improve their career growth. This identifies the gap for improving knowledge to develop the task proficiency. The individual competencies are organized into competency models to enable employees in an organization or profession to understand, discuss, and apply the competencies to develop their level of performance. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping is one of the most accurate means in identifying the job and behavioral competencies of an individual in an organization. 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. Core competency is something which cannot be copied and it is the pillar upon which an individual rests (Akthar, 2018).

2. Purpose of competency mapping

Competency mapping serves a number of purposes. It is done for,
- Gap Analysis and Role clarity
- Succession planning and Growth plans
- Restructuring
- Inventory of competencies for future plans

3. Objectives of the Study

- To examine the level of priority towards competency mapping among the employees of Textile industry.
- To suggest various measure to overcome deficiencies in competency of employees.

4. Review of Literatures

Suar and Dan (2001) identified competencies for different jobs. These competencies were relating to nine broad categories Aptitudes, Skills and abilities, Communication, Leadership, Knowledge, Physical competency, Personality, Principles and values and Interests.

Ruddlesdin et. al. (2010) conducted a study on Clinical medicine. Competency-based training requires regular assessment of the experiences provided for competency attainment. Such a process as described in this article highlights problem areas of the curriculum and is also formative for education providers. The aim of this exercise was to analyze posts and programmes for potential training outcomes. Certain competencies were problematic across the majority of host providers, allowing programme directors to ensure deficiencies are compensated by planned teaching or simulation training widespread difficulty in achieving the competencies raises the question of whether they should be included within the national curricula.

Gaspar (2012) found that Competency based selection method is healthy, structured and comprehensive. Candidates

International Journal of Research in Engineering, Science and Management
Volume-2, Issue-5, May-2019
www.ijresm.com | ISSN (Online): 2581-5792

451

are evaluated on the competencies they need to demonstrate, when inducted into the organisation.

Suguna and Tamil selvi (2013) in their study examined the aim of competency mapping of an organization and how it influences the performance of the organization. It was found that competency mapping had an influence on the performance of the organization.

Mallika and Artee (2017) identified that competency mapping is a process of identifying key competencies for a company or institution and the jobs and functions within it. Competency is a behavior (i.e. communication, leadership) rather than a skill or ability although it sometimes includes skills and abilities.

5. Benefits of competency mapping

- Establishes expectations for performance excellence and improved job satisfaction and better employee retention.
- Increase the effectiveness of training and professional development programs because of their link to success criteria.
- Provides a common understanding of scope and requirements of a specific role.
- Help companies raise the bar of performance expectations and Help teams and individuals align their behaviour with key organisation strategies.
- Provide a common, organisation wide standard for career level that enables employees to move across business boundaries.

6. Research Methodology

Among the districts of Tamilnadu the study has been conducted in the Tirupur district. Field survey has been conducted in the Tirupur district which comprises five different textile mills. i.e, Neon Knit Wear, ESS ELL Traders, Primac Knit Wear, 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 150 respondents. This district has been selected mainly due to the availability of many textile mills. The tool used for analysis is Garrett's Ranking Technique.

7. Analysis and Interpretation

The factors selected for the rank analysis are relationship management, communications, task proficiency, leadership, adaptability, career paths, performance, fashion merchandising, customer service, professional skills and design skills.

A. Garrett's Ranking Method

Garrett's ranking method is used to rank the factor with the following formula,

$$\text{Percent position} = \frac{100(R_{ij} - 0.5)}{N_j}$$

Where,

R_{ij}: Rank given for the ith factor by the jth sample respondents.

N_j: Number of factors ranked by the jth sample respondents.

By referring the Garrett's table, the percent position estimated is converted into scores. The scores of each respondent are added and then mean value is calculated. The factors having highest mean value is considered to be the most important. The same procedure is to be followed for the other factors. Hence the scale values for the eleven factors are as followed.

It is clear from the Table 2 that the respondents of textile mills assigned the maximum score (66.652) to the factor Task Proficiency. The Communication (60.150) is selected as the second most important factor. The third rank is given to the factor Fashion merchandising (53.809). The fourth rank is given to the factor Leadership (51.718). The fifth rank is given to the Professional skills (49.462). The sixth rank is given to the factor Relationship Management (47.272). The seventh rank is given to the factor Customer Service (46.297). The eighth rank is given to the factor Career paths (45.931). The ninth rank is given to the factor Adaptability (45.785). The tenth rank is given to the factor Design skills (44.549). The eleventh rank is given to the factor Performance (38.340).

8. Suggestions

In textile industries, competency mapping must be frequently done in order to test the competency level of employees. The employees are highly competent in task proficiency, communication and fashion merchandising. 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.

Table 1
Scale values of the different level of factors

R_{ij}	I	II	III	IV	V	VI	VII	VIII	IX	X	XI
Percent Position	4.55	13.64	22.73	31.82	40.91	50.00	59.09	68.18	77.27	86.36	95.45
Scale value	82.685	71.535	64.737	59.331	54.545	50	45.459	40.633	35.262	28.465	17.314

International Journal of Research in Engineering, Science and Management
Volume-2, Issue-5, May-2019
www.ijresm.com | ISSN (Online): 2581-5792

452

Table 2
Ranking the Factors on the Basis of Importance / Priority Given in the Organization: By Using Garrett's Ranking Technique

S. No	Factor	Rank	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	TOTAL SCORE	MEAN SCORE	RANK
		x	82.685	71.535	64.737	59.331	54.545	50	45.459	40.633	35.262	28.465	17.314			
1	Relationship Management	F	6	30	2	16	5	4	6	2	63	4	12	150	47.272	VI
		Fx	496.11	2146.05	129.47	949.30	272.73	200.00	272.75	81.27	2221.51	113.86	207.77	7090.81		
2	Communication	F	22	61	7	7	1	7	1	12	23	6	3	150	60.150	II
		Fx	1819.07	4363.64	453.16	415.32	54.55	350.00	45.46	487.60	811.03	170.79	51.94	9022.54		
3	Task Proficiency	F	72	15	16	4	7	1	10	8	7	6	4	150	66.652	I
		Fx	5953.32	1073.03	1035.79	237.32	381.82	50.00	454.59	325.06	246.83	170.79	69.26	9997.81		
4	Leadership	F	4	10	29	5	30	8	34	4	16	5	5	150	51.718	IV
		Fx	330.74	715.35	1877.37	296.66	1636.35	400.00	1545.61	162.53	564.19	142.33	86.57	7757.69		
5	Adaptability	F	8	4	3	4	16	25	40	23	5	5	17	150	45.785	IX
		Fx	661.48	286.14	194.21	237.32	872.72	1250.00	1818.36	934.56	176.31	142.33	294.34	6867.77		
6	Career paths	F	3	2	30	15	5	31	3	10	9	23	19	150	45.931	VIII
		Fx	248.06	143.07	1942.11	889.97	272.73	1550.00	136.38	406.33	317.36	654.70	328.97	6889.65		
7	Performance	F	5	4	5	4	10	9	40	13	3	5	52	150	38.340	XI
		Fx	413.43	286.14	323.69	237.32	545.45	450.00	1818.36	528.23	105.79	142.33	900.33	5751.05		
8	Fashion merchandising	F	10	8	40	25	8	10	9	7	11	18	4	150	53.809	III
		Fx	826.85	572.28	2589.48	1483.28	436.36	500.00	409.13	284.43	387.88	512.37	69.26	8071.32		
9	Customer Service	F	5	8	5	8	42	20	3	11	3	36	9	150	46.297	VII
		Fx	413.43	572.28	323.69	474.65	2290.89	1000.00	136.38	446.96	105.79	1024.74	155.83	6944.62		
10	Professional skills	F	7	5	3	53	19	6	1	29	4	4	19	150	49.462	V
		Fx	578.80	357.68	194.21	3144.54	1036.36	300.00	45.46	1178.36	141.05	113.86	328.97	7419.27		
11	Design skills	F	8	3	10	9	7	29	3	31	6	38	6	150	44.549	X
		Fx	661.48	214.61	647.37	533.98	381.82	1450.00	136.38	1259.62	211.57	1081.67	103.88	6682.38		
	TOTAL		150	150	150	150	150	150	150	150	150	150	150			

Source: Primary Data Note: x: Scale value, f: Number of respondents, fx: Score value

9. Conclusion

Competency mapping should not be seen as reward and it is not only done for confirmed employee of an organisation and it can also be done for contract workers for those who seeking employment to emphasize specific skills which would make them valuable to the potential employer. Human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competency development processes brings the management commitment and uses an integral approach. Feedback on the competency management activities provide inputs for improvement of people processes and build benchmark data to select appropriate tools for use in future to overcome the deficiencies in competency of employees.

References

[1] Akthar, P, "Impact of Demographics on Managerial Competencies of Employees in Textile Manufacturing Sector", *EPRA International Journal of Economic and Business Review,* Volume 6, Issue- 1, pp. A32 – A39, 2018.
[2] Gaspar Robert, (2012), "A Study on the Perception of Human Resource Executives On Competency Mapping for the Superior Results", *International Journal of Social Science Tomorrow*, Vol.1, No.8.
[3] Garrett, E. Hentry and Woodsworth, R. (1969), "Statistics in Psychology and Education", *Mumbai, Vakkil Feffer and Simons (P) Ltd*, pp 328-331.
[4] Mallika Worlikar and Artee Aggrawal (2017), "Review Study of Competency Mapping in the Organizations", *IOSR Journal of Business and Management* (IOSR-JBM), pp. 72-76.
[5] Ruddlesdin, Jennifer, Wentworth, and Lauren (2010) "Competency mapping in quality management of foundation training" in *Clinical medicine, Journal of the Royal college of Physicians,* Vol 10, No.6, pp. 568-572.
[6] Suar, D. and Dan, A. (2001), "Competency Assessment and Need Identification for Training" *IJTD Journal*, Vol. 31 (4): pp 68-76.
[7] Suguna, P. and Tamil Selvi, T. (2013), "Competency Mapping – A Drive for Garment Firms in Tirupur District", *International Journal of Scientific and Research Publications,* Volume 3, Issue 5, pp. 1-6.