PERCEPTION OF COMPETENCY MAPPING AMONG EMPLOYEES WORKING IN TEXTILE SPINNING MILLS, WITH SPECIAL REFERENCE TO THE COIMBATORE DISTRICT

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Abstract: *Human resources are important. Companies have come to realise that a skilled, competent work force with the right motivation can do wonders. The study is 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; the referential debate is also provided. The researcher attempts to find the contributing factor of management competency leading to stress among the managers/supervisors and administrative staff members involved in the study. The demographics with overall perception of 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 organisation; there was no significant relationship with respect to type of spinning mills, type of family, designation, and employment status. It is suggested that the management should make the effort to improve the overall quality of the employees, based on the dimensions, by providing necessary training and equip them with necessary skills.*

Keywords: *Competency, Adaptability, Initiative, Judgement, Problem Solving, Planning and Organising, Leadership Quality, Productivity, Use of Technology*

INTRODUCTION

In this age of globalisation and competition, companies around the world are looking for the one thing that could give them an edge over others. Firms have come to realise that the advantage that they were looking for are their employees. Human resources are important. It is a critical requirement for a corporate to train their workforce to best fit their role. Hence, organisations have begun and are continuing to impart training, and this has, in turn, improved the competency among the individuals. In the contemporary world of work, characterised by rapid and dramatic change, competence has become an integral component of individual, organisational, and national strategies.

Considering that there are several traits involved in competency, there has been a varied view on the same.

McLagan (1997) has stated that an organisation's market value and financial success rely increasingly on competence, as well as intangibles such as knowledge, loyal customers, and other manifestations of human capital. In the global context, Ulrich (1998) stated that all organisations face positive critical competitive challenges such as globalisation, profitability through growth, technology, intellectual capital, and change. He suggested that these provide a valuable opportunity for the human resource practitioner to play a leading role in facing these challenges. The more knowledge and skills people possess, the more elective they will be, and the better they will be able to think, be innovative, exhibit creativity in the job situation, and align their competencies with organisational strategies and goals.

The study has focused on the following areas: adaptability, initiative, judgement, problem solving, planning and development, leadership quality, productivity, and use of technology.

In a nutshell, the parameters can be defined in the following manner.

Adaptability is the capability of the individual to quickly get in line with the circumstances as they are and then produce the best results possible. The individual should have the physical and mental flexibility to be able to adapt to the conditions and work in them.

Initiative skill is defined as the set of human attributes required to identify and act upon new opportunities to enhance business results without being asked or delegated.

Judgement can be explained as the capability of the individual to judge the situation at hand correctly to come up with a leadership quality decision.

Problem solving is defined as the set of human attributes required to quickly identify and understand the key issues, evaluate the alternatives, pros and cons, and then take an effective decision that will impact the organisation in a positive manner.

Planning and organisation is deciding in advance what to do, how to do it, when to do it, and who should do it. This bridges the gap from where the organisation is to where it wants to be. The planning function involves establishing goals and arranging them in logical order.

Leadership quality is the capability of an individual to take the lead and take the whole group towards the goals already agreed upon by the group. This needs to happen irrespective of the trying situations at hand.

Productivity is the measure of the results or the output that gets produced per unit time. The more the results produced per unit time, the more productive the individual and the organisation.

Use of technology is a necessary skill in this era of technology. It can be defined by how quickly an employee is willing to learn the skills required to use technology for his/her benefit and for the collective benefit of the organisation.

IMPORTANCE OF THE STUDY AT COIMBATORE

Coimbatore is the second largest city and urban agglomeration in the Indian state of Tamil Nadu, and the 16th largest urban agglomeration in India. It is one of the fastest growing tier-II cities in India, and a major textile, industrial, commercial, educational, information technology, healthcare, and manufacturing hub in Tamil Nadu. It was the capital city of the historical Kongu Nadu, and is often referred to as the Manchester of South India. Coimbatore is the fourth largest metropolis in South India and the administrative capital of Coimbatore district. Coimbatore has been ranked fourth among Indian cities in the investment climate by CII and ranked 17th among the top global outsourcing cities by Tholons.

All the above points about Coimbatore make it imperative to study various aspects of the textile industry in this great city. The current study is focused on the textile sector, which is the backbone of the industrial economy of Coimbatore. In the textile sector, the employee's role, their needs, and job roles are changing day by day. However, it is essential to maintain competency among the employees, based on the leadership development and succession planning. Hence, the spinning mills hugely depend on the roles of supervisors and managers in their respective organisations. Based on this concept, this study aims to analyse and discuss the competency level of managers, supervisors, and administrative staff, and their level of perception in the spinning mills in the Coimbatore district.

REVIEW OF LITERATURE

Sharma (2011) emphasised the role of competency mapping and stated that competency mapping is an area which has been the least explored in India. The value of competency mapping lies in the fact that many employers purposefully screen employees to hire people with specific competencies. Competency mapping is used for recruitment and selection, identification of training needs, role renewal, as a basis for conducting assessment in development centres, creating competency-based performance management systems, and so on. Employers may need to hire someone who can be an effective team leader or who has demonstrated great active listening skills. At all levels of the organisation, the people in crucial positions must understand the hard and soft skills required of them to achieve superior performance. Every organisation wants and should expect high performance from each employee. By identifying the crucial positions, determining the most important competencies for those positions, and providing education, coaching, and feedback to people, and by holding each person accountable for the results, an organisation can better meet the competitive challenges of today's marketplace. In this paper, an in-depth analysis of competency and its applications for enhancing performance is discussed. Focus is also laid on competency modelling as an instrument to ameliorate employees' productivity and performance.

Solomon (2013), in his study on 'Competency mapping has tried to explore the level of competency prevailing among the executives of public sector', shows that nearly half of

the respondents had a moderate level of managerial HR and general competencies.

Dubois (1993), in his study titled 'Competency-based performance improvement: A strategy for organisation change Amherst' describes several learner-centred strategies for providing competency-based learning experiences that include simulations, business games, the case method process, computer-based learning tutorials, videotapes, CD-ROMs, books, coaching apprenticeship, and job rotation. For most of these strategies, the learner is active in the learning process and the competency or competencies are applied in the real world, work experiences, or scenarios. One national retail chain uses simulation training to orient new employees, instruct employees on core or foundational skills, and then train employees for advanced competencies.

Yeung and Woolcock (1996)had conducted a study, titled 'Identifying and developing HR competencies for the future', among senior HR executives, with the objective of identifying the required competencies for the HR professionals, by developing a competency model and to suggest measures for developing competencies to fill the competency gap. Executives who participated in the study were drawn from leading corporate houses in the USA. A majority of the HR leaders identified the following three competencies as critical: solid knowledge of business and business acumen, capacity to facilitate change, and influencing skills. Other competencies suggested by a few among them were technical HR expertise, leadership, organisational effectiveness, strategic thinking, and so on. They have also identified planning and assessment, communication, performance management, training, and development as effective measures for bridging the competency gap in organisations.

Morris (2000)conducted a study titled 'Using competency development tools as strategy for change in the human resource functions'; the author explores issues in building and implementing competency-based development tools for HR organisations in the midst of fundamental change. This includes a realistic appraisal of the critical design, marketing strategies, and the implementation of a success factor required for using competencies to articulate a faster understanding of a change effort.

Tadesse (2018) identified the factors affecting employee retention in Ethiopian public organisations. Employee retention is the process by which employers take steps to prevent job switching by their key talents. This paper examines the total effect of co-worker relationship, work environment, remuneration, job satisfaction, and organisational commitment on employee retention using

data from 297 employees holding a position of professional science (PS) from the headquarters of public ministerial offices in Ethiopia.

Khan and Khan (2020) conducted a study on the perceived quality of work life and organisational commitment among university teachers. This research aims to investigate the moderation effect of experience on relationship between quality of work life (QWL) and organisational commitment among university teachers. The sample comprised 300 teachers within the age group 26 to 64 years (M = 45.28, SD = 10.01) from different faculties of Aligarh Muslim University, Aligarh. The sample was divided into two categories, i.e., highly experienced teachers (N = 150) and less experienced teachers (N = 150), based on median (Md = 16.5) of the total sample. The obtained data were analysed by correlation and moderation analysis.

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 organisation. 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 organisations frequently employ some form of competency mapping to understand how to effectively employ the competencies and strengths of workers. They may also use competency mapping to analyse the combination of strengths in different workers to produce the most effective teams and the highest quality work.

STATEMENT OF THE PROBLEM

It is necessary to investigate the difference in job competency and the level of expectations in the spinning mills in Coimbatore district. It is essential to obtain information about the awareness level of competency that is in practice and the communication about competency that reached the employees of the spinning mills considered for the study. This study is conducted considering only employees of higher cadre of the spinning mills in Coimbatore to find the level of their competency and the insistence of achieving competence that may indirectly elevate the level of stress among employees. It becomes necessary to unearth the perception level of competency among employees who are considered to be the backbone of the firms. The perception includes different aspects like adaptability, initiative, judgement, problem solving, planning and organisation, leadership quality, productivity, and use of technology. All these aspects are analysed and the survey discovers the weak

area that needs to be strengthened in the textile spinning mills considered for the study in Coimbatore.

- It is necessary to understand whether the perception level of competence is in line with the dimensions taken for the study.

- Does the research suggest/recommend overcoming the bottlenecks to achieve the level of competence already in practice or needed to be strengthened among employees in the textile spinning mills?

OBJECTIVES OF THE STUDY

The following are the major objectives of the present study:

- To evaluate the demographic factors and overall perception towards competency mapping among employees working in textile spinning mills.

- To analyse the determinants of competency mapping that has a significant impact on stress due to competency mapping.

- To contribute suggestions for policy implications.

HYPOTHESES

H_{01}: There is no significant relationship between demographics of the respondents and their perception towards competency mapping.

H_{02}: There is no significant difference between demographics of the respondents and their level of perception towards competency mapping based on individual dimensions.

METHODOLOGY

This study adopts a research method in view of the objectives and the focus of the study. The researcher used the descriptive type of research. Simple random sampling method is taken for selecting the samples. The universe of the present study is the employees working in higher cadre or supervisory cadre in the textile spinning mills registered under South Indian Mills Association (SIMA). Before selecting the sample mills, the mills were stratified into private and public sectors. There were 134 textile mills registered under SIMA, out of which four belonged to the National Textile Corporation (NTC) and 130 were private. The researcher selected 44 mills in total, that is, all the four NTC mills (public) and 40 mills out of the 130 private ones (i.e., in the ratio of 1:10), using random technique. The average number of workers in each textile mills is estimated to be 20 higher cadre employees per

275 employees in an organisation. The selection of sample is based only on higher cadre of employees and it works out to be about 70% of the total number of employees (Total = 880 members), which is about 610 employees. However, on a random selection basis, it is estimated to be a majority (70%) of the total population, which works out to be 610 respondents. It is assumed that 70% would be significant to represent the opinion of the total respondents engaged in the selected spinning mills. The samples were selected at random from the name lists provided by the administrative departments of the concerned mills that were sampled.

TOOLS AND TECHNIQUES FOR ANALYSIS

The objectives framed for the present study formed the basis of the identification of the relevant statistical techniques such as percentage analysis, Garrett Ranking, chi-square test, ANOVA (Analysis of Variance), correlation, and discriminate analysis.

SUMMARY OF RESULTS AND DISCUSSION

Competencies can be defined as combinations of observable, employee-applied knowledge, skills, and behaviours that enable the achievement of desired results, and that serve to create a competitive advantage for an organisation. Competency mapping focuses on how an employee creates value versus what is actually accomplished. This is the competency era and a significant shift towards having a competency-based organisation has been observed. People and their competencies have become the most significant factors that give a competitive edge to any corporation. With the changing business scenario and new challenges emerging in the competitive world, successful performance in any job/task has taken on a crucial role for the success of an organisation.

In this age of globalisation and competition, companies around the world are looking for the one thing (competence) that could give them an 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 realise that the advantage they are looking for are their resources. Human resources are important now. The companies have come to realise that a skilled, competent workforce with the right motivation can do wonders. It is a critical requirement for a corporate world to train their workforce to best fit their role.

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 houses two of the Centers of Excellences (COE) for technical textiles proposed by the Government of India, namely Meditech, a medical textile research centre based at SITRA, and InduTech, based in PSG College of Engineering and Technology. It is necessary to unearth the perception level of competency among employees who are the backbone of any business organisation. This study is conducted considering only employees of higher cadre of the spinning mills in Coimbatore, to find the factors 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 a 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.

The hypothesis of the study is that there is no significant difference between demographics characteristics and their level of perception towards overall competency mapping. 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 organisations.

For effective data collection, the researcher had adopted simple random sampling technique and the study focused on four NTC (National Textile Corporation) mills and 40 private mills in Coimbatore. From the empirical findings, the study shows the need 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.

The level of perception by the employees towards competency mapping was the dependent variable. The independent variables which affected the dependent variable were studied with reference to various factors

like age, sex, marital status, educational qualification, size of the family, type of family, monthly family income, area of residence, designation and responsibility, employment status, experience, and type of shift of the employees in the selected mills; the level of perception of the respondents towards competency mapping was taken into consideration. However, the study also attempted to understand the level of work stress felt by the employees due to mapping of management competencies in the mills. In addition to this, the common problems faced by the employees were studied with the help of ranking attributes. The distribution of sample respondents with regards to their perception towards the competency mapping in the spinning mills in Coimbatore are tabulated and presented in Table 1.

Table 1: Demographic Variables

Variable		Frequency	Percentage
Type of Mill	NTC Mill	64	10.49
	Private Ltd.	546	89.51
Sex	Male	429	70.33
	Female	181	29.67
Age	Young Aged (25 – 35 yrs)	142	23.28
	Middle Aged (35 – 55 yrs)	205	33.61
	Old Aged (55 yrs & above)	263	43.11
Marital Status	Married	389	63.77
	Unmarried	221	36.23
Educational Qualification	ITI	72	11.80
	Diploma	272	44.59
	UG Arts & Science	34	5.57
	PG Arts & Science	13	2.13
	UG Engineering	146	23.93
	PG Engineering	73	11.97
Size of Family	Small	361	59.18
	Medium	191	31.31
	Large	58	9.51
Type of Family	Joint Family	375	61.48
	Nuclear Family	235	38.52
Employment of Spouse	Yes	181	46.52
	No	208	53.48
Monthly Family Income	Low	270	44.26
	Average	183	30.00
	High	157	25.74
Area of Residence	Rural	225	36.89
	Semi-Urban	175	28.69
	Urban	210	34.43

Variable		Frequency	Percentage
Designa-tion and Responsi-bility	Supervisor	293	48.03
	Manager	167	27.38
	Executive – Ad-min.	150	24.59
Employ-ment Status	Permanent	584	95.74
	Probationary	26	4.26
Opinion about Earlier Experi-ence	Yes	187	30.66
	No	423	69.34
Present Experi-ence	Below 5 years	252	41.31
	5 to 10 years	75	12.30
	10 to 15 years	47	7.70
	15 to 20 years	105	17.21
	Above 20 years	131	21.48
Type of Work Shift	General Shift	393	64.43
	Rotation Shift	217	35.57

Source: Primary Data

It is found that more than half (53.48%) of the respondents' spouse are not employed and 46.52% of the respondents' spouse are employed. Less than half (44.26%) of the respondents' monthly family income is found to be low, i.e. below Rs. 15,000, whereas 30% of the respondents' monthly family income is found to be medium (Rs. 15,000 to 25,000), and the remaining 25.74% of the respondents' monthly family income is found to be high (above Rs. 25,000). Around 36.89% of the respondents are residing in rural areas, whereas 34.43% are in urban areas, and the remaining 28.69% are in semi-urban areas.

Nearly half (48.03%) of the respondents are working as supervisors, whereas 27.38% are managers, and the remaining 24.59% are executives-administration. A majority (95.74%) of the respondents are permanent employees, and only 4.26% are in the probationary period. Most (69.34%) of the respondents do not have earlier work experience, while the remaining 30.66% have earlier work experience.

It is clear from the Table 1 that among those with present work experience, 41.31% have below five years' experience, 21.48% have above 20 years' experience, 17.21% have between 15 and 20 years' experience, 12.30% have between five and ten years' experience, and the remaining 7.70% have between 10 and 15 years' experience in the present job. It is evident that most (64.43%) of the respondents are working a general shift, whereas 35.57% of the respondents are working in rotation shift.

CHI-SQUARE TEST

H_{01}: There is no significant relationship between demographics of the respondents and their level of perception towards overall competency mapping.

Table 2: Demographics of the Respondents and their Level of Perception towards Competency Mapping

Demographics	Calculated χ^2 Value	Table Value	D.F	Result
Type of Mill	0.991	5.991	2	Not Significant
Age	9.815	9.488	4	Sig. @ 5% Level
Sex	9.439	5.991	2	Sig. @ 5% level
Marital Status	9.864	5.991	2	Sig. @ 5% level
Education	21.788	18.307	10	Sig. @ 5% level
Size of the Family	11.117	9.488	4	Sig. @ 5% level
Type of Family	4.293	5.991	2	Not Significant
Monthly Family Income	11.157	9.488	4	Sig. @ 5% level
Place of Residence	13.179	9.488	4	Sig. @ 5% level
Designation and Responsibility	5.218	9.488	4	Not Significant
Employment Status	2.986	5.991	2	Not Significant
Present Experience	34.811	15.508	8	Sig. @ 5% level

To sum up, the results of the chi-square test reveals that there is no significant relationship between 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. Table 2 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.

INTER-CORRELATION

Correlation is the study of two or more variables. When more than two variables are involved, the correlation is known as multiple correlation, and if found to be moving in the same direction, these variables are said to be correlated positively and if they move in opposite directions they are said to be negatively correlated.

Table 3: Correlation between the Factors and Perception towards Competency Mapping

Variables		X1	X2	X3	X4	X5	X6	X7	X8
Adaptability	Pearson Correlation	1							
	Sig. (2-tailed)	.							
Initiative	Pearson Correlation	.082(*)	1						
	Sig. (2-tailed)	.044	.						
Judgement	Pearson Correlation	.080(*)	.975(**)	1					
	Sig. (2-tailed)	.047	.000	.					
Planning and Organisation	Pearson Correlation	−.080(*)	.268(**)	.295(**)	1				
	Sig. (2-tailed)	.048	.000	.000	.				
Problem Solving	Pearson Correlation	−.087(*)	.053	.038	−.004	1			
	Sig. (2-tailed)	.032	.192	.346	.919	.			
Leadership Quality	Pearson Correlation	.050	.072	.061	.049	−.016	1		
	Sig. (2-tailed)	.218	.074	.131	.232	.696	.	.000	
Productivity	Pearson Correlation	.017	.011	.015	.082(*)	−.020	.149(**)	1	
	Sig. (2-tailed)	.683	.790	.713	.043	.629	.000	.	
Use of Technology	Pearson Correlation	−.017	.015	.020	−.039	.016	.094(*)	.049	1
	Sig. (2-tailed)	.673	.719	.614	.340	.695	.020	.227	.

* Correlation is significant at the 0.05 level (2-tailed).   ** Correlation is significant at the 0.01 level (2-tailed).

The variables taken for the study are based on perception of competency mapping among employees working in spinning mills in Coimbatore. The dimensions are adaptability, initiative, judgement, planning and organisation, problem solving, leadership quality, productivity, and use of technology.

Table 3 indicates the correlation among employees' perception towards competency mapping.

The correlation, found to be significant at 1% level between the variables judgement and initiative, is positive and significant (r = 0.975, Sig. = 0.00, P < 0.01). Planning and organisation and judgement are positively and significantly correlated (r = 0.268, Sig. = 0.00, P < 0.01); planning and organisation and initiative are also positively and significantly correlated (r = 0.295, Sig. = 0.00, P < 0.01).

There is a positive correlation at 5% level between productivity and planning and organisation (r = −0.232, Sig. 0.043, p = 0.05), and productivity and problem solving (r = −0.149, Sig. 0.000, p = 0.01).

GARRETT RANKING TECHNIQUE

This technique was used to rank the preference of the respondents on different aspects of the study. The order of merit given by the respondents were converted into ranks by using the following formula.

$$\text{Percentage Position} = \frac{100 \; (R_{ij} - 0.5)}{N_j}$$

Where R_{ij} = Rank given for i^{th} factor by j^{th} individual.

N_j = Number of factors ranked by j^{th} individual

The percentage position of each rank thus obtained is converted into scores by referring to the table given by Henry E. Garrett. Then for each factor, the scores of individual respondents are added together and divided by the total number of respondents for whom the scores were added. The mean scores for all the factors were arranged in descending order, ranks assigned, and most important aspects identified. The study analyses the attributes that contribute to improve the level of competency in the spinning mills.

Table 4: Garrett Ranking towards the Attributes Contributing in Improving the Level of Competence

Sr. No.	Attributes	Garrett Score	Garrett Mean	Rank
1	Feedback about their motivation and politeness	30760	50.43	3
2	Informal relationship between the employer and the employee	28346	46.47	4
3	Management readiness to spend time and money on employees' development	34536	56.62	2
4	People lacking competence in doing their jobs are helped to acquire competence rather than being left unattended	36319	59.54	1
5	Employees are given enough responsibility to solve problems	23574	38.65	6
6	Appraisal of employees that made it through performance appraisal	26465	43.39	5

Table 4 reveals that a majority of the respondents ranked (59.54) the statement 'people lacking competence in doing their jobs are helped to acquire competence rather than being left unattended' first, followed closely by management readiness to spend time and money on employee development (56.62); feedback about motivation and politeness, which obtained the score 50.43 was ranked third, followed by appraisal of employees that made it through performance appraisal (46.47). Fifth position was held by informal relationship between the employers and the employees (43.39), and finally, the sixth (38.65) position was assigned to the statement 'employees are given enough responsibility to solve problems'.

SUGGESTIONS FOR POLICY IMPLICATIONS

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; the referential debate is also provided. The researcher attempts to find the contributing factor of management competency leading to stress among the managers/supervisors and administrative staff members considered for the study. The respondents in their respective cadres, with different demographics, are also considered for the research analysis.

- The balance between technical expertise and strategic competencies is important and needs definition within the organisations, to provide an 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 the whole, it is suggested that the employees in the spinning mills needed to be equipped with proper knowledge and skills through practical applications, which shall be enhanced with proper training and development programmes to develop their competence level to stay fit in the textile spinning mills.

CONCLUSION

The study analysed the higher cadre employees (managerial, supervisory, and administration categories) of the spinning mills, their needs and job roles. 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 areas needed to be strengthened. Factors such as adaptability, initiative, judgement, problem solving, planning and organisation, leadership quality, productivity, and use of technology have been analysed. Initiative, judgement, planning and organisation, and problem solving ability, based on the perception of the respondents, have a significant influence. The study concludes that if the suggestions are taken into consideration by the management of the spinning mills in Coimbatore, it will definitely help the firms in achieving greater heights in the years to come.

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