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Managerial Competencies Analysis and Gap among Managers of Selected Textile Mills in Andhra Pradesh

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Abstract :

Competency may be defined as an ability of an individual to do a job properly. Competency Mapping is a process of identifying the gap of an individual's performance or job-related skills in order to fill those gaps through effective training. The primary aim of this Study is to ascertain the job-related competencies of managerial level employees and to determine the gap between the required and existing competencies of managerial level employees working in selected spinning mills in Andhra Pradesh. To achieve the objectives of the study the researcher has designed questionnaire (1-SDA to 5-SA) comprising 7 dimensions and the same was distributed to 231 mangers based on simple random sampling. The collected data is codified, analysed with the help of Statistic Packing for social sciences (SPSS). The present study uses both descriptive and inferential statistics. From the results of multiple regression analysis, it is found that "adaptability" competencies, "initiative" competencies, "planning and organizing" competencies, "leadership quality" competencies are the most influenced on job performance.

Keywords : Adaptability, Competency, Initiative, Leadership Quality, Mapping, Planning, Organizing and Job Performance.

Introduction :

Textile sector in India is one of the prominent and oldest sectors in which has its own considerable contribution to the Indian economy in manufacturing which is around 10 per cent in the financial year 2017. In terms of exports, textile sector is having approximately 15 per cent of total exports, today, which indicates that it's the largest contributor. Further, the textile industry is the largest employment provider in the country and hence considered as labour intensive sector. According to The Cotton Textiles Export Promotion Council (Texprocil), the textile industry in India has earned US$ 39.2 billion in 2017-18 through exports with a growth rate of 5.4 per cent. The textile industry can be broadly divided into two segments: unorganised and organised. The unorganised sector consists of handloom, handicrafts and sericulture, which are operated on a small scale and through traditional tools and methods and the organised sector consists of spinning, apparel and garments segment which apply modern machinery and techniques such as economies of scale (India Brand Equity Foundation Report, 2018).

The Indian textiles industry is extremely varied, with the hand-spun and hand-woven textiles sectors at one end of the spectrum, while the capital-intensive sophisticated mills sector at the other end of the spectrum. The decentralised power looms/ hosiery and knitting sector form the largest component of the Indian textiles sector. The close linkage of the textile industry to agriculture (for raw materials such as cotton) and the ancient culture and traditions of the country in terms of textiles makes the Indian textiles sector unique in comparison to the industries of other countries. The Indian textile industry has the capacity to produce a wide

variety of products suitable to different market segments, both within India and across the world (India Brand Equity Foundation Report, 2018)

Review of Literature :

Wickramasinghe and Zoya (2008) in their study on "Gender, age and marital status as predictors of managerial competency needs", have investigated the key factors that predict competency needs of managers working in Sri Lankan Telecommunications service provider. Quantitative methodology has been used to carry out the research. Totally 31 managerial competencies were examined on 198 managers. The researcher has found out that the "marital status, age and gender have significant effects in predicting competency needs and the study has revealed significant interaction effects among the variables of marital status and the number of subordinates, and marital status and gender in predicting competency needs". Self-reporting method has been used to assess the competency level of managers in which each manager was asked to rate his/her "own perceived current level of expertise and future importance of each of the 31 work-related competencies". The results enabled the researchers to identify individual competency gaps.

Lauzackasetal., (2009) have explored the development of the concept of competence in their study on "Evolution of competence concept in Lithuania: from VET reform to development of National Qualifications System". This study was conducted in Lithuania. The understanding and usage of competence was used in different ways in different places or context viz., "official usage in the laws and policy documents, common usage in education institutions and the approaches of employers" This discrepancy in understanding on competency is due to some intricate reasons related to "the development of education, world of work and society in the socio-economic transformations". In the National Qualifications System and National Framework of Qualifications of Lithuania competences are "understood to be a bridge between the system of activities and the system of education".

Ranadeetal., (2010), in their study on "mapping competencies of engineers", determined that competency analysis has emerged as a new phenomenon as the age of the engineering professional increases. They opined that "the increasing median age of engineering professionals worldwide threatens a skill shortage as attrition and early retirements take veteran engineers and accumulated knowledge out of the workplace". The increasing age of the engineering professionals has created a need to establish trustworthy methods and techniques for analysing their competencies to find out the skill gap and the steps to be taken to fill the gap.

Ruddlesdinet al., (2010) conducted a study on "competency mapping in leadership quality management of foundation training" in the field of clinical medicine. They studied the role of competency analysis in quality management. The main focus of the study is the outcomes of the competency-based curriculum in terms of "application of knowledge and acquisition of competencies". The purpose of this task is to analyse the jobs and programmes to determine the expected outcomes of training. The "United Kingdom Foundation Curriculum" was designed in this analysis process for which required data were collected from "foundation directors using red/amber/green judgments for each job". Feedback on any programme related to various arrangements was not sought after completing the submission process. The authors found that "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". It was concluded that the development of "competency-based training" is a complex "multistep process".

Jose (2010), in the work titled "project report on skill matrix and competency analysis", studied the competency levels of employees through skill matrix and competency analysis. He gathered responses from the 19 teams of Textron India Pvt. Ltd. He says that employees should have clarity regarding the study objectives so that their can me maximum involvement of employees. Here, the author stressed the need for clarity to the human resources regarding the purpose of a particular task. The outcome of the study needs to be shared with all the stakeholders so that they can have clarity about the gaps to be plugged-in their performance. Further, the author emphasises that "this sharing of the results would also give the employees an idea on who to approach in case of a certain skill, as the experts are identified as a result of this exercise. So, this would improve the cross education, helping and cohesiveness among the employees. This would further help in the strengthening of the bonds between the employees, thus strengthening the manpower asset of the organization as a whole".

Thaietal. (2011) have conducted a study on logistic professionals in Australia about their skill requirements. The study was aimed to explore "the current profile of skills and knowledge of logistics professionals and identify important requirements for the future". Further, it aims to "test the pipeline model of leadership development by investigating how the competency profile change across position levels". The results revealed that "the difference between two positions in terms of the relative importance of the competencies increases as the organisational hierarchical distance between the two positions increases". A comparison of skill scores also revealed the same results. Further, the correlation results between "skill" and "importance ratings" for the similar cadre was significantly more than for different position levels.

Yuvaraj (2011), in his research work on "Competency Analysis – A Drive for Indian Industries", which was aimed to "map the technical competencies of employees". The study was aimed to identify the difference between actual skills and required skills through which training needs can be assessed. Based on the review of literature on job competencies, a survey instrument was developed which includes "three content areas namely knowledge, ability and attitude". The primary data were collected from 1400 workmen at different units and departments of textile spinning mills. The regular workers' performance was in these companies were assessed by their immediate supervisors. Performance gaps were identified between actual and required competencies and training was designed the basis of need.

AtriSenguptaet al., (2013), in their study on "Developing performance-linked competency model which is a tool for achieving competitive advantage", have reviewed existing competency models and developed a "comprehensive performance-linked competency model "for attaining sustaining advantage in the competitive environment. Further, the model was validated on Indian context by conducting study in textile manufacturing organisation. It was found that the "comprehensive performance-linked competency model focuses on competency identification, competency scoring and aligning competency with other strategic HR functions in a three-phase systematic method which will subsequently help the organisation to sustain in the competition". By using Data Envelopment Analysis and other relevant tools, they revealed that "an organization can align individual performances and their competencies in terms of efficiency".

Sugunaet al., (2013) have conducted a study on "competency mapping" of workers working in textile companies in Tirupur of Tamilnadu. The study was aimed to map the competencies of

workers which have direct impact on the overall performance of the organisation. Around fifty textile export units are taken from which sample respondents are taken on convenience basis. The primary data collected using interview schedule has been analysed using statistical tools such as “Chi square test”, and “ANOVA”. The research results revealed that “competency mapping had an influence on the performance of the organisation”.

Johri (2014) has carried out research on “competency mapping” and how it acts as a “strategic HR tool in manufacturing industry”. The author found out “how competency analysis process is used strategically by the organizations to achieve results and commitment by the employees”. The competency mapping process was analysed by conducting a survey in “10 manufacturing companies in PimpriChinchwad Municipal Corporation (PCMC) area of Pune”. All these companies were practicing the process of “competency mapping” in their organisations. The primary data were collected by using a structured questionnaire, which was administered to HR managers and which included various closed-end questions pertaining to various parameters identified in the practice of “competency mapping” in these organisations. HR managers in these organisations are considered as very prominent in initiating, developing, nurturing and implementing the practice. The results of the research disclosed that “the process of competency mapping is being utilised by the organisation as a HR strategic tool to deliver results and create a strong team”. The very purpose of conducting the research was to assess the training and development needs of employees working in these companies.

Statement of the Problem :

The measurement of employee job related competencies in terms of required competencies as standardised by the firm and the actual performance showcased by the employee, has become very essential today for organisations in general and manufacturing organisations in particular. The employees working in various technically specialised departments or general managerial departments of the organisations must be provided with required competencies to perform a particular task with proper communication mode.

The previous research reveals that if the closeness of the “level of employer job competency expectations” and the “level of employee job competency performance”, there are better chances for the improved overall productivity of the organisation. Further, it reduces the wastage of resources, increase multi skill development and enhanced rate of employee job satisfaction.

For the purpose of examining the standard levels of employee competencies and the actual level of competency at the time of discharging the duties of technical and managerial level employees in textile spinning mills, professionals, supervisors and production heads were asked to rate the importance of the specific job competencies for the workforce. The competencies categories included: knowledge, ability and attitude. The managers were asked to list the required competency to perform a job and they were also asked to fix the required level of competencies in the specific competency.

Objectives of the Study :

- To ascertain the job-related competencies of managerial level employees working in textile spinning mills.
- To determine the gap between the required and existing competencies of managerial level employees.

- To assess the impact of managerial competencies on job performance of respective categories of employees.

Hypothesis of the study :

H1: There is a significant impact of managerial competencies on job performance.

Methodology and Material :

Population :

The population of the present study is managers working in textile spinning mills in Andhra Pradesh.

Sampling Frame :

The employee data related to managerial staff of 21 spinning mills have been collected from the internal records of the respective companies from the HR managers.

Size of Number of Respondents and sample method :

The number of employees working in each department/section of 21 spinning mills managerial cadre are selected. Totally, 605 employees are working in various cadres in different technical departments of 21 spinning mills out of which 231 managers are selected based on simple random sampling.

Sources of Data:

The date for the present study are collected from both primary and secondary sources. The secondary data sources include current literature on competency analysis published in refereed and non-refereed journals, textile trade magazines, newspapers, reference books on competency mapping, private reports, reports from government websites etc.

Data Collection Procedure :

This study employed mixed method of data collection for collecting data from technical and managerial staff, directly administering the questionnaire to the target respondents as well as through HR heads or technical supervisors.

Data Analysis :

The very purpose of current study is to explore and examine the competencies of technical and managerial cadre employees working in textile spinning mills. It is also aimed to examine the gap between Actual Competency Level (ACL) and Required Competency Level (RCL). Data analysis was completed using SPSS (version 21.0). Data obtained from the responses of interview schedule were analysed with the help of descriptive and inferential statistics.

ANALYSIS AND DISCUSSION :

Factor Analysis for Managerial Competencies :

The result of Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) (0.804) and Bartlett's Test of Sphericity (Chi-Square-6124.08 and significance-0.000) indicate the factor analysis done with the 37 variables relating to managerial competencies. There are seven factors extracted

using the method of Principal Component Analysis (PCA) and Rotation Method of Varimax with Kaiser Normalization, with the criteria of eigenvalue greater than the one. The results of factor analysis are shown in the Table 1.

Table 1 KMO and Bartlett's Test for Managerial Competencies

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.804
Bartlett's Test of Sphericity	Approx. Chi-Square	6124.088
	df	666
	Sig.	0.000

Table 2 Total Variance Explained in the Factor Analysis for Managerial Competencies

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %	Total	% Of Variance	Cumulative %
1.	**7.593**	**20.521**	**20.521**	7.593	20.521	20.521	6.936	18.746	18.746
2.	**4.929**	**13.321**	**33.842**	4.929	13.321	33.842	4.196	11.340	30.086
3.	**4.903**	**13.250**	**47.092**	4.903	13.250	47.092	3.952	10.680	40.766

4.	**2.617**	**7.074**	**54.166**	2.617	7.074	54.166	3.912	10.572	51.338
5.	**2.449**	**6.620**	**60.786**	2.449	6.620	60.786	2.812	7.599	58.937
6.	**2.440**	**6.593**	**67.379**	2.440	6.593	67.379	2.608	7.049	65.986
7.	**1.196**	**3.233**	**70.613**	1.196	3.233	70.613	1.712	4.626	70.613
Extraction Method: “Principal Component Analysis”.									

There are seven factors extracted from the 37 variables and are explaining about 70.613 percent of the variance shown in Table 2 in the 37 statements relating to Managerial Competencies are considered in this study. The factors were labelled according to the variables under them (based on loading).

Table 3 Labelling of Managerial Competencies

S. No.	Factor Name	Initial Eigenvalue	% Variance
1.	Adaptability (ADP)	7.593	20.521
2.	Initiative (INV)	4.929	13.321
3.	Judgement (JMT)	4.903	13.250
4.	Planning & Organizing (PNO)	2.617	7.074
5.	Problem Solving (PSG)	2.449	6.620
6.	Leadership Quality (LDP)	2.440	6.593
7.	Productivity (PVT)	1.196	3.233

Table 4 **Reliability Analysis for Managerial Competencies**

	Factor Name	Number of Items	Chronbach Alpha

S. No.			
1.	Adaptability (ADP)	6	0.892
2.	Initiative (INV)	6	0.885
3.	Judgement (JMT)	5	0.810
4.	Planning & Organizing (PNO)	6	0.889
5.	Problem Solving (PSG)	5	0.708
6.	Leadership Quality (LDP)	5	0.939
7.	Productivity (PVT)	4	0.710
	Managerial Competencies	**37**	**0.810**

With regard to the seven dimensions taken for the study, the reliability was tested using Cronbach's Alpha and the results were inferred for each dimension and only the statements which have high and low loadings were inferred. With respect to "adaptability" the "Cronbach's Alpha" value was found to be 0.892, as far as "initiative" is concerned the value was found to be 0.885, followed by "judgement", (α=0.810), "planning and organisation" (α=0.889), "problem solving" (α=0.939), with respect to "leadership quality" (α=0.710) and finally, with regards to "productivity" the Alpha value is (0.710).

Table 5 Summary of Descriptive Statistics for Managerial Competencies

S. No.	Factor Name	Overall Mean	Standard Deviation
1.	Adaptability (ADP)	3.72	1.16
2.	Initiative (INV)	3.90	1.15
3.	Judgement (JMT)	3.90	1.25
4.	Planning & Organizing (PNO)	3.90	1.13
5.	Problem Solving (PSG)	4.24	1.26
6.	Leadership Quality (LDP)	4.64	0.91
7.	Productivity (PVT)	3.79	1.16

Table 5 summarises the descriptive statistics for all the 7 dimensions of managerial competencies. The overall mean score and standard deviation of these dimensions are presented. Out of all the dimensions, the dimensions, "leadership quality (LDP)" and "problem solving (PSG)" have maximum overall mean scores of 4.64 and 4.24 respectively. The mean score of remaining all the seven dimensions is less than 4.00.

The Gap between Required Competency Level (RCL) and Actual Competency Level (ACL): Least Square Method for Managerial Staff

Another objective of the research is to identify the gap between existing level of competencies and desired level of competencies. Competencies were mapped through least square method. Table 4.39 presents the ideal score and actual score on competencies possessed by managerial staff in textile spinning mills. Ideal score on competencies is calculated assuming that all 206 respondents strongly agree (2) to all 37 statements related to managerial competencies. As shown in the Table 4.37, highest ideal score can be 15244 for administrative and managerial

staff in the current study. If all 206 respondents strongly disagree (-2) to 37 statements, the least score will be -15244. Considering 152441 as desired score of competencies, data set is evaluated based on the response given by 206 respondents for managerial cadre.

Table 6 Least square method for current level of managerial competencies

Category	Equation	Ideal Score	Equation	Least Score
Managerial competencies	206×2×37	15244	206×-2×37	-15244

With the help of least square, it can be observed that current level of competencies of employee working in selected spinning mill in is 52.84 %. It can be interpreted from the Table 6 that desired score for competencies should be 15244 whereas it is actually 8056 indicating that level of current competencies of staff working in selected textile spinning mills is 52.84%. One of the objectives of the research is to identify the existing gap in competencies of staff working in selected Spinning Mills which is attained through table 40. It shows the overall gap in competencies. If the research assumes that respondents need to possess 100% of managerial competencies, the existing gap is quite noticeable. But in practice it is not possible that employee should have 100% competencies in managerial level, it is not practically possible to have 100% competencies. The acceptable benchmark is having 70% competencies. According to 70% benchmark, the ideal score should be 10670 and actual score is 8056 indicating that staff has competencies at 75.50%.

The Table 7 exhibits the actual level of competencies possessed by staff in selected textile spinning mills. The actual highest gap (69.90%) can be observed for the competency “leadership quality” followed by “adaptability” competencies (62.94) “problem solving” competencies (62.33%) and “planning & organizing” 45.18%. From the Table 4.40, it is observed that a “productivity” competency is least in percentage that is 39.50%.

Table 7 **Gap between Actual and Required Levels of Managerial Competencies**

S. No.	Managerial Competencies	Actual Competency Level Score	Required Competency Level Score	Gap	Actual Gap %	Gap %
1	Adaptability (ADP)	1556	2472	916	62.94	37.05
2	Initiative (INV)	1082	2472	1390	43.77	56.22
3	Judgement (JMT)	926	2060	1134	44.95	55.04
4	Planning & Organizing (PNO)	1117	2472	1355	45.18	54.81

5	Problem Solving (PSG)	1284	2060	776	62.33	37.66
6	Leadership Quality (LDP)	1440	2060	620	69.90	30.09
7	Productivity (PVT)	651	1648	997	39.50	60.49

Figure 1 **Radar Chart for Managerial Competencies**

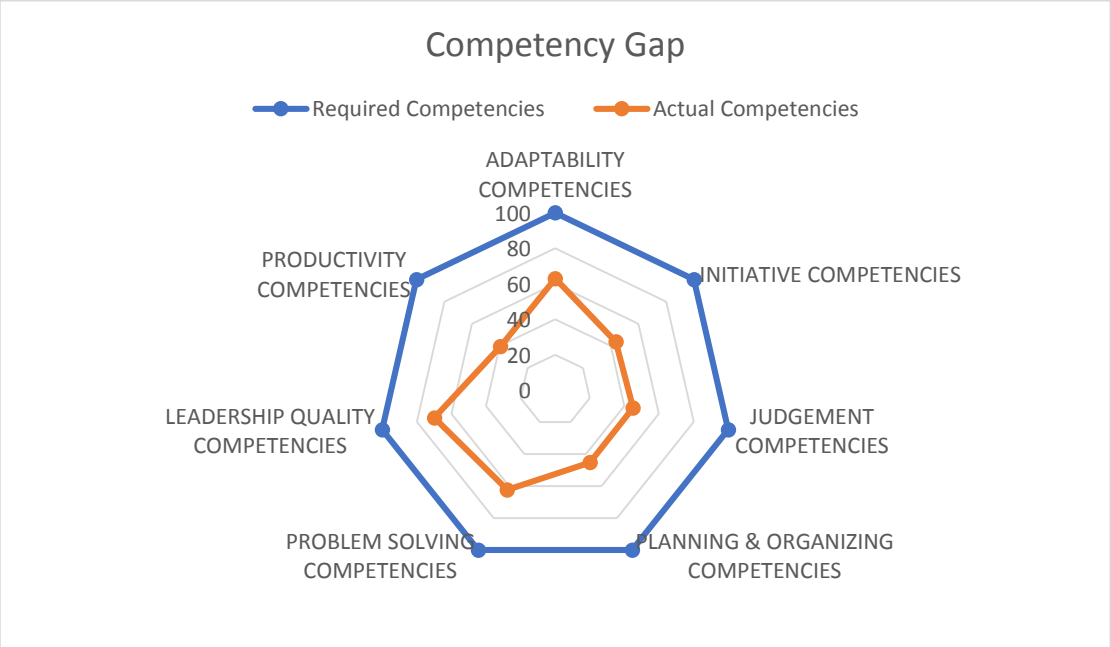

Figure 1 depicts the gap between desired level of competencies and actual level of competencies through radar chart. "Leadership quality" competencies revealed the least gap comparatively followed by "problem solving" competencies and "adaptability" competencies. The maximum gap is displayed in "initiative" competencies, "judgement" competencies and "planning and organizing" competencies. The competency wise gap analysis indicates areas where employee needs to develop these competencies through various off-the -job training methods.

Relationship Between Employee Managerial Competencies and Job Performance :

The results reveal (Table 8) that the managerial competencies have the strongest positive association with the dependent variable (job performance), initiative competencies which is r = 0.549, followed by the positive correlation between judgement competencies (r=0.727), planning organizing competencies (r=0.616), problem solving competencies (r=0.668), leadership quality competencies (r=0.637) and productivity competencies(r=0.866) on job performance. The results are significant at the 0.01 level (2-tailed).

Table 8 **Correlation between employee managerial competencies and job performance**

S. No.	**Managerial Competencies**	**Job Performance**

	Job Performance	**Pearson Correlation**	**1**
		Sig. (2-tailed)	**0.000**
1.	Adaptability (ADP)	Pearson Correlation	0.626**
		Sig. (2-tailed)	0.000
2.	Initiative (INV)	Pearson Correlation	0.549**
		Sig. (2-tailed)	0.000
3.	Judgement (JMT)	Pearson Correlation	0.727**
		Sig. (2-tailed)	0.000
4.	Planning & Organizing (PNO)	Pearson Correlation	0.616**
		Sig. (2-tailed)	0.000
5.	Problem Solving (PSG)	Pearson Correlation	0.668**
		Sig. (2-tailed)	0.000
6.	Leadership Quality (LDP)	Pearson Correlation	0.637**
		Sig. (2-tailed)	0.000
7.	Productivity (PVT)	Pearson Correlation	0.866**
		Sig. (2-tailed)	0.000

Impact of Managerial Competencies and Job Performance :

The association between 7 dimensions of managerial competencies and job performance are analysed using multiple regression method in which the dependent variable is job performance and independent variables are all the seven dimensions of managerial competencies. The test hypotheses for each of the seven predictor variables are formulated as follows:

H_{M1} There is no significant impact of **adaptability** on job performance.
H_{M2} There is no significant impact of **initiative** on job performance.
H_{M3} There is no significant impact of **judgement** on job performance.
H_{M4} There is no significant impact of **planning and organizing** on job performance.
H_{M5} There is no significant impact of **problem solving** on job performance.
H_{M6} There is no significant impact of **leadership** on job performance.
H_{M7} There is no significant impact of **productivity** on job performance.

Table 9 Model Summary for Managerial Competencies

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.885[a]	0.783	0.775	0.56084
a. Predictors: (Constant), productivity, initiative, planning & organizing, leadership quality, problem solving, judgement, adaptability				

Table 9 summarises the multiple regression model for determining the association between managerial competencies and job performance. In the model shows the list of the predictors which all are independent variables for job performance. The R square shows 0.783 in value and

it means that 78.3% of the variance in the job performance was been significantly explained by the administrative, managerial competencies. The remaining percent were explained by other factors.

Table 10 **ANOVA for Managerial Competencies**

Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	224.620	7	32.089	102.017	0.000 [b]
	Residual	62.279	198	0.315		
	Total	286.900	205			
a. Dependent Variable: Job Performance						
b. Predictors: (Constant), productivity, initiative, planning & organizing, leadership quality, problem solving, judgement, adaptability.						

ANOVA results presented in the Table 10, the researcher find that the p value is 0.000 < 0.05, therefore it proved that there is significant relationship between the administrative, managerial competencies on job performance.

Table 11 **Regression coefficient values for managerial competencies**

Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	0.235	0.162		1.449	0.149
	Adaptability (ADP)	1.725	0.315	1.605	5.472	0.000
	Initiative (INV)	0.096	0.042	-0.106	-2.283	0.023

	Judgement (JMT)	-0.099	0.064	-0.098	-1.543	0.125
	Planning &Organizing (PNO)	0.090	0.047	-0.097	-1.926	0.056
	Problem Solving (PSG)	-0.095	0.052	-0.101	-1.836	0.068
	Leadership Quality (LDP)	0.088	0.042	-0.109	-2.071	0.040
	Productivity (PVT)	-0.371	0.269	-0.344	-1.378	0.170
a. Dependent Variable: Job Performance						

The multiple regression coefficient values are shown in the Table 11. Among the “adaptability” competencies, “initiative” competencies, “planning and organizing” competencies, “leadership quality” competencies are the most influenced on job performance. It shows that these competencies have below 0.05 significant levels, (95% confidence level). All these competencies have a significant impact on job performance, except, “problem solving” competencies and “productivity” competencies.

The hypothesis testing results of multiple regression of association between managerial competencies and job performance are summarised in the Table 12.

Table 12 **Summary of the results of multiple re:gression for managerial competencies and job performance (dependent variable)**

S. No.	Null hypothesis	Results
1	There is no significant impact of **adaptability** on **job performance**	Rejected
2	There is no significant impact of **initiative** on **job performance**	Rejected
3	There is no significant impact of **judgement** on **job performance**	Rejected
4	There is no significant impact of **planning and organizing** on **job performance**	Rejected
5	There is no significant impact of **problem-solving** on **job performance**	Accepted
6	There is no significant impact of **leadership quality on job performance**	Rejected
7	There is no significant impact of **productivity** on **job performance**	Accepted

Conclusion:

The fundamental objective of competency analysis is to enhance the value of the company keeping in view the interest of the employees. Competency analysis affects the development of the members in the organization facilitating future career and succession plans. Companies set specific goals for their employees and then evaluate how they meet or exceed the goals; usually the results speak for themselves. Employees either achieve the goal or not, it is much easier to evaluate than the traditional review in which the evaluators either overrate or underrate their employees. The companies pioneering performance management methods are involved in an on-going endeavour in which the ultimate company's vision is that everyone is doing exactly what they need to do, when it needs to be done and sees the potential reward or penalizes of their actions. This approach can only be based on competency.

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