CHAPTER-V

SUMMARY OF FINDINGS, SUGGESTIONS, SCOPE FOR FURTHER RESEARCH AND CONCLUSION

5.1 SUMMARY

In this age of globalization and cut throat competition, companies around the world are looking for that one thing (competence) that could give them the edge. Competency can be defined as “a group of skills taken together to achieve a desired task”. Over a period of time, the companies have come to realize that the advantages they are looking for are their resources. The human factor in companies is way beyond important now, as the companies have come to realize that a fighting fit, skilled, competent work force with correct amount of motivation would do the wonders that could not even be done by plain miracles. It is a critical requirement for a corporate world to train and shapeup their work force to best fit to their role to be played.

Coimbatore houses a large number of medium and large textile spinning mills and enjoys the status of being referred to as the Manchester of South India. It also has central textile research institutes like the Central Institute for Cotton Research (CICR) and Sardar Vallabhai Patel International School of Textiles and Management. The South Indian Textiles Research Association (SITRA) is also based in Coimbatore. The city also houses two of the Centers of Excellences (COE) for technical textiles proposed by Government of India, namely Meditech, a medical textile research centre based at SITRA, and InduTech based in PSG College of Engineering and Technology. It becomes necessary to unearth the perception level of competency among employees who are the backbone for any business organization. This study is conducted considering only employees of higher cadre of the spinning mills in Coimbatore to find the insistence of management competence that may be elevating the level of stress of the employees. The perception includes different aspects like adaptability, initiative, judgement, problem solving, planning and organisation, leadership quality, productivity and use of technology.
The objectives are to evaluate the demographic factors and overall perception towards competency mapping among employees working in spinning mills, to identify the level of influence of employees demographics with the individual dimensions of competency mapping in the textile spinning mills, to find out the impact of stress among respondents due to management competencies in the textile spinning mills, to analyse the factors and model to measure the employees perception on competency mapping that has significant impact in textile spinning mills and to contribute suggestions to improve the level of competence of employees in the textile spinning mills in Coimbatore.

In this regard, the researcher opted to conduct the study to find out the positives and negatives existing in the textile spinning mills in Coimbatore and contribute necessary innovative suggestions/recommendations to the management for the benefit of the employees and for the growth of the organizations.

For effective data collection, the researcher had adopted simple random sampling technique and the study was focused on 4 NTC (National Textile Corporation) mills and 40 Private Mills in Coimbatore district. From the empirical findings, the study shows the needs for development in the areas and the perception about level of competency skills needed to be developed among the Supervisors, Managers and Administration staff members in textile spinning mills.

Classifying the geographical areas in Coimbatore into East, West, North and South, the samples were selected randomly. The total number of people sampled constitute approximately around two third of the total population from the total number of sample respondents working in textile spinning mills in Coimbatore district. The selection of samples helped the researcher to carry out a reliable analysis. The instrument consisted of 43 items, rated on a Likert type response format for collection of primary data and was ascertained on a five point grading scale such as Strongly Agree (5), Agree (4), Neither Agree nor Disagree (3), Disagree (2), and Strongly Disagree (1). In order to find out the internal consistency of the 43 competency perception variables, the measure of Cronbach’s Alpha was used. The result of the Cronbach’s Alpha suggested the overall reliability of the test. The objectives framed for the present study formed the basis of the
identification of the relevant statistical techniques namely, Descriptive Statistics, Cronbach’s Alpha, Cross Tables with Weighted Average, Score Value Analysis, Chi-Square Test, ANOVA (Analysis of Variance) with Post Hoc, Multiple Correlation, Multiple Regression, Garrett Ranking, Factor Analysis and Structural Equation Modeling.

5.2 FINDINGS

Competency is a cluster of related knowledge, skills, and attitudes that affects a major part of one's job (a role of responsibility), that correlated with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development\textsuperscript{1}. The perception towards Competency mapping of employees’ working in Textile Industry in Coimbatore was done taking 8 dimensions namely, Adaptability, Initiative, Judgement, Planning and Organization, Problem Solving, Leadership Quality, Productivity and Use of Technology. The results are summarized as below.

✓ Demographic Variables

Demographics are the quantifiable statistics of a given population. Demographics are also used to identify the study of quantifiable subsets within a given population which characterize that population at a specific point in time. Demographic data is used widely in public opinion polling. The present research study was conducted in the spinning mills to ascertain the opinion poll of employees having different demographics. Commonly examined demographics include gender, age, ethnicity, knowledge, mobility, employment status, income and even location\textsuperscript{2,3}. The study incorporated all the important demographic variables that can influence the subject and in turn the perception towards competency mapping were analysed.

- Majorities (89.51\%) of the respondents are working in Private Spinning Mills.
- Majority (70.33\%) of the respondents are male.
- 43.11\% of the respondents belong to the age group of above 55 years (old aged)
- Most (63.77\%) of the respondents are married.
- Less than half (44.59\%) of the respondents are diploma holders.
More than half (59.18%) of the respondents’ family size is small.
Most (61.48%) of the respondents are in joint family.
More than half (53.48%) of the respondents’ spouse are not employed.
Less than half (44.26%) of the respondents’ monthly family income is found to be low i.e. below Rs.15,000/-.
36.89% of the respondents are residing in rural area,
Nearly half (48.03%) of the respondents are working as supervisors.
Majority (95.74%) of the respondents are permanent employees,
Most (69.34%) of the respondents do not have earlier work experience present work experience.
41.31% of the respondents have below 5 years experience in the present job.
Most (64.43%) of the respondents are working in general shift.
Majority (71.66%) of the respondents had worked as supervisors in other spinning mills.
Majority (86.10%) of the respondents have below 5 years earlier experience before joining the present job.

**Descriptive Statistics**

The descriptive results show the high and low perception levels of the Managers / Supervisors and Administrative Staff members of the textile spinning mills. Taking the the eight dimensions for the study the reliability was tested using Cronbach’s Alpha and the results revealed for each dimension and only the statements which have high and low loadings of mean were taken for inference.

With respect to Adaptibility the Cronbach’s Alpha was found to be 0.711 and the highest mean (4.05) was towards following instructions, responds to management direction and the lowest mean (3.09) was towards commitment in doing best job possible.

As far as initiative is concerned the Cronbach’s Alpha was found to be 0.814, whereas the mean for the statement was “asking for help when needed” was found to
be high (3.92), whereas, the mean for the statement “Seeks increased responsibilities” was found to be low towards initiative.

- The Cronbach’s value of Judgement (0.806), high mean (3.94) was towards “Makes timely decisions”, the low mean (3.79) was towards “exhibiting sound and accurate judgment”.

- With reference to Planning and Organization, Cronbach’s (0.711), high mean (4.31) “Uses time efficiently”, low mean (3.06) “Prioritizes and plans work activities”.

- The Cronbach’s alpha value for Problem Solving (0.807) and the statement “Identifies problems in a timely manner” had high mean (3.88), whereas the statement “Works well in group problem-solving situations” revealed low mean (3.73).

- With respect to Leadership Quality, Cronbach’s (0.611), towards statement, “displays commitment to excellence” had high mean (2.88), and the statement “Looks for ways to improve and promote Leadership Quality” had low mean (2.57).

- With regards to Productivity the Cronbach’s (0.706), towards the statement, “Meets productivity standards” had high mean (3.95) and the statement “Achieves established goals” was found to be with low mean (3.74).

- Finally, the Use of Technology, Cronbach’s (0.773), Demonstrates required skills loaded the high mean (3.96), and troubleshoots problems, loaded with low mean (2.91). The overall perception towards competency was found with the reliability of 0.742.

- It is inferred that the respondents’ opinion was found to be high towards the overall perception towards Competency Mapping (value of mean is 3.54 and was found to be above 3). The overall perception of competency based on reliability was found to be 0.742.
✓ **Weighted Average Method**

The results based on the weighted average shows highest perception towards adaptability dimension was “following instructions and responds to management direction” and the least perception towards competency was towards “commitment in doing best job”, followed by initiative dimension was “Asks for help when needed” and the least perception towards competency was “Seeks increased responsibilities”, highest perception towards judgement dimension was “Makes timely decisions” and the least perception towards competency was “Exhibits sound and accurate judgment”, highest perception towards planning and organization dimension was “Plans for additional resources” and the least perception towards competency was “Prioritizes and plans work activities”, highest perception towards problem solving dimension was “Identifies problems in a timely manner” and the least perception towards competency was “Resolves problems in early stages”, highest perception towards leadership quality dimension was “Displays commitment to excellence” and the least perception towards competency was “Looks for ways to improve and promote Leadership Quality”, highest perception towards productivity dimension was “Meets productivity standards” and the least perception towards competency was “Works quickly” and finally, highest perception towards use of technology dimension was “Demonstrates required skills” and the least perception towards competency was “Troubleshoots problems”.

✓ **Mean Score Analysis and Hypothesis**

The summary of the results based on the mean score analysis based on the demographics of the respondents and the overall perception towards competency mapping was found and the results are

- It is inferred that the perception towards competency mapping was at the maximum level among the employees working in NTC Mills and there is no significant relationship between the type of mill and the overall perception towards competency mapping.
- It is clear that the old aged respondents perception towards overall competency mapping was considered to be at the maximum level and there is significant relationship between the age and overall perception towards competency mapping. The maximum level of perception by the respondents towards competency mapping was found among the male respondents and there is significant relationship between the sex and their overall perception towards competency mapping.

- When considering the marital status, the unmarried respondents perceived higher level perception towards competency mapping when compared with the married respondents. It is concluded that there is a close relationship between the marital status of the respondents and overall perception towards competency mapping.

- With regards to educational qualification the respondents with UG Arts and Science education had the maximum level of perception towards competency mapping and it is concluded that there is significant relationship between the education level of the respondents and overall perception towards competency mapping.

- Based on the size of the family it is evident that the respondents of large size families perceived higher perception towards competency mapping and it there is a close relationship between the family size of the respondent and the level of perception towards competency mapping.

- With respect to the type of family the analysis reveals that the respondents perceived higher level of competency mapping hailing from nuclear family when compared with that of the joint family however, there is no significant relationship found between type of family and the overall perception towards competency mapping.

- With regards to respondents monthly earnings it is clear that the average income (Rs.15,000 to 25,000/-) earners had perceived the high level of perception towards competency mapping. There is significant relationship between the monthly family income of the respondent and the level of perception towards overall competency mapping.

- As such the result reveals that the respondents living in Semi-Urban areas have higher level of perception towards overall competency mapping and there is significant
relationship found between the place of residence of the respondent and their overall perception towards competency mapping.

- The analysis reveals that the respondents who are in administrative category perceived higher level of competency in the selected mills. However, it is found that there is no significant relationship between the designation and responsibility of the respondents and overall perception towards competency mapping.

- It can be concluded from the analysis that the respondents who are employed permanently perceived higher level of competency. However, there is no significant relationship between the status of employment of the respondents and their level of perception towards competency mapping.

- It is found that the respondents having experience between 5 and 10 years have higher perception of competency mapping than that of the other employees having different experiences. There is significant relationship between experience of the respondents and their overall perception towards competency mapping.

✓ **Chi-Square Summary**

- The results of chi-square test reveals that there is no significant relationship between Type of spinning mills, Type of Family, Designation and responsibility and Employment status of the respondents with their perception towards competency mapping in the textile spinning mills. Hence the null hypothesis is accepted. There is significant relationship between age, sex, marital status, educational qualification, size of the family, monthly family income, place of residence and present experience in the organisation shows that the chi-square value is more than the table value and was found to be significant at 5% levels. Hence the null hypothesis is rejected for these demographics.

✓ **Summary of Results of Anova**

The analysis of variance taken for the study the individual variables of the demographics was analysed using Tukey’s HSD and only the significance of the results
based on the individual dimension that influenced the perception of the demographics towards competency mapping was briefed. Hence, it is summarized in such a way that has significance in the results:

**Age**

The particular age group i.e. above 55 years of respondents considered having judgement poll higher towards competency mapping and the young aged respondents are considered high perception towards planning and organization that contributes towards the perception of competency mapping

**Education**

The particular Educational Qualification group having completed Post Graduation in Arts and Science had high perception on adaptability in achieving the competency in the spinning mills. Whereas, the particular Educational Qualification group having completed under graduation in Arts and Science considered having more initiative in achieving the competency. The particular Educational Qualification group having completed under graduation in Arts and Science considered the perception on judgement in achieving the competency. The particular Educational Qualification group having completed under graduation in Arts and Science considered the perception on Planning and Organization in achieving the competency in the textile mills. Finally, the particular Educational Qualification group having completed Post Graduation in Engineering considered having more perception to utilize the updated technology in achieving the competency.

**Monthly Income**

The particular income group having average income considered the perception on Adaptability in achieving the competency. The particular income group having average monthly family income considered the perception on planning and organization in achieving the competency. Finally, the particular income group having average income considered the perception on Productivity in achieving the competency in the spinning mills.
**Place of Residence**

It can be inferred that the area of residence of the respondents who are hailing from urban area has more initiative to improve their competency. It is found that the area of residence of the respondents who are hailing from urban area are skillful in planning and organization to improve their competency. It is clear that the area of residence of the respondents who are hailing from semi-urban area has higher perception on Leadership Quality to improve their competency in spinning mills. Finally, the area of residence of the respondents who are hailing from semi-urban area perceived Productivity to improve their competency in spinning mills.

**Designation**

It can be inferred that the designation and responsibility of the respondents who are in administrative category has higher perception towards Adaptability to improve their competency and it is evident that the designation and responsibility of the respondents who are in administrative category has higher perception towards planning and organization to improve their competency.

**Experience**

It is inferred that the experience of the respondents between 5 and 10 years has higher perception towards Initiative to improve their competency. It is clear that the experience of the respondents between 5 and 10 years had perceived high towards Judgement to improve their competency. Whereas, it is understood that the experience of the respondents between 5 and 10 years has higher perception towards Use of Technology to improve their competency. Finally, it is evident that the experience of the respondents below 5 years having high perception towards planning and organization to improve their competency.

✓ **Summary of ‘T’ Test Results**

There is significant difference between type of mill and perception towards competency mapping in Planning and Organization which significantly influencing the perception of employees towards competency mapping. There is significant difference
between sex of the respondents and perception towards competency mapping towards Initiative, Judgement, Leadership Quality and Use of Technology. This is significantly influencing the competency mapping among the sex of the respondents select mills considered for the study. There is significant difference between marital status of the respondents and perception towards competency mapping towards Initiative, Judgement, Planning and Organization and Leadership Quality, which is negatively significant that are influencing the competency mapping among the marital status of the respondents in the select spinning mills considered for the study. However, there is significant difference between factors of perception towards competency mapping was found only with Adaptibility with respect to employment status.

**Correlation**

- The correlation found to be significant at 1% level between the variables such as Judgement and Initiative are positively and significantly correlated, whereas Planning and organization and Judgement are positively and significantly correlated and Planning and organization and Initiative are also positively and significantly correlated.

- There is a positive correlation at 5% level between Productivity and Planning & Organization and Productivity and Problem Solving.

**Regression**

- It is evident that all the dimensions are significantly contributing towards achieving the high level of competence, however, it is understood that the variables such as judgement, leadership quality and problem solving was found to have highly perceived by the respondents revealing that the high level of competence in the textile sectors is achieved based on these factors.

**Garrett Ranking Method**

- It is found that majority of the respondents ranked (59.54) 1st towards people lacking competence in doing their jobs are helped to acquire competence rather than being
left unattended, followed closely by management readiness to spend time and money for employees development (56.62), the third position was ranked by feedback about the motivation and politeness which obtained the score of 50.43, fourth towards appraisal of employees that made through performance appraisal results (46.47), fifth position towards informal relationship between the employers and the employees (43.39) and finally sixth (38.65) was employees are given enough responsibility to solve problems.

✓ **Stress on Mapping of Management Competencies**

The employees expressed their high opinion towards developing alternative solutions based on the problem solving to achieve high competency in the Organization

- There is no significant variance between perception of the employees towards stress due to managing competencies and the demographic variables in which the variables such as Size of the Family, Monthly Family Income and finally Present Experience: F=1.537, Sig.0.072 is found to be not significant and the null hypothesis is accepted.

- There is significant variance between perception of the employees towards stress due to managing competencies and the demographic variables in which the variables such as Type of Mill, Marital Status, Educational Qualification, Designation, and finally Type of Work Shift is found to be significant and the null hypothesis is rejected.

✓ **Factor Analysis**

- From the path diagram, measured variables based on factors contributing towards competency mapping and employees perception towards competency mapping is found to have best fit and also having positive relationship with 1 per cent level of significance. The analysis of the model, from the view point of the employees, suggests that all the measured variables significantly associated and have positive impact on overall perception among employees on competency mapping of textile industries in Coimbatore District.
Structural Equation Modeling

- The Structural Equation Modeling reveals that the perception of the respondents from the spinning mills has significant and high influence based on the perception towards Competency Mapping. All the values were found significantly associated with each other. Hence, it is clear that the perception of respondents towards competency mapping has high influence among the respondents of the textile spinning mills.

5.3 SUGGESTIONS

The study is discussed based on the findings of each and every dimension namely, Adaptability, Initiative, Judgement, Problem Solving, Planning and Organising, Leadership Quality, Productivity and Use of Technology and the referential debate is also provided. The researcher also attempts to find the contributing factor of management competency leading to stress among the managers / supervisors and administrative staff members taken for the study. The respondents hold their respective cadre, with different demographics are also considered for the research analysis.

- The findings of the study reveal that the “employees’ commitment to do their best jobs” was found to have low loadings in the mean of descriptive statistics and weighted mean. It is suggested that the capabilities of the individual shall be enhance by preparing them to quickly fit in line with the organizational circumstances and bring out the best possible results from them by training the individual physically and mentally to adapt to the working condition to achieve the required level of competency. This can be done with the help of the respondents of the textile spinning mills, having strong opinion towards adaptability found among demographics in Turkey’s HSD. It is evident that the post graduate respondents, respondents with average level of monthly income and respondents working in administration department are found to have significant influence towards adaptability.

The findings are in line with models that have been suggested in the literature and reveals that adaptive performance in the work environment refers to adjusting to and understanding change in the workplace.
It is evident that the “employees seeking increased responsibility” initiative was found to have low loadings in the descriptive mean and weighted mean. Initiative is considered as a special skill set, which needs focus towards the goal and be instrumental of achieving positives. It is suggested that the employees characteristics needed to be identified and act upon the innovative opportunities to enhance their competence levels. The awareness should be created to understand that the employees shall individually take responsibilities and not allocate their work to others. From the organisation’s point of view this can be achieved based on strong perception of employees who are instrumental in the organization towards initiative was found among respondents having different demographics in Tukey’s HSD. It is clear that the respondents with graduation in arts and science, respondents from urban area, experience of the respondents between 5 and 10 years, sex and marital status were found to have significant influence towards initiative.

This also has reference to the American Heritage Dictionary\(^6\) defines initiative as "the power, ability, or instinct to begin or to follow through energetically with a plan or task; enterprise and determination". Many employers look for initiative as a "must have" trait for every position they are attempting to staff. In addition, it is critical to demonstrate initiative to be promoted in an organization.

It is understood that there is a lack of sound knowledge and accurate judgement among employees. It is suggested that by equipping the employees capabilities to judge the situation and handle the situation correctly is a must needed skill set. This is only possibly by inculcating the individuals with proper training to achieve the soundness in knowledge and accuracy in judgement. The factor analysis highly supports the perception towards judgement. This can also be achieved from the employees of the spinning mills having strong opinion towards judgement which are explained in Tukey’s HSD based on the various demographics, such as age of the respondents above 55 years, qualified with graduation in arts and science, experience
between 5 to 10 years, sex and marital status of the respondents were found to have significant influence towards judgement.

As stated by Anne Jones\(^8\) and this has reference to the definition to Judgement\(^7\) is the evaluation of evidence to make a decision.

- Based on planning and organization it was clear that there is an opinion gap in prioritizing and planning work activities among employees in the textile spinning mills. The management of the mills shall help the employees to decide their priorities in advance by making them understand to do what, how, when and who should do. This will definitely help the organization to establish its stand in the competitive world. The management shall train and help the employees to focus in a logical order to reach their destination which will help in achieving high competence. Strong perception was found among the demographics who are young aged respondents, graduation with arts and science, respondents having average monthly income, place of residence as urban, respondents working in administration department with experience below 5 years are found to have significant influence towards planning and organization.

  Patrick Montana and Bruce Charnov\(^9\) outline a three-step result-oriented process for planning. “1) Choosing a destination 2) Evaluating alternative routes, and 3) Deciding the specific course of plan. In organizations, planning is a management process, concerned with defining goals for company's future direction and determining on the missions and resources to achieve those targets. To meet the goals, managers may develop plans such as a business plan. Planning always has a purpose. The purpose may be achievement of certain goals or targets.”

- It is clear that there is difference of opinion among employees with respect to “works well in group problem solving” It is suggested that the spinning mills shall provide with the set of examples about the encountered situation and provided solution to quickly identify the key issues, evaluate an alternative, or effectively make a decision.
to solve the situation positively. This is possible through combined efforts in an organizational set-up. Hence, the management shall teach the values of collective efforts and coordination in solving the problem smoothly. Strong perception was found in factor analysis based on perception of the employees.

Siriwaiprapan (2000)\textsuperscript{10} observed that thinking skills such as analytical thinking, problem solving, and planning have become more important in tackling contingencies when jobs change unpredictably. Consistent with his observations, the perception of respondents is high towards this dimension.

- It is found that the employees looks for way to improve and promote leadership quality had low loading in descriptive mean and weighted mean. To improve the leadership qualities it is recommended that the management shall instill the traits of various skills among the individual to lead the group towards achieving the goals. This can also be achieved by making the individual responsible for every action in the organization. Hence, the individual and the organization should cultivate the traits to achieve leadership qualities to stay competent. Tukey’s HSD having different demographic loadings reveals that respondents who are hailing from semi-urban area was found significantly influencing the leadership qualities.

This is in line with the present study and the referential study of Krishnaveni (2013)\textsuperscript{12} found that the mean score analysis value for Leadership was moderate among the employees. It can be inferred that, although the respondents perceive this to be an important dimension, it is possible that in reality this trait may have moderate application, considering the fact that Leadership is not just a single trait, but is a combination of various skills.

- The analysis reveals that there is a lack in achieving the established goals towards productivity. It is recommended that the quality of work and life of the employees needed to be balanced. The management shall provide amenities to fulfill their
necessities. When there is a balance in the work and life there is no deviation found in the individual and hence, the employees will be more productive in the organization. More satisfied the individual is more productive and more productive the organization is more profit. Tukey’s HSD shows the different demographics of respondents having strong opinion towards productivity are found to have average monthly income and respondents who are hailing from semi-urban areas were significantly influencing the perception towards achieving the productivity.

Dr. Chaubey, D. S.\textsuperscript{13} states that with increased importance to operational efficiency, cost-reduction, higher productivity norms and managing with fewer employees than before by corporate, brings competency as the most important yardstick for all Human Resource related decisions like “selection, assimilation, development, growth charting and promotion, etc”.

- With regards to use of technology there was a low polling found among employees in troubleshooting problems. It is recommended that the necessary skill in this technological era is a must and it is also important to make the employee understand how quickly they are willing and getting skilled in using the technology, to their benefits and to the collective benefit of the organization to stay competent in the corporate outfit. Tukey’s HSD shows the different demographics of respondents having strong opinion towards use of technology were found to have post graduation in engineering and experience of the respondents below 5 years were found significantly influencing the perception towards use of technology.

"Technical competency basically consists of having knowledge about the topic and knowing, how to apply it in the job”\textsuperscript{14}. If technology change is handled well it can provide job enrichment, greater motivation and increasing confidence in the leadership of a company. More than 50\% of the respondents strongly agreeing to this factor clearly indicates that the technology era has a major influence on the respondents.
• It is suggested that the demographics of the respondents have significant influence, which have similarities in the present study and the referred studies with regards to the level of stress that needed to be addressed immediately by the management by way of improving the skill sets of the employees working in the spinning mills. This can be done by providing necessary training and develop the personal efficacy to enhance their competency skills and manage the stress effectively.

• Upgrading of people as a prerequisite for world-class competitiveness, organizational excellence and labour productivity, was highlighted by Khumalo (1999). In our study, the correlation between Productivity and Planning indicates that the perception of this group of employees towards these dimensions, is along the right lines and it gives a scope to implement the recommendations, and improve the overall productivity and level of competence among employees in the organizations.

• The demographics with overall perception founds competency mapping were found to be significant with respect to age, sex, marital status, educational qualification, size of the family, monthly family income, place of residence and present experience in the organization and found to have no significant relationship with respect to type of spinning mills, type of family, designation and employment status. It is suggested that the management shall put their efforts to improve the overall quality of the employees based on the dimensions by providing necessary training and equip them with necessary skills.

It is also suggested that

• The balance between technical expertise and strategic competencies is important and needs definition within the organisations context to provide advantage for the sample firms.

• Beyond competency based pay, to retain the talents the employees must be provided with learning opportunities, exciting jobs and scope for growth.
• Uniqueness most probably does not come from what the competencies are called but from how they are defined in terms of which behaviours, skills and knowledge areas are important.

• On a whole it is suggested that the employees in the spinning mills needed to be equipped with proper knowledge and skills through practical applications and this shall be enhanced with proper training and development programmes to develop their competence level to stay fit in the textile spinning mills.

5.4 SCOPE FOR FURTHER RESEARCH

There is scope for further research in extension of the present research in the following areas:

1. From the suggestions point of view, the study shall take same set of employees as samples after providing necessary training considering the skill sets of the dimensions and the same traits may be tested to ascertain the level of consistency in achieving competence.

2. A similar type of study can be undertaken for assessing the perception of other cadre employees of textile industries in the same region and also in other regions.

3. Even though, there are lots of other dimensions in competency mapping a further research can also be conducted keeping the study dimension as one part and adding few more different dimensions as other part that will reveal a different perspective of the study.

5.5 CONCLUSION

The success of every organization depends on its employees. Therefore the most important thing is their satisfaction and this can be achieved only if there exists a proper Quality of HRD. The researcher had undertaken the study the perception of employees towards competency mapping in the spinning mills in Coimbatore District. This study will provide information about the views and thoughts that the employees possess about
competency mapping and helps in giving special attention to those areas were the needs have not been fulfilled which in turn will help in the overall development of the organization. The study analysed taking the higher cadre employees (managerial, supervisory and administration categories), of the spinning mills and their needs and job roles has been found challenging everyday. In order to improve their level of competence their leadership quality towards planning to achieve the productivity to maintain the required competence levels has been tested to find out the area needed to be strengthened with all the factors such as Adaptability, Initiative, Judgement, Problem Solving, Planning and Organisation, Leadership Quality, Productivity and Use of Technology. Initiative, Judgement, Planning and Organization and Problem Solving ability based on the perception of the respondents have influenced significantly. All these aspects are analysed and the survey discovers the weak areas such as Leadership Quality, Adaptability and Productivity that needs to be strengthened according to the situation existing in the spinning mills in Coimbatore District. The study concludes that if the suggestions are taken into consideration by the management of the spinning mills in Coimbatore will definitely help in achieving greater heights in the years to come.