9.1 INTRODUCTION

Human capital is the most important resource for any organisation in the globalised and skill based economies around the world. Any organisation, as how it leverages this resource will ultimately decide if it can achieve its strategic objectives. It is imperative for any organisation to align the employee behaviours to the strategic objectives for sustained success. Competency based Human Resource Management is being increasingly recognized as an effective way of talent management over the previously adopted Job-description related approach. It involves a transition from the traditional way of managing human resources based on what people have such as qualifications to what people can do such as performance. The advantages of using the competency based framework for human resource sub-systems such as recruitment, training and development and performance management are substantial.

This chapter presents the findings of the study in two forms namely in summary form and list form. The profile of the textile industry and human resources in textile industry and concepts and components of the competency are presented in summary form because it is theoretical in nature. Demographic profile of the respondents, recruitment process, training and development process and performance appraisal process are listed because they are analytical in nature.
9.2 FINDINGS OF THE STUDY

Findings of the study are as follows:

9.2.1 DEMOGRAPHIC PROFILE

1. Out of 500 respondents, 34.4 percent falls in the range of 25 – 34 age group, 41.2 percent in 35-45 age groups and only 24.4 percent fall above 45 years of age.

2. About 93.6 percent of respondents are males and only 6.3 percent are females. Textile mills, being operated with more number of women workers, it would be better to have more number of women executives in the shop floor as supervisors.

3. Academic qualification of executives in the mills is found to be fairly high. Excepting four percent, other respondents are below the level of diploma or graduation. Qualification of respondents is found to be satisfactory and will be helpful for competency development.

4. The academic qualification of human resource executives in particular is that 10 of 30 human resource executives are holding inadequate qualification such as diploma in commercial practices, diploma in textile technology and under graduates. Only 14 human executives hold post graduate qualification.

5. Experience of respondents of the mills is found to be satisfactory as 58 percent of respondents fall in the range of 11 – 20 years of experience which is very ideal for a better performance.

6. Out of 500 respondents, 49.8 percent are working in production departments. It means that a large number of executives in mills are in production department only.
7. Out of 500 respondents, 376 are from 21 spinning mills, 48 are from four weaving mills, 58 are from 4 processing units and 18 are from a single composite unit. Spinning mills are dominating the textile mills in Coimbatore district.

8. Out of 13229 employees in the thirty textile mills, 1612 are executives falling under executives cadre comprising managerial and supervisory members of staff, which constitutes 12.18 percent of total employees. Based on the number of executive staff in a textile industry as suggested by ‘South India Textile Research Association’, Coimbatore it is ascertained that it can be 10 percent of the total employee strength. In the study, it is revealed that it is 12.18 percent. The variation is justifiable due to count pattern, market segment and quality parameters. Hence the 12.18 percent executives in the mills taken for study are in order.

9. The practice of designating human resource executives is not on par with designations to human resource executives in other industries. 16(53 percent) executives’ designations are in non-managerial cadre. 14 (47 percent) executives’ designations are in managerial cadre.

10. Further as far as human resource executives' functional discipline is concerned, 11 (37 percent) executives’ designation reflect the human resource functional discipline, 16 (53 percent) executives’ designation reflect personnel administration function, and 3 (10 percent) executives’ designation reflect neither of them. It shows that 63 percent of the human resource heads do not execute exclusive human resource development functions, but human resource management and other incidental and administrative functions also. Unless, the human resource executives focus
on human resources processes, it will be detrimental to the competency based human resource processes.

### 9.2.2 HUMAN RESOURCE RECRUITMENT PROCESS

1. Out of 500 respondent mills 45.8 percent source their requirement of executives for recruitment through advertisement. Rest of the respondents takes the other sources in order of their practice such as from available date bank (21.8 percent), campus interview (12.2 percent), and job portals (11 percent) and last, the placement agency (9.2 percent).

2. Any competency based recruitment process must commence with manpower planning. 55 percent of respondent mills have manpower plan. Higher the percentage of mill following this practice, higher will be the scope for competency. 45 percent of respondent mills do not have even manpower plan, which means that there will be deficiency in the competency of recruitment process in their mills.

3. In the human resource process of recruitment, it has been found that there is no well defined personal competency chart. Job-competency requirements and employee competency requirements are complementary to each other. 77 percent of respondents said that there is no such chart and this is not a good sign for developing and ensuring competency based recruitment process. Unless, the mills are aware of what are the competencies required of an individual, recruitment will lose focus.

4. 54.2 percent of respondent mills have administered objective test. It means that majority of the mills are practicing objective test in their recruitment process, which is a welcome move in the competency based recruitment
process. However, 45.8 percent of the respondents do not follow it, which will be detrimental to competency orientation.

5. 50.6 percent of respondent mills have not administered descriptive test. It means that majority of the mills are not practicing descriptive test in their recruitment process, which is not a welcome move in the competency based recruitment process. However, 49.4 percent of the respondents follow it, which will be beneficial to competency orientation.

6. Aptitude test has to play a crucial role in the selection of candidates as it has got intrinsic value. 69 percent of respondent mills have not administered aptitude test. It means that majority of the mills are not practicing aptitude test in their recruitment process, which is not a welcome move in the competency based recruitment process. However, 31 percent of the respondents follow it, which will be beneficial to competency orientation.

7. Psychometric test being an important tool to evaluate the psychological elements of a personality of a candidate, it is a must for competency development. 66.6 percent of respondent mills have not administered psychometric test. It means that majority of the mills are not practicing psychometric test in their recruitment process. 33.4 percent of the respondents follow it. In fact, it is a test which will be beneficial to competency orientation.

8. 51.8 percent of respondent mills have not administered ability test. It means that majority of the mills are not practicing ability test in their recruitment process, which is not a welcome move in the competency based recruitment process. However, 48.2 percent of the respondents follow it, which will be beneficial to competency orientation.
9. 50.6 percent of respondent mills have not followed presentation exercise. It means that majority of the mills are not practicing it in their recruitment process, which is not a welcome move in the competency based recruitment process. However, 49.4 percent of the respondents follow it, which will be beneficial to competency orientation.

10. 83.8 percent of respondent mills have not followed group discussion exercise. It means that majority of the mills are not practicing it in their recruitment process, which is not a welcome move in the competency based recruitment process. However, only 16.2 percent of the respondents follow it, which will be beneficial to competency orientation.

11. 70.2 percent of respondents have the practice of conducting interview which is an essential requirement in recruitment process. Even this is not being followed by 29.8 percent respondents.

12. The interview pattern being adopted and practiced in the mills in that 48.6 percent of the respondents said that their mills follow gut-feel method, which is subjective in nature, 47.8 percent respondent mills follow conversational interview which is more traditional and unstructured and 91.2 percent respondent mills follow traits interview which is more of structured and observable in nature and finally 15.4 percent respondents follow behavioural based interview. Though mills have adopted their own convenient methods, an interview focusing on behavioural aspect of the candidates in the real one from competency perspective in the recruitment process. Respondents which follow behavioural based interview is only 15.4 percent.
13. It has been found that there is a significant association between defined personal competency chart and gut-feel interview. If the competency chart is well defined, the gut-feel interview can also be better while interviewing the candidates.

14. There is a significant association between defined personal competency chart and traits interview. If the competency chart is well defined, the traits interview will also be better while interviewing the candidates. Traits outlined for administering traits interview method can be more effective when competency chart is well defined.

15. It has been found that there is a significant association between defined personal competency chart and behaviour based interview.

16. It is found that 79 percent of respondents have adopted perception oriented interview and 21 percent have no such practice. Perception based interview is more of intuitive and feeling oriented. Hence perception based approach cannot be said to be a positive approach for competency based recruitment process.

17. 63 percent of respondents have not adopted behaviour based interview and only 36 have adopted it. Non-adoption of behaviour based interview approach will badly reflect upon competency of the recruitment process.

18. An interview conducted without constituting a panel of experts or a panel of competent persons to interview the candidates will be detrimental to ensuring competency oriented process. In 72 percent of respondent mills it is constituted. Hence it gives adequate scope to choose the right candidate for the right job.
19. It has been noted that there is a significant association between defined personal competency chart and objective test administration. Similarly, it is so in respect of competency chart and descriptive test and aptitude test.

20. It has been found that there is no significant association between competency chart and psychometric test. It is true for the reason that psychometric test would bring out the personality traits of an individual, whereas the competency chart would describe various other requirements to match man-job profile. Hence, the outcome of the study proves to be real that there is no significant association between competency chart and psychometric test.

21. It is observed that there is significant association between defined personal competency chart and ability test. Defined personal competency chart prescribes certain elements of ability required of an individual which prove to be in order from the outcome of the study. Same is applicable to numerical test also as there is significant association between competency chart and numerical test.

22. It has been found that there is significant association between defined personal competency chart and presentation exercise and group discussion exercises. As these two exercises such as presentation exercise and group discussion are more relevant for the position of executives, it has significant association with defined personal competency chart.

23. Anova test has brought out the fact that there is significant relationship between experience of human resource executives and evaluating criteria. The quality of the interviewing personnel, more particularly the human resource executives would get refined as they gain more and more
experience in their functions. Hence, experience has a significant role to play in the recruitment process. The same is true in the matter of administering various types of tests and conduct of interview during the recruitment process.

24. It has been found in the over all recruitment process that there is misplaced weightage in evaluating the candidates’ profile and personality. More thrust is given to past achievements and technical skills rather than soft skills and behavioural attributes. In fact much thrust and priority to behavioural qualities which are very much necessary for competency based recruitment process will be a preferred approach.

9.2.3 TRAINING AND DEVELOPMENT PROCESS

1. It is found that 63 percent of respondents do not possess a defined training policy at all. Absence of a defined training policy will lack direction and benefits expected to derive from training and development process will not be ensured. Only 37 percent of the respondent mills have the defined training policy. It is a basic document to spell out the philosophy of the management in the training and development process of human resource management.

2. 280 respondents said that there is no exclusive training and development department, which means 56 percent of the respondents have the practice of taking up training activities without any adequate support as there is no exclusive department to take care it. Others have it which will be facilitating the process of training and development function of the mills.
3. It has been found that 59 percent of the respondent mills have professionals to deal with training and development activity which is a good sign for competency development. 41 percent of the respondents work in mills where there is no such provision. When this function is headed by professionals, it would provide scope for competency development, otherwise it cannot be ensured. It is interesting to note that even though 59 percent respondents have professionals for training and development function, still they are not able to effectively execute their functions.

4. About 59 percent of the respondents follow their training and development activities by maintaining a training calendar and 41 percent do not have it. If the training calendar is supplemented by a pragmatic training policy, competency culture would be in place in this process of training and development activity.

5. Only 32 percent of respondents allocate budgetary provisions for training and development process. It paves the way for proceeding with the planned training activities without being affected for want of financial resources. Hence it is a good practice to have training budget. But 68 percent respondents do not allocate funds for training process, where this process may turn out to be an incidental process.

6. 257 respondent mills do not have induction training in their mills. That means 51.4 percent lack the practice of induction programme. In the absence of induction programme, philosophy of competency and other required input cannot be made known to the new recruits.

7. Nearly 48.6 percent of respondents have the practice of organising supervisory and managerial development programmes. Majority of mills do
not organize it. It is an important requirement for developing competency based training and development process as it exposes the executives to updated and current and emerging trends in managerial skills. Absence of it means lack of competency.

8. It is found that 59 percent respondents have not organized competency development programmes for their executives. It is a relevant programme in competency development. When it is not organised, the scope for enriching the executives with competency oriented culture becomes difficult to achieve.

9. The practice of engagement of external faculty for conducting training programmes is not well appreciated in mills. 59 percent respondent mills do not engage external faculty for any of their programmes. Executives working in such mills will be deprived of the opportunities to get to know new ideas.

10. It has been observed that 99.2 percent of respondent mills expose their newly promoted executives to undergo training and development programmes. It is a good practice as they would learn the required managerial skill to shoulder higher level of responsibilities.

11. Out of five important criteria given to mills to ascertain as what criteria is used by mills to assess their training needs on first priority basis, 40.8 percent respondent mills have kept the technical requirement as their first priority and only 9.6 percent respondents keep competency development and 21.1 percent keep motivational needs as their first priority. There are less number of mills who have understood the real value of competency while assessing their training needs. When every mill brings competency
need as their first priority, it would pave the way for a competency oriented process of human resource management as far as training and development is concerned.

9.2.4 PERFORMANCE APPRAISAL PROCESS

1. It has been found that 52.2 percent respondent mills have a structured performance appraisal system while 47.8 percent do not have it. Absence of structured performance appraisal system will be detrimental to the process of performance appraisal function in mills. Anything which cannot be or is not measured cannot be developed. Hence performance appraisal system must be practiced in all mills.

2. It is observed that 93.9 percent respondents have admitted the concept of performance appraisal system. It means, if implemented in all mills, it would be welcome by the executives. Further, it is pertinent to note that even in mills where there is performance appraisal system, 70.5 percent of them do not have competency based performance appraisal system.

3. Through the factor analysis, it is found that there is close relationship between general management competency and problem solving skill, intellectual competency and responsibility bearing competency, technical and conceptual competency and communication, behavioural aspect and cross cultural competency. It will be helpful to define competency chart to make a job-person link in the mills and also to plan for competency development programmes based on these observations.

4. It has been found through the rotated component matrix that the most highly correlated factor is related with individual development and
salary increment. The second component is most highly correlated with higher / additions responsibilities and the third component is most highly correlated with promotion / award.

5. The rotated component matrix helped to conclude that the first component is most highly correlated with general management competency, interpersonal skills, problem solving, and responsibility bearing competency and cross cultural competency, the second component is most highly correlated with behavioural and communication, the third component is most highly correlated with customer oriented competency.

6. The ANOVA has revealed that the selective human resource processes such as recruitment, training and development and performance appraisal in textile mills in Coimbatore district are highly significant, because the significant value is less than the level of significance. It is a clear message that textile mills have to focus on their human resources so as to make them more competent through competency based human resource process.

7. It is found that only 44 percent of respondent mills where there is practice of giving performance feedback to executives give feedback to the assessed executives. In other words, it can be inferred that 24.6 percent of over all respondents only get the feed back in the entire population. The performance appraisal process cannot be competency based, unless it is implemented in all mills and feed back is given to assessees.
9.3 SUGGESTIONS
Based on the analysis of data collected for the research study and interpretation, the following suggestions are made.

1. Adequate and proper understanding of the concept of “Competency” in its real sense is to be created among the executives of textile mills through a pragmatic plan of training and development programme. This plan must cover the following topics:
   - Imperative need to understand and build competency for the people and business, especially for the future of the organisation.
   - Textile business competency, executive competency (better to extend it to all levels of employees in course of time) and how to correlate them.
   - People competency and human resource process competency link in all human resource interventions by grouping the human resource functions into job families.
   - Identifying, developing and recognising the human competency through competency based human resource process such as recruitment, training and development and performance appraisal as one integrated process, performance appraisal and salary benefit as another integrated process and so on.
   - Competency mapping.
   - Removal of misconception about competency.

2. This suggestion can be taken up as an industry wise competency development project for textile industry for the entire Tamil Nadu or for Coimbatore district or Coimbatore region comprising Coimbatore, Erode,
Namakkal, Salem, Tirupur and Dindigul Districts in Tamil Nadu. The textile mills’ associations can join together and work out a Joint Action Plan and take it up for implementation with a time frame. Alternatively, larger scale mills can plan to organise such programmes for their executives in particular and to all other employees in general.

3. Large scale textile mills or group mills can plan to run in-house Competency Development Centre (CDC) for organizing necessary training and development programmes and conducting workshops pertaining to competency for enabling individuals to profile on their behavioural competency required for the position. Such in-house CDC, apart from catering to the needs of their own units and executives and employees, can extend this service to other medium scale mills and other mills where there is no such facility.

4. Identify personal competency required for line executives based on their functional requirements and take efforts to develop such competency in them by availing of the expertise of such versatile personalities in the field with hands on experience and theoretical knowledge about the whole of the concept of competency.

5. Exclusive and exhaustive exposure to human resource managers on the entire gamut of competency is essential as human resource managers can play a key role in competency based human resource process management. Competency model for human resource managers can be developed to facilitate their role.

6. The human resource managers must be exposed and encouraged to formulate competency framework as applicable to their units independently as
competency frame for the respective mills would serve as the bedrock for all human resource processes. It is important that it has to be user specific. It is pertinent to note that the recommendation is to start focusing on a few key areas of human resource management such as recruitment, training and development and performance appraisal or recruitment and training or performance appraisal and performance based pay and so on, rather than the whole human resource development agenda in one scoop.

7. It is recommended to begin the whole exercise with a horizontal slice of the management as the scope for the benefits to percolate down to the whole organization is more and sure.

8. It is a hard reality that people with required and defined competency are not available to fill up the full complement of manpower requirement. This is true in almost any type of organisation, be it manufacturing sector or service sector. Textile Industry is neither an exception nor exemption. Hence, it is imperative to infer that people recruited subject to competency base, to the extent possible have to be necessarily oriented to acquire required competency to fill up the gap through properly designed competency development programmes and switching over to competency based human resource process.

9. Recruitment Strategy Team is necessary to be formed in each and every textile mill consisting members from different departments. The team members may have a variety of networking contacts. Team members may bring new perspectives that result in creative ideas that surface through brainstorming. Team members may become more invested in the
recruitment process and support/encourage involvement of their respective organizational units.

10. A working group with selective executives preferably from human resource department, production department who has responsibility for day-to-day operations of the mills and one of the service departments, having networking contacts to community resources such as other human service agencies, and educational institutions, whose primary objective will be to develop a gap-closing recruitment plan for the mills may be yielding a good result.

11. The recruitment process must shift its focus from the classic intuition-led process to certain amount of objectivity, replacing much of the subjectivity of traditional assessments. Candidates should not be primarily assessed or rated based upon their aspirations, opinions, or similar characteristics. Rather, the underlying premise must be to assess as how the candidates will behave in a role in the future through an assessment of their behaviour in the past.

12. Competency matrix is necessary in every textile as a measure of individual’s set of skills and abilities that are measurable and observable which must include functional, managerial, and behavioural parameters. It could be a cumulative effect of characteristics, knowledge, skills, and capabilities that, when utilised, would result in an effectual performance. It is a means by which the textile mills can work towards their goals. In addition, as a rule of thumb, they should be able to identify the various competencies of their employees, from upper management to the front liners.

13. The idea and philosophy of training and development in textile mills have to undergo a total change. Training cost is not an expense but an investment
for a long term benefit of the organisation. Focus on success of each executive will result in overall success of the organisation. Competencies aligned to strategic goals, knowledge to support performance, training designed to affect behaviours, success to achievement of specified competencies must be the guiding principles in planning and executing training and development programmes.

14. Skill gaps difference between current levels and desired levels has to be studied at all level of employees, particularly at executive’s level, so that a defined plan of action as how the gap can be narrowed down within a specific period of time can be planned and executed. While analyzing the skill gap analysis, the process of analysis has to be based on behaviour base.

15. Training calendar, training budget, exclusive facility for training and development functions and professional training resource persons are basic requirement and must be implemented in all textile mills.

16. Training has to be a continuous process. Immediate result may not be expected but its spirit would penetrate into the minds of the persons and ultimately into the performance of the mills in course of time definitely.

17. Learning cannot be disassociated from action. It means that training must result in improvement in performance. Unless the training and development is made competency oriented, it cannot ensure improvement in performance. Hence, more thrust must be given for competency in training and development programmes. The focus must be on improved behaviour of the participants. Course content and delivery must be designed towards achieving it.
18. Mills may plan to introduce training score card. Training score card would necessitate the mills to track, collect, compile, analyse and report the vital data to management to assess the effectiveness of training in terms of business impact, return-on-investment and personal development of executives.

19. Performance management normally includes activities that ensure that goals are consistently being met in an effective and efficient manner. But hereafter mills’ managements must focus on the performance of an organization, a department, employee, and even the processes.

20. Performance management normally refers to achievement of target through performance appraisal system. Textile mills must use performance appraisal system not only to measure the performance of a person but both behaviour and results, the two critical elements of competency based performance. In other words “How” and “What” of performance are to be assessed.

21. Instead of assessing the performance once in a year as practiced, regular reviews focusing on result and behaviour and updating of performance plans to address changing demands of the organisations can be undertaken. Regular review once in three months would be preferred. It would facilitate the executives to adjust their behaviour pattern to fall in line with competency based performance.

22. Evaluation of performance is an important and critical job of the assessors. Unless the assessors are well educated and trained to ensure fair assessment without any bias, it is necessary for the mills to orient their executives who are in the positions of assessors as how they must carry out this job of performance appraisal. Training for executives on how to provide
performance evaluations that are valid, fair and unbiased must be imparted at regular interval and whenever any change in the parameters in performance appraisal system are introduced.

23. Performance appraisal must be simple and understandable and must be acceptable. Any modern system can be tried in the process of performance appraisal. But it has to be ensured that any system has to be simple and practical. Modern systems such as Multi-source, 360 Degree are propagated in the recent times in organisations. In Multi-source / 360 feedback, different stakeholder groups provide ratings, including the employee, their supervisor, as well as others with whom the employee interacts (for example; peers, team members, clients both within and outside the organisation, reporting employees and so on). The level of maturity of the employee, conducive working environment prevailing in the mills and the understanding of the focused group are basic considerations that required to be studied before introducing such modern systems, otherwise it would demoralise and demote the spirit and performance of the employees.

24. Mills must try to introduce competency based human resource management in selective human resource processes. For example, mills can start with one process and establish it before moving on to the next process. Mills, depending upon their size, current level of performance, infrastructure facilities and other related factors can decide the process to be taken first, time span required to establish it and extending the competency culture to other human resource processes. It has to be unit specific.
9.4 SCOPE FOR FURTHER / FUTURE RESEARCH

The outcome of this study could open up scope for further research in the following areas.

1. Study of competency of each and every process of human resource management separately.
2. Competency mapping in human resource processes.
3. Motivation of employees through competency based human resource management.
4. Competency models for various human resource processes.
5. Transformation of the entire gamut of human resource management functions through competency drive.

9.5 CONCLUSION

This study is an eye-opener to textile industry. It is a bare fact that human resource management is cited the biggest challenge everywhere. Hence it is the high time, appropriate strategies are planned and executed to harness the potential of human resource through a competency based approach in all human resource functions in order to ensure organisational performance.

The magnitude of change affecting the textile industry increases the focus on human capital issues and makes the role of human resource processes significantly challenging. It is time that the modernisation is called for not necessarily for equipment or manufacturing processes but for human minds, its ways of thinking and ways of executing. And, for which competency based human resource process would prove to be the proper approach and panacea so as to result in excellent organisational performance.
The competency based human resource process can deliver immense value to the textile mills or for that matter to any organisation, by helping them navigate the uncharted waters of the new era.

REFERENCE