

COMPETENCY EFFICIENCY OF EMPLOYEES AT SHREE DEVI TEXTILES, COIMBATORE

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INTRODUCTION

Competencies are a set of skill, knowledge, attribute and other specific characteristics required for a particular job. The underlying principle of Competency mapping is not just finding the right people for the right job but also encompass the process of identifying the efficiency level required for a particular job.

This study "Competency Efficiency" was undertaken at Shree Devi Textiles, Coimbatore. This title is selected because the company has the need to identify the efficiency level of its organization.

Top management has to assess the current performance and future development needs of persons holding jobs and roles. Human resource development builds competency model that helps to achieve the business results.

This study will be applied in the following ways:

- Ensures the alignment of training and development
- By identifying the gaps, the management can design the training modules
- Helps the organization to standardize its performance levels.
- Helps the service outlet to achieve the target in a high quality manner.
- Helps the low level workers to align their work with top management.

Shree Devi Textile, the exclusive Saree Showroom for Women in Coimbatore was established 40 years ago. The Founder Mr. P. Ponnusamy who is rightly called the father of Shree Devi Textile and the Managing Director Mr. Sivaganesh weaves this enterprise with diverse business interests. The expansion of this showroom was carried out in the year 2002 with the strength of 300 staff. At present there are 750 employees including the officials and sales staff. The manager finalizes the recruitment process. The selection is based primarily on experience and secondarily on minimum qualification of eighth standard.

OBJECTIVES OF THE STUDY

1. To measure the competency efficiency of employees at SRIDEVI textiles based on their communication and time management skills
2. To give suggestions for improving competency efficiency.

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RESEARCH METHODOLOGY

Research Design

The research design is descriptive which includes surveys and fact finding enquiries of different kind. Descriptive research studies are those which are concerned with describing the characteristics of a particular individual, or of a group.

Sampling and Sample Size

The data was collected from the sample of 50 employees.

Data Collection

The data have been collected in two ways i.e. primary data and secondary data.

Primary Data

Interview Schedule, Questionnaire, and Discussion with Employee

Secondary Data

Magazines, Internet, Journals and Books

Tool for Research

The collected data was analyzed by applying certain tools like, Simple percentages, Chi square test and ANOVA test.

Results and Discussion

Table 1: Socio Economic Profile of Sample Employees of Sridevi Textiles

| Criteria | No of Respondents | Percentage |
|-------------------------------|-------------------|------------|
| Age: Below 28 | 6 | 12% |
| 28-42 | 36 | 72% |
| Above 42 | 8 | 16% |
| | 50 | 100% |
| Qualification: below 10th Std | 34 | 68% |
| Above 10th Std | 16 | 32% |
| | 50 | 100% |
| Salary: Upto 7, 500 | 29 | 58% |
| Above 7,500 | 21 | 42% |
| | 50 | 100% |

Out of the 50 respondents, Six (12.00) respondents fall under the age group of 28. Thirty six (72.00%) respondents are within the age ranging between 29 and 42 years. And the rest 8 (16%) are in above 42 category.

Thirty-four (68.00%) respondents are educated up to tenth standard and sixteen (32.00%) respondents are having educational qualification of above tenth standard.

Twenty-nine (58.00%) respondents are receiving monthly salary of less than Rs. 7500. Twenty-one (42.00%) respondents are receiving more than Rs. 7500.

Table 2: Specific Communication Skills with People

| S. No | Communication with People | Agree | | Neutral | | Disagree | |
|-------|---------------------------------------|--------------------|----|--------------------|----|--------------------|----|
| | | No. of Respondents | % | No. of Respondents | % | No. of Respondents | % |
| 1 | Communication With Their Superiors | 32 | 64 | 14 | 28 | 04 | 08 |
| 2 | Communication With Their Subordinates | 27 | 54 | 18 | 36 | 05 | 10 |
| 3 | Communication With The Colleagues | 22 | 44 | 20 | 40 | 08 | 16 |
| 4 | Communication With Customers | 20 | 40 | 21 | 42 | 09 | 18 |
| 5 | Communication With Vendors | 07 | 14 | 27 | 54 | 16 | 32 |

Communication with the people shows that, most of the respondents are to communicate with their superiors than with other people. Half of the respondents are to communicate with their subordinates well and only very few respondents agree to communicate with their vendors. Communication level with the colleagues and customers are very less.

Table 3: Specific Communication Skills using Communication Media

| S. No | Communication with People | Agree | | Neutral | | Disagree | |
|-------|-------------------------------|--------------------|----|--------------------|----|--------------------|----|
| | | No. of Respondents | % | No. of Respondents | % | No. of Respondents | % |
| 1 | Professional Telephone Skills | 30 | 60 | 14 | 28 | 06 | 12 |
| 2 | E-Mail Skills | 20 | 40 | 19 | 38 | 11 | 22 |

Most of the respondents are communicating using telephone as a media. They have possessing telephone conversation skills. But, in the case of e-mail skills, only forty percent of the respondents have e-mail skills.

Table 4: Specific Communication Skills (Positive and Negative Aspects)

| S. No | Leading questions to Improve Business | Agree | | Neutral | | Disagree | |
|-------|--|--------------------|----|--------------------|----|--------------------|----|
| | | No. of Respondents | % | No. of Respondents | % | No. Of respondents | % |
| 1. | Increase questions for understanding | 24 | 48 | 16 | 32 | 10 | 20 |
| 2 | Feedback for business | 13 | 26 | 26 | 52 | 11 | 22 |
| 3 | Passing anger in work place | 02 | 04 | 22 | 44 | 26 | 52 |
| 4 | Avoidance of barriers in communication | 16 | 32 | 33 | 66 | 01 | 02 |

Table 5: Time Management

| S. No | Leading Questions to Manage the Time Effectively | Agree | | Neutral | | Disagree | |
|-------|--|--------------------|----|--------------------|----|--------------------|----|
| | | No. of Respondents | % | No. of Respondents | % | No. of Respondents | % |
| 1 | Description of time management | 31 | 62 | 13 | 26 | 06 | 12 |
| 2 | Understanding time management benefits | 28 | 56 | 21 | 42 | 01 | 02 |
| 3 | Overload & employee stress | 05 | 10 | 15 | 30 | 30 | 60 |
| 4 | Productivity cycle to schedule tasks | 10 | 20 | 39 | 78 | 01 | 02 |
| 5 | Non essential work to others | 05 | 10 | 28 | 56 | 17 | 34 |
| 6 | Prioritizes and takes action | 12 | 24 | 36 | 72 | 02 | 04 |
| 7 | Gets the most out of to do lists | 08 | 16 | 27 | 54 | 15 | 30 |

Most of the Respondents are agreeing that, they ask questions to increase understanding any situation or information. Few of the respondents are using feedback for business, and pass their anger in their work place. More than half of respondents are neutral in avoiding barriers of communication.

Most of the respondents agree to describe time management. More than half of the respondents are agree on the benefits of time management.

More than half of the respondents are disagree in overload being a stress on employee.

Few of the respondents are agree for scheduling productivity cycle task. More than half are neutral for scheduling productivity cycle task.

Few agree in delegating non essential work to others, setting goals, prioritize and taking actions and getting most out of to do list. More than half are neutral in setting goals, to prioritize and taking actions and for getting most out of to do list.

H₀: Salary does not influence Communication skill

Table 6: Salary and Communication Skill

| Salary | Level of Communication Skill | | | Total |
|------------|------------------------------|---------------|--------------|----------------|
| | Low | Moderate | HIGH | |
| Up to 7500 | 9 (31.03) | 16 (55.17) | 4 (13.79) | 29 (100.00) |
| Above 7500 | 1 (4.76) | 16 (76.19) | 4 (19.05) | 21 (100.00) |
| Total | 10 | 32 | 8 | 50 |

d.f.: 2 Table Value: Five per cent level: 5.991

Calculated χ^2 Value: 5.255 One per cent level: 9.210

Twenty-nine (58.00%) respondents are with monthly income of up to Rs. 7500. Of them, nine (31.03%) respondents are with low level of communication skill; 16 (55.17%) are with moderate level of communication skill and the rest four (13.79%) are with high level of communication skill.

Twenty-one (42.00%) respondents are with above Rs. 7500 as monthly income. Of them, one (4.76%) respondent is with low level of communication skill; sixteen (76.19%) are with moderate level of communication skill and the rest four (19.05%) are with high level of communication skill.

High level of communication skill is possessed by employees whose income is above Rs. 7500. Low level of communication skill is possessed by employees, whose income is less than Rs. 7500. As the calculated Chi-square value is less than the table value at five per cent level, there does not exist a significant association between salary and communication skill. Hence, the null hypothesis is rejected.

It is inferred that salary does influence communication skill.

H₀: Age does not influence Communication level

Table 7: Age and Communication Level

| Age | Level of Communication Skill | | | Total |
|---------------|------------------------------|---------------|--------------|----------------|
| | low | Moderate | High | |
| Up to 28 Yrs. | 4 (66.67) | 2 (33.33) | 0 (0.00) | 6 (100.00) |
| 29 – 42 Yrs. | 6 (16.67) | 22 (61.11) | 8 (22.22) | 36 (100.00) |
| Above 42 Yrs. | 0 (0.00) | 8 (100.00) | 0 (0.00) | 8 (100.00) |
| Total | 10 | 32 | 8 | 50 |

d.f.: 4 Table Value: Five per cent level: 9.488

Calculated χ^2 Value: 13.993 One per cent level: 13.277

Six (12.00) respondents fall under the age group of 28. Of them, four (66.67%) respondents are with low level of communication skill and two (33.33%) are with moderate level of communication skill.

Thirty six (72.00%) respondents are with age ranging between 29 and 42 years. Of which, six (16.67%) are with low level of communication skills; 22 (61.11%) are with moderate level of communication skill and the rest eight (22.22%) are with high level of communication skill.

High level of communication skill is possessed by employees with age ranging between 29 and 42 years. Low level of communication skill is possessed by employees, who are up to the age of 28 years. As the calculated Chi-square value is greater than the table value at one per cent level, there exists a highly significant association between age and communication skill. Hence, the null hypothesis is rejected.

It is inferred that age influences communication skill.

H₀: Time Management skill index does not differ between the two groups of respondents classified on the basis of salary

Table 8: Salary and Time Management Index

| Salary | Total | Average Time Management Skill Index | Above Average | Below Average | Range |
|------------|---------------|-------------------------------------|---------------|---------------|-------------|
| Up to 7500 | 29 (58.00) | 66.34 | 15 | 14 | 47.62-80.95 |
| Above 7500 | 21 (42.00) | 74.60 | 11 | 10 | 57.14-90.48 |
| Total | 50 | 69.81 | 28 | 22 | 47.62-90.48 |

d. f.: v11, v2 48 Table Value: Five per cent level: 4.0427

Calculated F Value: 12.9037 One per cent level: 7.1942

Twenty-nine (58.00%) respondents are with monthly salary of less than Rs. 7500. Their average time management index is 66.34. Of these 29 respondents, 15 (51.72%) are with time management index above the average and 14 (48.28%) are with time management index below the average. Time management index ranges from 47.62 to 80.95.

Twenty-one (42.00%) respondents are with monthly salary of above Rs. 7500. Their average time management index is 74.60. Of these 21 respondents, 11 (52.38%) are with time management index above the average and 10 (47.62%) are with time management index below the average. Time management index ranges from 57.14 to 90.48.

Mean time management is found to be high among employees, whose earn monthly income more than Rs. 7500. Hence, it is inferred that respondents whose monthly income of above Rs. 7500 are with high level of time management habit. As the calculated F value is greater than the table value at one per cent level, there exists a highly significant difference in the mean level of time management index among the different types of employees. Hence, the null hypothesis is rejected.

It is inferred that time management skill index differs between the two groups of respondents on the basis of salary

FINDINGS

Majority of the respondents are very good in communication with the superiors, only half of the respondents have no problem in communicating with their subordinates, less than half of the respondents communicate with their colleagues. Few of the respondents communicate with their customers, and very few of the respondents agree to communicate with vendors.

Majority of the respondents are interested in professional telephone skills: 40% of the respondents communicate with e-mail skills and 38% of the respondents' remains neutral.

Majority of the respondents avoid barriers in communication. Half of the respondents do not pass their anger in work place. Majority of the respondents ask questions to increase understanding. Majority of the respondents use feedback for business. Majority of the respondents show interest in time management.

Majority of the respondents use productivity cycle to schedule tasks, Majority of the respondents show interest in setting goals, prioritize and take actions in work place.

Salary of respondents does influence communication skill, age of respondents influence communication skill and time management skill index differs between the two groups of respondents on the basis of salary.

SUGGESTION

The study reveals an overall positive relationship prevailing in the organization; however the following suggestions could be considered for continuous improvement:

Organization shall conduct more meetings and impart training to improve the communication level of the employees with them and with the customers. This leads to increase in intra organizational relationship between the employees and to retain the customers.

Hard working employees could be motivated through financial and non-financial motivators and could be trained more by training programmes.

CONCLUSION

Satisfaction of the employee is an important factor that determines the efficiency of an organization. Sufficiently motivated and satisfied employees are essential for high productivity and thus increase the efficiency of the organization. This project describes the combination of knowledge, skills and characteristics needed to effectively perform a role in an organization. Sustained efforts like awareness programs and training programs can be done to improve it further.

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