CHAPTER-III

PROFILE OF THE STUDY AND THEORETICAL PERSPECTIVE

3.1 PROFILE OF THE STUDY

Countries that do not capitalize on the full potential of one half of their societies are misallocating their human resources and undermining their competitive potential.

The economic participation of women - their presence in the workforce in quantitative terms - is important not only for lowering the disproportionate levels of poverty among women, but also as an important step toward raising household income and encouraging economic development in countries as a whole.

The Indian textile industry is one of the largest in the world with a massive raw material and textiles manufacturing base. Our economy is largely dependent on the textile manufacturing and trade in addition to other major industries. About 27% of the foreign exchange earnings are on account of export of textiles and clothing alone. The textiles and clothing sector contributes about 14% to the industrial production and 3% to the gross domestic product of the country. Around 8% of the total excise revenue collection is contributed by the textile industry. So much so, the textile industry accounts for as large as 21% of the total employment generated in the economy. Around 35 million people are directly employed in the textile manufacturing activities. Indirect employment including the manpower engaged in agricultural based raw-material production like cotton and related trade and handling could be stated to be around another 60 million.

3.1.1 TEXTILE INDUSTRY : AN OVERVIEW

The textile industry is a group of industries which uses a variety of natural (cotton, wool, etc.,) and/or synthetic fibers to produce fabric. It is a significant contributor to the economy of the countries currently world wide.

According to the classical method of categorizing, the industry involves grouping the manufacturing plants according to the fiber being processed, that is, cotton, wool, or
synthetics. The modern approach to textile industry categorization, involves grouping the manufacturing plants according to their particular operation.

Table 3.1 : TEXTILE MILLS

<table>
<thead>
<tr>
<th>Sl.No</th>
<th>Regions</th>
<th>Number of Mills</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Coimbatore District</td>
<td>134</td>
</tr>
<tr>
<td>2</td>
<td>Rest of Tamilnadu</td>
<td>158</td>
</tr>
<tr>
<td>3</td>
<td>Andhra Pradesh</td>
<td>80</td>
</tr>
<tr>
<td>4</td>
<td>Karnataka</td>
<td>10</td>
</tr>
<tr>
<td>5</td>
<td>Kerala</td>
<td>14</td>
</tr>
<tr>
<td>6</td>
<td>Pondicherry</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Other States</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>412</strong></td>
</tr>
</tbody>
</table>

Source : SIMA

They are

- Wool scouring
- Wool finishing
- Dry processing
- Woven fabric finishing
- Knit fabric finishing
- Carpet manufacture
- Stock and yarn dyeing and finishing.

Traditionally, the textile industry intensively used energy, water, and chemical. About 60% of the energy is used for dyeing and finishing operation. Environment problems associated with water pollution. Natural impurities extracted from the fiber being processed along with the chemicals used for processing are the two main sources of pollution. Effluents are generally hot, alkaline, strong smelling and colored by chemicals used in dyeing processes. Some of the chemicals discharged are toxic. Other
environmental issues now considered equally important and relevant to the textile industry include air emissions, notably, volatile organic compounds (voc).

Asia is a major player in the clothing sector which accounts for more than 27 percent of trade in Western Europe and North America. In fact such a hold in these markets by Asia in spite of Quota Restrictions highlights the opportunities for Asian Region in the Post MFA regime. In general, it is seen that the developing countries have a comparative advantage in textiles and clothing trade. This advantage helps them to look beyond exports of traditional primary commodities. Moreover, the income inelasticity of primary commodities pushes the demand for textile and clothing as the developing and developed economies grow. For developing countries the opportunities are high as they enjoy both domestic and export markets. Empirical evidences also show that there are strong linkages between the textiles & clothing industry and other economic sectors, both agricultural and non-agricultural and in ”upstream” as well as “down stream” activities. Textile industry is one of the main pillars holding the Indian Economy. It constitutes about 14 percent of industrial production, 20 percent of total export earnings, 4 percent of GDP and direct employment to an estimated 35 million people. In spite of these, India’s entire share in the world textiles trade is still maintained at around 3 percent.

Mills, power-looms and handlooms constitute three independent sectors of the Indian Textiles Industry. The mill sector is organised, mechanised and modernized concentrating in the production of yarn whereas the power-loom and handloom sectors have remained technologically backward and stagnant. Almost all the spun yarn made in India comes from the organized mill sector, reflecting the highly capital intensive nature of yarn spinning. Weaving in the mill sector has been gradually suffering due to the competition from the power-looms and the trend may continue. Most of the India’s competitors in textiles in the world market have a much larger number of shuttles-less looms. The hosiery sector caters mainly to the inner garment requirements. The highlights of the sectoral features of Indian Textile Industries are shown below:

About 45% of India’s garment exports are in the form of knitwear, and here the Tamil Nadu centre of Tirupur plays a pivotal role, generating as much as 90% of knitted
garment exports – in other words, about 4% of India's total export trade. Known as 'TShirt City', the development of Tirupur is thus critical for the country's commercial prospects and progress towards sustainable development. The city's rapid growth can be attributed to the growth of textiles industry and vice-versa. This report aims at bringing in the various dimensions of such growth and the mutuality of industrial growth and the growth of the town Tirupur. The main challenge still remains for this internationally known Textile cluster, is how the city can maintain its reputation for competitiveness, while putting its operations on a sustainable basis and contributing to the society at large.

3.1.2 TAMILNADU – A BRIEF

Tamil Nadu is bounded by Karnataka and Andhra Pradesh in the north and Kerala in the west. The waters of the Bay of Bengal and the Indian Ocean wash the coastal eastern and southern boundaries respectively. Point Calimere and Mudumalai wildlife sanctuaries define the eastern and western tips of the state while at the northern extreme is Pulicat Lake and at the southernmost tip is Cape Camorin or Kaniyakumari. The state has an area of 1,30,058 sq. km and a population of over 62 million. Traditionally, the land has been divided into 5 major physiographic divisions - the Kurinji or mountainous region, the Mullai or forest region, the Palai or arid region, the Marudham or the fertile plains and the Neidhal or coastal region.

3.1.3 COMIBATORE : INDUSTRIAL DISTRICT OF TAMILNADU

The third largest city of the state, Coimbatore, is one of the most industrialized cities in Tamil Nadu. It is known as the textile capital of South India or the Manchester of the South India. The city is situated on the banks of the river Noyyal. Coimbatore district is one of the biggest districts in Tamil Nadu. It is divided into three Revenue Divisions and Nine Taluks consisting of 482 Revenue villages. The nine taluks are: Pollachi, Coimbatore(North), Avanashi, Palladam, Udumalpettai, Tirupur, Valparai, Coimbatore (South) and Mettuppalayam. Out of three Revenue Divisions, Coimbatore Division is industrially developed, Pollachi is predominantly agriculture and Tirupur partly agriculture and partly rich in hosiery manufacturing.
Figure 3.1: COIMBATORE DISTRICT MAP
In spite of its prominence as a bustling industrial city, Coimbatore still remains one of the most pollution free cities in India. Covering an area of 23.5 square kilometers, the city houses some of the biggest names in Indian Industry. The major industries include textiles, textile machinery, automobile spares, motors, electronics, steel and aluminium foundries. Tirupur - a neighbouring town has carved a niche for itself in the garments market. Agriculture however remains the major occupation. The rich fertile soil and tropical climate is excellent for the growth of millet, paddy, cotton, tea, oil seeds and tobacco.

This district contributes to the exports of hosiery items, yarn, readymade garments, pumps and motors, tea, chemicals, flowers, jewels and software. More over the industries in this district play a pivotal role in the domestic market also.

3.2 THEORETICAL PERSPECTIVE

3.2.1 COMPETENCY MAPPING

In this modern competitive world, managers are required to improve the efficiency and effectiveness of their business operations. As there are several factors that affect efficiency and effectiveness of operations, the improvement is required to be carried out every factor. They are required to bring every factor in synchronization with other factors. TQM, TPM, BPR and other similar initiatives provide direction to improvement in business operations. Good Managers are generally aware about different qualities a person must possess to do a job effectively, and they make use of their knowledge to select and train their subordinates.

Competency mapping helps to develop objective system for recruitments, Promotions, training & development, and Performance diagnostics. HR professionals are entrusted with the responsibility for selection, training and development, administration, deployments support, performance appraisal and Performance diagnostics of the employees. The Most Important Part of these responsibilities is assessment of the individuals for their suitability for different functional tasks, and development of their potential to be effective and excel in assigned tasks. HR functions
entrusted with the responsibility to find right person for every job and development of the employed person to do the assigned job effectively, have found competency mapping and assessment as a very effective tool.

### 3.2.2 IMPORTANCE OF COMPETENCY MAPPING

Competency mapping is a process through which one assesses and determines one’s strengths as an individual worker and in some cases, as part of an organization. It generally examines two areas: emotional intelligence or emotional quotient (EQ), and strengths of the individual in areas like team structure, leadership, and decision-making. Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. They may also use competency mapping to analyze the combination of strengths in different workers to produce the most effective teams and the highest quality work.

Competency mapping can also be done for contract or freelance workers, or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. These kinds of skills can be determined, when one is ready to do the work, by using numerous books on the subject. One of the most popular ones is *Now, Discover Your Strengths* by Marcus Buckingham and Donald Clifton, initially published in 2001.

Buckingham and Clifton’s book, and others like it, practice competency mapping through testing, having the person sift through past work experiences, and by analyzing learning types. However, the disadvantage to using a book alone is that most people may have a few blind spots when they analyze their own competency. Their perception of how others react to them may not be accurate.

Competency mapping also requires some thought, time, and analysis, and some people simply may not want to do the work involved to sufficiently map competencies. Thus a book like the above is often used with a human resources team, or with a job coach or talented headhunter. Competency mapping alone may not produce accurate results unless one is able to detach from the results in analyzing past successes and
failures. Many studies find that people often overestimate their abilities, making self-competency mapping results dubious.

The value of competency mapping and identifying emotional strengths is that many employers now purposefully screen employees to hire people with specific competencies. They may need to hire someone who can be an effective time leader or who has demonstrated great active listening skills. Alternately, they may need someone who enjoys taking initiative or someone who is very good at taking direction. When individuals must seek new jobs, knowing one’s competencies can give one a competitive edge in the job market.

Usually, a person will find themselves with strengths in about five to six areas. Sometimes an area where strengths are not present is worth developing. In other cases, competency mapping can indicate finding work that is suited to one’s strengths, or finding a department at one’s current work where one’s strengths or needs as a worker can be exercised.

A problem with competency mapping, especially when conducted by an organization is that there may be no room for an individual to work in a field that would best make use of his or her competencies. If the company does not respond to competency mapping by reorganizing its employees, then it can be of little short-term benefit and may actually result in greater unhappiness on the part of individual employees. A person identified as needing to learn new things in order to remain happy might find himself or herself in a position where no new training is ever required. If the employer cannot provide a position for an employee that fits him or her better, competency mapping may be of little use.

However, competency mapping can ultimately serve the individual who decides to seek employment in an environment where he or she perhaps can learn new things and be more intellectually challenged. Being able to list competencies on resumes and address this area with potential employers may help secure more satisfying work. This may not resolve issues for the company that initially employed competency mapping,
without making suggested changes. It may find competency mapping has produced dissatisfied workers or led to a high worker turnover rate.

3.2.3 DEFINITION FOR COMPETENCY MAPPING

A competency mapping model is an organizing framework that lists the competencies required for effective performance in a specific job, job family (eg, group of related jobs), organization, function, or process.

Individual competencies are organized into competency models to enable people in an organization or profession to understand, discuss, and apply the competencies to workforce performance.

Competency Mapping is a process of identifies key competencies for an organization and/or a job and incorporating those competencies throughout the various processes (i.e. job evaluation, training, recruitment) of the organization.

Competency Mapping can be defined as a process through which one assesses and determines one's strengths as an individual worker and in some cases, as part of an organisation. The individual’s level of competency in each skill is measured against a performance standard established by the organization.

It has been a general observation that hard work, sincerity, knowledge, intelligence alone does not make a person a star performer in his/her profession. There are other factors that help an individual excel in his job. Good managers are generally aware about different qualities a person must possess to do a job effectively, and they make use of their knowledge to select and train their subordinates. Organisational psychologists have refined this understanding and converted it into a structural and formal process called Competency Mapping. It has emerged as one of the most powerful tools aiding the improvement for the HR professionals in finding the right employee for a job and development of the employed person in doing the assigned job effectively. Thus, Competency Mapping can be defined as a process through which one assesses and
determines one's strengths as an individual worker and in some cases, as part of an organization.

**The benefits of Competency Approach:**

- Increased Productivity
- Improved work performance.
- Training that is focused on organizational objectives.
- Employee knows up front what is expected of them.
- Employees are empowered to become partners in their own performance development

**Reasons for using Competency Mapping**

- Effectively match individual competencies to position, project team and job requirements
- Prioritize competencies by job, project, or position, and track individual’s abilities to fulfill requirements
- Integrate training and administration applications to focus training efforts
- Run gap and match analysis between individuals, jobs, teams and positions
- Increase skill set to meet your organization scope and growth
- Increase their ability to attract, develop, retain and utilize co-workers
- Lengthen the time that staff stay with a company by allowing staff member to discover individual career paths within the company
- Increase capacity by achieving a more holistic view of the accumulated competence of the entire organization
- Achieve access to appropriate competence at the right time and place
- Establish an overview of the accumulated resources of the organization and the demand for the resources.

- Find candidates with the right profile, from anywhere in the organization, to fill an unexpected vacancy

- Identify key positions for which you have no candidates

- Reconcile the aspiration of your key people with the opportunities available

- Check how closely your development activities are aligned with the needs of your business

- Ensure the employees building the appropriate talent and pool to support their future needs

- Make hiring terms of focus, priorities, and action

- Align corporate objectives and strategies to each person in the company.

Large organizations frequently employ some form of competency mapping to understand how to most effectively employ the competencies of strengths of workers. Competency mapping tailored to an organization is necessary to train, define and retain talents in a company. As a result of competency mapping, all the HR processes like talent induction, appraisals and training yield much better results.

In view of the significance of the competencies, for the employees and the organization, competency mapping becomes indispensable. Competency Mapping is a process of identification of competencies required to successfully perform a particular job or role or a set of tasks at a given point of time. It consists of breaking the given job into constituent tasks and identifying the competencies needed to perform the job successfully. It is a way of assessing the strengths and weaknesses of the employees or organization. It’s about identifying a person’s job skills and strengths in areas like teamwork, leadership, and decision-making. Large organizations may use some form of this technique to understand how to best use each worker or how to combine the strengths of different employees to produce the highest quality work. Individuals may also find that this type of assessment can help them prepare for a career change or advance in a specific job field. (Solomon, 2013) For building strong working relationship within the
organization, competency of the people has to be continuously monitored and enhanced in congruence with the business plan. There are various competencies including Initiative taking, Strategic Thinking, Business Acumen, Relationship Building, Teamwork, Cooperation & Collaboration, Communication, Strategic Thinking Problem Solving & Decision Making etc. Competencies vary from Job to Job, Department to Department. For different departments and different jobs, these competencies have separate weightage. Accordingly, Competency Mapping rates the employee skills and helps them to improve the competence which is important for their career development. In view of the recent developments of liberalization and globalization, every organization has to achieve excellence to become global. Competence Development will play a pivotal role in this regard Considering the significance of Competency Mapping in an organization.