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IMPACT OF DEMOGRAPHICS ON MANAGERIAL COMPETENCIES OF EMPLOYEES IN TEXTILE MANUFACTURING SECTOR

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ABSTRACT

The job related competencies of employees working various work domains in manufacturing organisations are very crucial for the overall productivity of the organisation. The competencies may be either managerial or technical. The managerial competencies of employees working in organisations are influenced by many factors like job related and personal. The main purpose of the present research paper is to explore the existence of differences among demographic characteristics of managerial employees working in textile spinning mills in Chittoor district of Andhra Pradesh state. The results revealed that there exists differences in demographic variables with regard to their managerial competencies.

KEYWORDS:

Managerial competencies, textile spinning mills, competency mapping, manufacturing sector.

1. INTRODUCTION

In today's competitive world it is becoming particularly important to build on the competitive activities of business. There has been much thinking about business strategy over the last three decades, particularly reading regarding what competencies a business needs to have in order to compete in a specific environment. Top management is identifying corporate core competencies and working to establish them throughout the organization. Human resource development builds competency based models that drive business results.

"Competency Mapping" is a process of identifying key competencies for an organization, the jobs and functions within it. That is why competency mapping is important and is an essential activity. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. 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 one of the most accurate means in identifying the job and behavioural 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.

2.NEED FOR THE STUDY

The preliminary observation in all 21 Textile Spinning Mills has indicated that employees (both technical & managerial) are under performing their tasks which has led to low productivity, high employee turnover and low level of job satisfaction. For imparting technical training to the employees respective companies are hiring textile industrial trainers from Coimbatore and Thiruppur in Tamilnadu. Since Trainers are outsourced. It has become company's responsibility to identify competency gaps at micro level for providing need based training. Exactly, in this back drop, the need for conducting current research for identifying the competency gap and examining its impact on overall job performance.

3.CONCEPTUAL BACKGROUND AND REVIEW OF LITERATURE

A competency is a personal characteristic (skill, knowledge, trait, and motive) that drives behaviour leading to outstanding performance. An example of a competency is "conceptual thinking ", defined as: finding effective solutions by taking a holistic, abstract or theoretical perspective. A person demonstrating this competency would probably be able to:

(a). Notice similarities between different and apparently unrelated situations.
(b). Quickly identify the central or underlying issues in a complex situation.
(c). Create a graphic diagrams showing a systems view of a situation.
(d). Develop analogies or descriptions to explain a situation.

(e). Apply a theoretical framework to understand a specific situation.

Competency analysis begins with identification of the workforce competencies required to perform the organizational business activities. Once the competencies are identified, a mapping between the targeted vs. actual value of competencies is required to measure, analyse and predict the future capability of competencies and take necessary corrective / preventive action to either enhance or maintain the current capability. A competency is an underlying characteristics of an individual that is casually related to criterion – referenced effective and/or superior performance in a job or situation.

Robert, G. (2012) found that Competency based selection method is healthy, structured and comprehensive. Candidates are evaluated on the competencies they need to demonstrate, when inducted into the organization. Performance management competency system diagnoses the future training and development needs of the employees and it helps the HR executives to assist employees in decisions like promotions and transfers. Solomon (2013) in his study on "Competency mapping has tried to explore the level of Competency prevailing among the executives of public sector." The results of the study show that nearly half of the respondents have moderate level of managerial HR and general competencies.

Suguna, P. *et al.,* (2013), in their study on "competency mapping of employees in Garment Firms in Tirupur District", examined the aim of competency mapping of an organization and how it influences the performance of the organization. 50 garment export organizations of total population have been selected as sampling respondents by using convenient sampling technique. Interview schedule has been used as an instrument to conduct this research. The statistical techniques Chi square test, ANOVA was used to test the relationship among the variables. It was found that competency mapping had an influence on the performance of the organization. Johri, A. (2014), in his study on "Competency Mapping as a Strategic HR Tool in Manufacturing Industry: An Empirical Study", tried to find out how competency mapping process is used strategically by the organizations to achieve results and commitment by the employees. To analyse the process of competency mapping, a survey was conducted in 10 manufacturing companies in Pimpri Chinchwad Municipal Corporation (PCMC) area of Pune that were implementing the process of competency mapping. First-hand information was collected through a self-structured questionnaire which consisted of close-ended questions on different parameters related to the implementation of the process of competency mapping. The questionnaire was administered to managers in the HR department as they are the people who initiate, develop, nurture and implement the process. For the purpose of analysis, both descriptive as well as inferential statistics were utilized. The Spearman rank order correlation is used to test the hypotheses. As all the three alternate hypotheses are proved, the results revealed that the process of competency mapping is being utilized by the organization as a HR strategic tool to deliver results and create a strong team. The results implicated for the purpose of the training and development needs.

4.RESEARCH OBJECTIVES

(i). To identify the job related competencies of the managerial level employees in different departments in Textile Spinning Mills.

(ii). To measure the actual competencies of managerial level employees in different departments of Textile Spinning Mills.

(iii). To examine the difference among various categories of different employee demographics on employee competencies at managerial level in Textile Spinning Mills.

(iv). To make out the training needs based on the competency gaps for technical and managerial level employees.

5.RESEARCH METHODOLOGY

Present research is aimed to identify the job related competencies of the technical and managerial level employees. Further it is intended to examine the difference among various categories of different employee demographics on employee competency and explore the gap between the required competence level (RCL) and existing competence level (ECL). Finally, it is aimed to identify the training needs based on the competency gaps for technical, administrative and managerial level employees. For achieving the objectives of the research, a study has been conducted in 21 Textile Spinning Mills in Chittoor District of Andhra Pradesh.

A total of 760 employees from 21 spinning mills have been participated in the study in which administrative and managerial cadre employees are 206 and technical cadre employees are 554. For assessing the competencies of both categories of respondents, a preliminary exploratory study was conducted to identify the competencies required for performing job related tasks in various departments of Textile Spinning Mills. Both technical and managerial competencies were identified.

5.1 Research Design

The present research is adopted multiple designs at various levels of research process. In the first stage the competencies of employees at managerial or administrative levels and technical level staff are explored. Later a descriptive research design has been used for describing the characteristics of all the study variables.

5.2 Sampling Methodology

Sampling method: The sampling method used is simple random sampling method for collecting the data pertaining to the number of employees at various levels in each department from the company.

Sample size: A sample of 760 has been taken from a population of 1248 employees working in 21 Textile Spinning Mills in Chittoor District of Andhra Pradesh. In this 760 sample; managerial cadre employees are 206 and technical cadre employees are 554.

The sample composed of employees with various designations and cadres. More number of designations are found in the technical cadre in spinning mills because there are many departments based on functional specialisations. The demographic profile of the sample respondents is presented in the Table 1.

Table 1: Demographic Profile of Respondents

N = 760

S. No.	Demographic Variable	Frequency	(%)
1.	**Gender**		
	Male	616	81
	Female	144	19
2.	**Age**		
	20 – 30 years	279	37
	31 – 40 years	181	24
	Above 40 years	300	39
3.	**Marital Status**		
	Married	615	81
	Unmarried	145	19
4.	**Educational Qualification**		
	ITI	445	59
	Diploma	78	10
	UG	138	18
	PG	99	13
5.	**Responsibility Level**		
	Technical Level	554	73
	Managerial Level	116	15
	Administrative Level	90	12
6.	**Length of Service**		
	1-5 years	85	11
	6-10 years	142	19
	above 10 years	533	70

5.3 Research Instrument

A questionnaire was formulated based on the review of literature and focus group interview with heads in various sections of spinning mills, managerial level staff members and also company work manuals. Majority of the items were adapted from the focus group interaction. The items were refined and modified to ensure clarity and understandability by the employees working in the spinning mills. The technical jargon used in the instrument is being used by all the employees in the spinning mills where the data have been collected. The instrument was pre-tested for psychometric properties and content validity, before employing for the final survey. By discussions with HR manager and supervisors of various departments of the textile spinning mills, the skills required for employees to perform their regular duties are collected and compiled in the form of a questionnaire. Two sets of questionnaires have been prepared; one for the technical staff working in various departments of 21 spinning mills and two for the administrative and managerial staff.

Each set of Questionnaire is divided into three sections:

Technical Staff

Section I -Demographic profile
Section II-Technical competencies
Section III-Task Performance

Managerial Staff

Section I - Demographic profile
Section II – Managerial competencies
Section III - Task Performance

The job related technical competencies, managerial competencies and task performance are measured using a five point Likert Scale.

5 - Strongly Agree
4 - Agree
3 - Neither Agree nor Disagree
2 - Disagree
1 - Strongly Disagree

Table 3: Dimensions in Managerial Competencies		
S. No.	**Dimension**	**Number of Items**
1	Adaptability Competencies	6
2	Initiative Competencies	6
3	Judgement Competencies	5
4	Planning & Organizing Competencies	6
5	Problem Solving Competencies	5
6	Leadership Competencies	5
7	Productivity Competencies	4
	Managerial competencies	**37**

Table 3 show the number of items used to measure each latent construct.

5.4 Data Collection

The primary data have been collected from the technical staff and managerial staff working in textile spinning mills. The questionnaires meant for the technical staff were handed-over to respective shift supervisors. The supervisor of each section/department of the workplace have collected the data by directly administering the questionnaires to their employees and all the clarifications related to the questionnaire have been made by the concerned supervisors in the sections to the respondents. All the filled-in questionnaires were collected from the supervisors on a designated date. The data pertaining to managerial staff have been collected directly from the staff by taking their appointment. A total of 760 potential participants responded. All 760 responses from staff were included for analysis.

5.5 Data Analysis Tools

The data collected through the structured questionnaire have been analysed by using the following statistical tools with IBM SPSS 22.0

- Factor analysis has been used for reducing the 37 items under 7 dimensions for managerial competencies.
- Descriptive statistical techniques like mean and standard deviation, kurtosis and skewness.
- Inferential statistical tools like t-test, ANOVA, etc.

Research Hypothesis

There is no significant difference between/among various categories of different demographic characteristics regarding managerial competencies of employees.

Test Hypotheses

H1 There is no significant difference between male and female employees with regard to managerial competencies.

H2 There is no significant difference between married and unmarried employees with regard to managerial competencies.

H3 There is no significant difference among different employee age groups with regard to managerial competencies.

H4 There is no significant difference among various categories of length of service with regard to managerial competencies.

H5 There is no significant difference among various categories of educational qualification with regard to managerial competencies.

H6 There is no significant difference among employees with different designations with regard to managerial competencies.

6.DATA ANALYSIS AND FINDINGS

6.1 The difference between male and female in managerial competencies

H1: There is no significant difference between male and female employees with regard to managerial competencies.

Table 4: Independent samples *t*-test (for assessing difference between male and female with regard to managerial competencies)					
Group Statistics					
	Gender	**Mean**	***t***	***p*-value**	**Result**
Initiative	Male	3.9990		0.025	Significant
	Female	3.5543	2.260		
Judgement	Male	4.0160			Significant
	Female	3.4558	2.597	0.012	
Planning and organizing	Male	4.0164		0.005	Significant
	Female	3.4767	2.354		
Problem solving	Male	4.1963			Significant
	Female	4.4233	-2.224	0.028	
Leadership quality	Male	4.7104		0.043	Significant
	Female	4.3953	1.755		
Productivity	Male	3.6580			Significant
	Female	4.2907	-3.551	0.001	

There is a significant difference between male and female with regard to managerial competencies, more specifically, Initiative (2.260), Judgement (2.597), Planning and Organizing (2.354), Problem solving (-2.224), Leadership Quality (1.755) and finally Productivity (-3.551). Therefore, the null hypothesis is rejected. **Hence, there is significant difference between male and female with regard to managerial competencies.**

6.2 Marital Status Vs. Managerial Competencies

H2 There is no significant difference between married and unmarried employees with regard to managerial competencies.

Table 5: Independent samples t-test (for assessing difference between married and unmarried employees with regard to managerial competencies)

Group Statistics					
	Marital Status	**Mean**	***t***	***p*-Value**	**Result**
Initiative	Married	3.8128			Not Significant
	Unmarried	4.0956	-1.613	0.109	
Judgement	Married	3.7333		0.006	Significant
	Unmarried	4.2353	-2.921		
Planning organizing	Married	3.8152	-1.599	0.111	Not Significant
	Unmarried	4.0833			
Problem solving	Married	4.3739		0.003	Significant
	Unmarried	3.9794	2.675		
Leadership quality	Married	4.5565		0.047	Significant
	Unmarried	4.8235	-2.083		
Productivity	Married	3.8822	1.630	0.105	Not Significant
	Unmarried	3.6029			

There is significant difference between married and unmarried employees with regard to managerial competencies such as Judgement (-2.921), Problem Solving (2.675) and Leadership Quality (-2.083). There is no significant difference between married and unmarried employees with regard to managerial competencies such as with Initiative (-1.613), Planning and Organizing (-1.599) and Productivity Competencies (1.630). **Therefore, the null hypothesis is rejected.**

6.3Age vs. Managerial Competencies

Null Hypothesis: There is no significant difference among different employee age groups with regard to managerial competencies

Table 6: Analysis of Variance (for assessing the difference among various categories of age with regard to managerial competencies)

Managerial Competencies		Sum of Squares	*df*	Mean Square	F	*Sig.*
Initiative	Between Groups	6.923	2	3.462	2.625	0.075
	Within Groups	267.707	203	1.319		
	Total	274.630	205			
Judgement	Between Groups	24.443	2	12.221	8.420	0.000
	Within Groups	294.657	203	1.452		
	Total	319.100	205			
Planning and organizing	Between Groups	1.545	2	0.773	0.596	0.552
	Within Groups	262.907	203	1.295		
	Total	264.452	205			
Problem solving	Between Groups	7.282	2	3.641	4.616	0.011
	Within Groups	160.125	203	0.789		
	Total	167.407	205			
Leadership quality	Between Groups	18.323	2	9.162	12.315	0.000
	Within Groups	151.026	203	0.744		
	Total	169.349	205			
Productivity	Between Groups	9.063	2	4.531	3.440	0.034
	Within Groups	267.419	203	1.317		
	Total	276.482	205			

From the output of ANOVA, it is inferred that there is a statistically significant difference between various categories of age with regard to managerial competencies like Judgement (F=8.420, Sig. 0.000), Problem Solving (F=4.616, Sig. 0.011), Leadership Quality (F=12.315, Sig. 0.000) and Productivity (F=3.440, Sig. 0.034) except, for Initiative (F= 2.625, Sig.0.075) and Planning and Organizing (F: 0.596, Sig. 0.552)

6.4 Length of Service Vs. Managerial Competencies

H4 There is no significant difference among various categories of length of service with regard to managerial competencies.

Table 7: Analysis of Variance (for assessing the difference among various categories of length of service with regard to managerial competencies)

Managerial Competencies		Sum of Squares	*df*	Mean Square	*F*	*Sig.*
Initiative	Between Groups	4.293	2	2.146	1.612	0.202
	Within Groups	270.337	203	1.332		
	Total	274.630	205			
Judgement	Between Groups	22.320	2	11.160	7.633	0.001
	Within Groups	296.780	203	1.462		
	Total	319.100	205			
Planning and organizing	Between Groups	4.961	2	2.481	1.941	0.146
	Within Groups	259.490	203	1.278		
	Total	264.452	205			
Problem solving	Between Groups	0.984	2	0.492	0.600	0.550
	Within Groups	166.423	203	0.820		
	Total	167.407	205			
Leadership quality	Between Groups	0.290	2	0.145	0.174	0.840
	Within Groups	169.059	203	0.833		
	Total	169.349	205			
Productivity	Between Groups	12.655	2	6.327	4.869	0.009
	Within Groups	263.827	203	1.300		
	Total	276.482	205			

There is no significant difference between length of experience and a few managerial competencies such as Initiative (F=1.612, Sig. 0.202), Planning and Organizing (F=1.941, Sig. 0.146), Problem Solving (F=0.600, Sig. 0.550), and Leadership Quality (F=0.174, Sig. 0.840) is not significant and hence the null hypothesis is accepted. There is significant difference between length of experience and managerial competencies such as Judgement (F=7.633, Sig. 0.001), and finally Productivity (F=4.869, Sig. 0.009) is found to be significant @ 1% or 5% level of significance and hence the null hypothesis is rejected.

6.5 Educational Qualification Vs. Managerial Competencies

H5 There is no significant difference among various categories of educational qualification with regard to managerial competencies.

Table 8: Analysis of Variance (for assessing the difference among various categories of educational qualification with regard to managerial competencies)

Managerial Competencies		Sum of Squares	*df*	Mean Square	*F*	*Sig.*
Initiative	Between Groups	5.495	3	1.832	1.375	.252
	Within Groups	269.135	202	1.332		
	Total	274.630	205			
Judgement	Between Groups	26.883	3	8.961	6.194	.000
	Within Groups	292.217	202	1.447		
	Total	319.100	205			
Planning organizing	Between Groups	28.747	3	9.582	8.212	.000
	Within Groups	235.704	202	1.167		
	Total	264.452	205			
Problem and solving	Between Groups	1.007	3	.336	.407	.748
	Within Groups	166.400	202	.824		
	Total	167.407	205			
Leadership quality	Between Groups	27.853	3	9.284	13.254	.000
	Within Groups	141.496	202	.700		
	Total	169.349	205			
Productivity	Between Groups	17.214	3	5.738	4.471	.005
	Within Groups	259.268	202	1.284		
	Total	276.482	205			

There is significant difference among various categories of educational qualification of the respondents with regard to managerial competencies which reveals the variables Judgement (F=6.194, Sig. 0.00), Planning and Organizing (F=8.212, Sig. 0.000), Leadership Quality (F=13.254, Sig. 0.000), and finally, Productivity (F: 4.471, Sig. 0.005) is found to be significant at 1% and 5% level and hence the null hypothesis is rejected. There is no significant difference amongvarious categories of educational qualification of the respondents with regard to managerial competencies in which the dimensions such as Initiative (F=1.375, Sig. 0.252) and Problem Solving (F = 4.471, Sig. 0.005) is found to be not significant and the null hypothesis is accepted.

6.6 Employee Designation Vs. Managerial Competencies

H6 There is no significant difference among employees with different designations with regard to managerial competencies.

Table 9: Analysis of Variance (for assessing the difference among employees with different designations with regard to managerial competencies)

Managerial Competencies		Sum of Squares	*df*	Mean Square	*F*	*Sig.*
Initiative	Between Groups	22.088	8	2.761	2.154	0.033
	Within Groups	252.542	197	1.282		
	Total	274.630	205			
Judgement	Between Groups	42.875	8	5.359	3.822	0.000
	Within Groups	276.225	197	1.402		
	Total	319.100	205			
Planning and organizing	Between Groups	27.081	8	3.385	2.809	0.006
	Within Groups	237.371	197	1.205		
	Total	264.452	205			
Problem solving	Between Groups	25.371	8	3.171	4.399	0.000
	Within Groups	142.035	197	0.721		
	Total	167.407	205			
Leadership quality	Between Groups	28.533	8	3.567	4.990	0.000
	Within Groups	140.816	197	0.715		
	Total	169.349	205			
Productivity	Between Groups	31.823	8	3.978	3.203	0.002
	Within Groups	244.659	197	1.242		
	Total	276.482	205			

There is significant difference among employees with different designations with regard to managerial competencies such as Initiative (F=2.154, Sig. 0.033), Judgement (F=3.822, Sig. 0.000), Planning and Organization (F=2.809, Sig. 0.000), Leadership Quality (F: 4.990, Sig. 0.000) and Productivity (F=3.203, Sig. 0.002) is found to be significant at 5% and 1% level and hence the null hypothesis is rejected.

The results of the hypotheses tests are summarised in the Table 10.

The results showed that there is significant difference in attitudes and intentions across groups of income only, differences with respect all other demographic variables (age, gender, education, marital status and area of residence) were insignificant.

(i). It can be concluded that there are seven factors extracted from the 37 variables relating to administrative, managerial competencies are explaining about 70.613 percent of the variance.

(ii). From the factor analysis, the managerial competencies are grouped into seven sub-group competencies they are Adaptability Competencies, Initiative Competencies, Judgement Competencies, Planning & Organizing Competencies, Problem Solving Competencies, Leadership Competencies and Productivity Competencies.

(iii). It is inferred from the reliability analysis with respect to Adaptability the Cronbach's Alpha was found to be 0.892, As far as initiative is concerned the Cronbach's Alpha was found to be 0.885, Followed by Judgement, Cronbach's (0.810), Planning and Organization, Cronbach's (0.889), Problem Solving, Cronbach's (0.939), With respect to Leadership Quality, Cronbach's (0.710) and finally, With regards to Productivity the Cronbach's (0.710).

(iv). It is found that leadership quality competencies revealed the least gap comparatively followed by problem solving competencies and adaptability competencies.

(v). The results reveal that the maximum gap was displayed in initiative competencies, judgement competencies and planning & organising competencies.

(vi). It can be observed that respondents have awareness of new technology competencies and the level is 70.18% followed by awareness of new technology competencies awareness in TPI (twist per inch) and maintenance competencies, ability to read and understand competencies are at 72.26%, 70.18, 69.12 and 69.03% respectively. The level of ability to meet tolerance level competencies, awareness of standards competencies, awareness in technology competencies, knowledge of machine and ability to use competencies, ability to do self-inspection competencies and knowledge of packing parameters competencies possessed by staff in spinning mills is 41.83%, 39.36%, 25.17%, 31.10%, 27.46 and 39.46% respectively.

(vii). It is found that there is no association between gender and perception of competencies.

(viii). The results of chi-square test reveals that there is a significant relationship between age of the respondents, Marital status, Educational Qualification, Responsibility level, length of the service, Designation with their perception towards competency mapping in the textile spinning mills. Hence the null hypothesis is rejected.

Table 10: Differences among various categories of different demographics with regard to managerial competencies

S. No.	Managerial Competencies	Independent Samples *t*-test		One Way Analysis of Variance			
		Gender	Marital Status	Age	Length of Service	Educational Qualification	Employee Designation
1.	Initiative	Significant	Not Significant	Significant	Not Significant	Not Significant	Significant
2.	Judgement	Significant	Significant	Significant	Significant	Significant	Significant
3.	Planning and organizing	Significant	Not Significant	Significant	Not Significant	Significant	Significant
4.	Problem solving	Significant	Significant	Significant	Not Significant	Not Significant	Significant
5.	Leadership quality	Significant	Significant	Significant	Not Significant	Significant	Significant
6.	Productivity	Significant	Not Significant	Significant	Significant	Significant	Significant

7. SUGGESTIONS AND FUTURE RESEARCH DIRECTIONS

Future Research Directions

This research is conducted through quantitative data. It is recommended that future research can be carried through both quantitative and qualitative data. As the research was limited to only competency mapping and job performance, more variables may be included for the future study affecting competencies and job performance. As the research is limited to measuring non-financial effectiveness only, further study can be conducted to measure financial effectiveness as well. Similar type of research can be conducted for the other industries in order to generalize the competency profile for spinning mills employees as the research is confined to only to selected Textile Spinning Mills of Chittoor district of Andhra Pradesh.

Furthermore, this study focused only on a few technical, administrative and managerial competencies. Future research could thus focus on the other functions such as finance, planning, controlling.... by doing so, a better and fuller understanding on the effects of functional competencies on firm performance may be achieved.

8.CONCLUSION

The human resources is conferred with the responsibility of ensuring that all members of staff perform to their best ability. It could improve this area by facilitating better use of time in all departments within the organisation. Time is one of the most crucial yet intangible assets of the company. The proper use of these resources could maximise production and achievement of organisational goals.

The department can do this by planning activities to be carried out in the organisation. It can make schedule for the various activities that have to be done in the organisation and thus facilitate better flow of information. In addition to this, the company can also ensure that all members of staff are held accountable for not performing a certain task. This is especially with regard to maintenance of the schedules. In so doing, the human resource department will be ensuring that employee does not simply report to work and that the time spent at work is directly proportional to output.

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