PERCEPTIONS OF HR MANAGERS ON ASSESSMENT OF COMPETENCY-BASED JOB DESCRIPTIONS IN TEXTILE INDUSTRY OF SELECTED REGIONS OF PUNJAB

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Human resources, Indian textile and apparel industry, capacity building, skill building

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Abstract

Competencies help in adding performance value to the business strategy of a specific organization. Competency-based Job descriptions require the identification of attainment of particular competencies with respect to an individual and the organization. Indian textile industry is one of the oldest contributors in the Indian economy. The overall exports from India stood at US$ 39.2 billion. The textiles industry accounts for 14% of industrial production, which is 4% of GDP; employs 35 million people and accounts for nearly 12% share of the country's total exports basket. To harness the growth of the industry, the focus is needed on 'skill development' and building the competencies required in the industry for further growth. There is a need to enhance the right capacities and appropriate job descriptions to be defined based on the capacities.

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1.   Introduction

Human Resource Training and Development practices are an area of management concerned with people, overall dimensions of the organization. In every relevant field, Human resources help in the increase in productivity & achievement of organizational goals with a focus on long term and short term gains. The practices followed lead to organizational development as it becomes difficult for companies to survive without well-trained, skilled employees. Performance differentiation of an individual can be done on the basis of the knowledge, skills, and abilities or the competencies of a person. Competencies help in adding performance value to the business strategy of a specific organization. Competency-based Job descriptions require the identification of attainment of particular competencies with respect to an individual and the organization. Training and effective selection of workforce help in minimizing the competency gaps in any unit. The versatility in skills helps the employees meet the dynamic requirements of the business. Standard HR policies and practices differ from organization to organization depending upon size, type, purpose, classification, and location of the organization. These guidelines are designed and tailored as per the need of the hour and also the organization as well as Government regulations. Along with the factors mentioned above, it is vital for any organization to get feedback about its training and development policies and practices so that necessary changes can be made for the better of the organization, its individuals and the society as a whole. Hence, the present study attempts to provide such feedback to the concerned organization and thereby looks to contribute to the improvement of the affected.

I.   INDIAN TEXTILE AND APPAREL INDUSTRY:

As per Fisher, Schoendfelt and Shaw –HRM involves all management decisions and practices that directly affect or influence the people or human resources who work for the organization. In the opinion of McFarland, human resources are the study and practice of utilizing human resources through knowledge and an understanding of the activities, sentiments, and interrelationships of people at work.

Indian textile industry is one of the oldest contributors in the Indian economy. The overall exports from India stood at US$ 39.2 billion. The varied nature of the Indian textile industry indicates hand woven, and hand spun sectors at one end, and capital intensive sophisticated

power loom sectors at the other end. The knotting sector and power looms/ hosiery form the largest component in the Indian textile sector. The ancient culture and traditions of the Indian textile industry are imbibed in the products of the Indian textile industry makes it unique as compared to the textile industry of other countries. Thus, the Indian Textile industry is capable of producing a wide variety of products that are suitable to different market segments all across the globe. The Indian textile industry is currently estimated at around US$ 150 billion and is expected to reach US$ 250 billion by 2019. The contribution of the Indian textile industry is two percent in the GDP of India and employed 45 million people in 2017-18. The sector contributed 15 percent to the export earnings of India in 2017-18. India's Textiles and Clothing industry is also one of the largest contributing sectors of India's exports worldwide. The textiles industry accounts for 14% of industrial production, which is 4% of GDP; employs 35 million people and accounts for nearly 12% share of the country's total exports basket. Apparel Industry plays a major role in the annual turnover of the Indian economy. An estimated 33 million people are employed in the Textile sector in India. This is expected to increase to 45 million by 2012. The Ready Made Garments (RMG) sector, which accounted for 17% of the employment, is estimated to contribute 25% to the total employment in the textile sector.

II. NEED OF THE STUDY:

The study by Akbar & Kamili (2010) threw light on critical areas that needed improvement with respect to the effective role of trainer, training methods, environment, and facilities. The study concluded and signified the need for Training and Development for effective job performance of the employees. The paper by Tharayil & Iyengar (2012) signifies the importance of need gap analysis for finalizing the topics, methods and the resources needed for training. Aarti (2013) analyzed the status of various need analysis based Training and Development practices in Punjab National Bank and HDFC bank. A link was proposed between the training and employees' productivity by adopting development based theory. Rajasekar & Khan (2013) conducted a study on Omani government organizations. They found that there is a strong need for an integrated HRD and Training framework that would help in building a training and development architecture. Kaur & Jayaraman (2012) conducted a study on private and public banks to find out their focus for Training and Development. The study revealed that public sector banks prioritized infrastructural training facilities and organizational environment, whereas the focus of private

banks was on skill development and businesses expansion. Their research highlighted the need for public sector banks to perform better and focus on skill development and improvement in the organizational environment. Sarkar (2013) discussed the importance of identifying training needs. The research stated that significant differences could be measured at the level of competencies of employees on providing need-based training. Khattak, Rehman, & Rehman (2014) viewed that effective training need assessment processes, training design, training evaluation, and training delivery can maximize the benefits of Training and Development. Aguinis & Kraiger (2009) discussed the maximization of the benefits of Training and Development. They stated the importance of needs assessment and pre-training status of trainers, training design and delivery, training evaluation and transfer of training. Shah & Gopal (2012) in their study on "Training needs analysis of bus depot managers at GSRTC" stated that there was a need to have more involvement and support from top management and line heads in the training processes to achieve the best results.

Indian Textile Industry is labor intensive, and talented workforce is needed to handle the resources. The evolvement of the Indian textile industry from traditional handlooms to high-speed air jet looms indicates the need for competent human resources to take the industry to higher modern levels. At present, the Indian apparel industry is manufacturing highly engineered textile and apparels like medical textiles, sports textiles protective textiles and so on. Although we have emerged as the second largest textile exporter, however, we still lag behind China for the textile exports. To harness the growth of the industry, the focus is needed on 'skill development' and building the competencies required in the industry for further growth. There is a need to enhance the right capacities and appropriate job descriptions to be defined based on the capacities. This would help to increase the production for more significant contribution in the Indian economy. Competency-based job descriptions would also empower the individuals to explore more in their field leading to creative and innovative experiences. To understand the present competencies and job descriptions in the Indian textile and apparel industry, thus, becomes the need of the hour to prepare for future growth. Considering the scenario where we are producing high-end textile and garments for worldwide consumption, competency-based job descriptions will equip the industry further into competitive manufacturing.

IV.   RESEARCH METHODOLOGY:

 44 HR managers from different textile and apparel organizations based in the industrial regions of SAS Nagar, Ludhiana, and Lalru, were asked through a structured questionnaire. Their perceptions about the assessment of competency-based job descriptions were analyzed for conclusions and discussions. Descriptive statistics and t-test were used to analyze the acquired data.

The objectives of the study are as follows:

1)   To explore the perceptions of HR managers for the assessment of competency-based job descriptions in the organizations based in the selected industrial regions.

2)   To determine the management level at which the competency-based job descriptions are met in these organizations.


V.   DATA ANALYSIS AND FINDINGS

Primary data was extensively generated with the help of a structured questionnaire. The Primary data supported secondary data gathered from existing sources of literature. The random Sampling method was used for data collection, and the HR representative from each organization was chosen to reach the findings. The methodology consists of two parts.


Primary Data: It is the Primary data that provides authenticity with regard to the originality of the facts and figures pertaining to the selected companies. With a view to achieve the objectives and establishing the validity of the proposal, the basic requirement was primary data, and the strength of the methodology depends on the nature and reliability of the primary data. The study was carried out with the help of an exhaustive and structured 'Questionnaire' consisting of properly framed questions to collect the necessary information. *Secondary Data*: Secondary data was collected from Library books, annual reports of selected textile and clothing organizations, Journals and Magazines. To support the collected primary data, it was necessary to collect secondary data from many relevant sources such as renowned books, published journals and records, reports and financial statements pertaining to the selected textile and clothing organizations. Analyzed data were tabulated and helped in interpreting data in relation to previous findings, a generalization of the findings any additional facts.

Demographics of the HR personnel/s as respondents: The 44 HR managers from different companies based in the selected industrial regions of Punjab were from organizations with less than 100 crore turnover and more than 100 crore turnover for the sake of study.
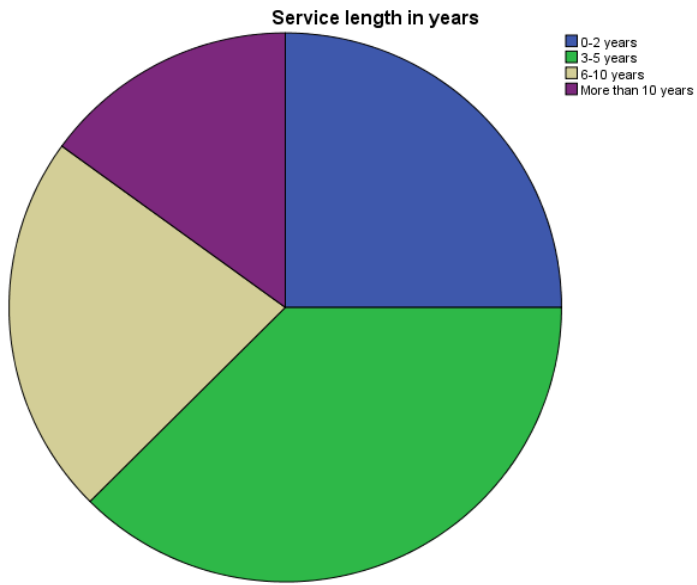
Graph 1.1: HR personnel/s wrt the turnover of the organization:
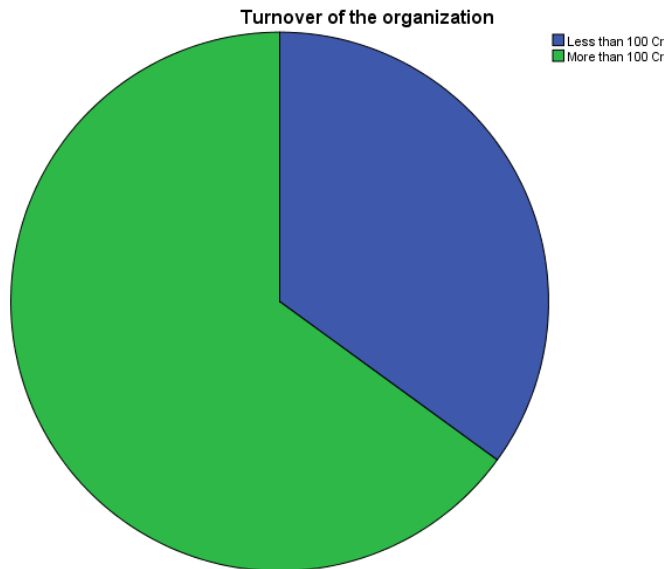
Graph 1.2: **HR personnel/s wrt the** *Gender* **of the respondents**
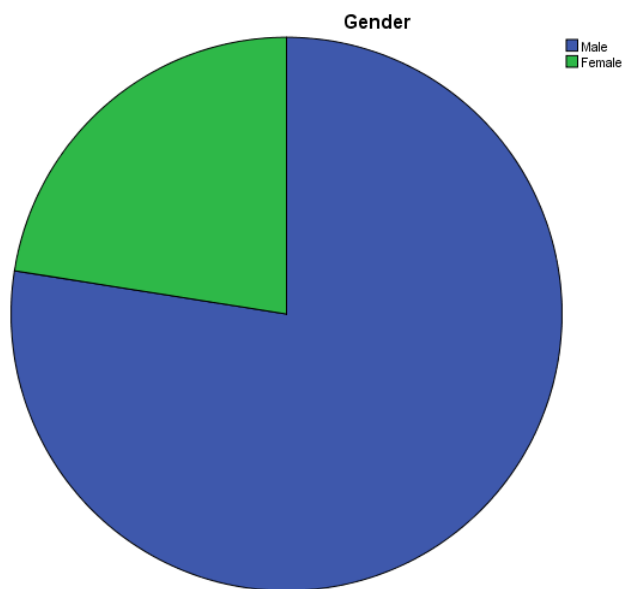
Graph 1.3: **HR personnel/s wrt the *Service Length in years* of the respondents**

Service length in years

- 0-2 years
- 3-5 years
- 6-10 years
- More than 10 years

Graph 1.3: **HR personnel/s wrt the *Age in years* of the respondents**

Age in years

- 20-29 years
- 30-39 years
- More than 40 years
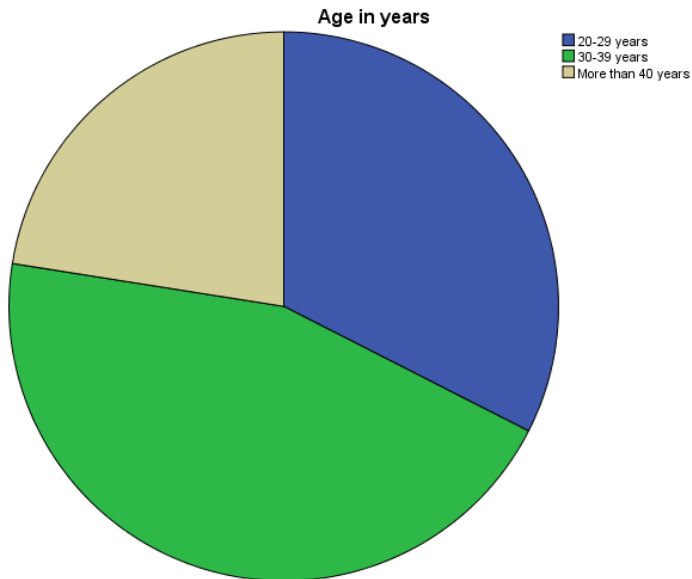
Table 1.1: Descriptive statistics of responses of HR Personnel/s:

	M (N=40)	SD
The job descriptions are defined for all the roles as per the organizational objectives	4.13	0.853
The current job descriptions meet the expectations of the organization	4.05	0.749
The candidates are hired for their current competencies	4.13	0.853
The candidates are hired for future-oriented competencies	4.20	0.853
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at lower management level	3.73	1.176
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at the middle management level	3.55	1.131
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level	3.45	1.358

As per Table 1.1, 'The *candidates are hired for future-oriented competencies'* attained the highest rank, M=4.20, SD= 0.853. '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level'* attained the lowest rank that is M= 3.45, SD= 1.358.

Table 1.2: Frequencies of HR Personnel/s responses in the selected Textile and Apparel Industries:

		S DA	Sw DA	Can't Say	Sw A	S A
The job descriptions are defined for all the roles as per the organizational objectives	Frequency	00	02	06	17	15
	%	*0.00*	*5.0*	*15.0*	*42.5*	*37.5*
The current job descriptions meet the expectations of the organization	Frequency	0.00	0.00	10	18	12
	%	*0.00*	*0.00*	*25.0*	*45.0*	*30.0*

The candidates are hired for their current competencies	Frequency	0.00	02	06	17	15
	%	*0.00*	*5.0*	*15.0*	*42.5*	*37.5*
The candidates are hired for future-oriented competencies	Frequency	0.00	02	05	16	17
	%	*0.00*	*5.0*	*12.5*	*40.0*	*42.5*
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at lower management level	Frequency	02	05	07	14	12
	%	*5.0*	*12.5*	*17.5*	*35.0*	*30.0*
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at the middle management level	Frequency	03	03	11	15	08
	%	*7.5*	*7.5*	*27.5*	*37.5*	*20.0*
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level	Frequency	06	03	08	13	10
	%	*15.0*	*7.5*	*20.0*	*32.5*	*25.0*

Table 1.3: t-test results of *Gender* wrt to Job descriptions;

	Gender	N	Mean	SD	F	Sig.	t	df	Sig. (2-tailed)
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at the middle management level	Male	31	3.74	1.064	.002	.969	2.074	38	**.045**
	Female	9	2.89	1.167					
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level	Male	31	3.77	1.203	.868	.357	3.096	38	**.004**
	Female	9	2.33	1.323					

Male employees (M=3.74, SD=1.064) as compared to female employees (M=2.89, SD=1.167) agreed significantly (t (38) =2.0742, p=0.045) more strongly on '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at middle management level*'. It was also found that male employees (M=3.77, SD=1.203) as compared to female employees (M=2.33, SD=1.323) agreed significantly (t (38) =3.096, p=0.004) more strongly on '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level*'.

There was no difference of gender on 'The job descriptions are defined for all the roles as per the organizational objectives', 'The current job descriptions meet the expectations of the organization', 'The candidates are hired for their current competencies', 'The candidates are hired for future-oriented competencies', and 'Job descriptions that do not fulfill the current requirements of the organization are mostly observed at lower management level'.

Table 1.4: t-test results of *Service Length* wrt to Job descriptions

	Service length in years	N	Mean	SD	F	Sig.	t	df	Sig. (2-tailed)
Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level	0-2 years	10	2.70	1.703	18.554	.000	-2.895	23	.008
	3-5 years	15	4.13	0.743			-2.507	11.314	

HR managers with service length of 3-5 years (M=4.13, SD=0.743) as compared to HR managers with service length of less than 2 years (M=2.70, SD=1.703) agreed significantly (t (23) =-2.895, p=0.008) more strongly on '*Job descriptions that do not fulfil the current requirements of the organization are mostly observed at higher management level*'.

There was no difference of service length on '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at middle management level'*. 'The job descriptions are defined for all the roles as per the organizational objectives', 'The current job descriptions meet the expectations of the organization', 'The candidates are hired for their current competencies', 'The candidates are hired for future-oriented competencies', and 'Job descriptions that do not fulfill the current requirements of the organization are mostly observed at lower management level'.

VI.   CONCLUSION

As per the given analysis, it could be seen that in the selected organizations the *candidates were hired for future-oriented competencies'* attained the highest rank and the lowest rank was attained by '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level'*. Male employees as compared to female employees agreed significantly more strongly on '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at middle management level'*. It was also found that male employees as compared to female employees agreed significantly more strongly on '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level'*. HR managers with service length of 3-5 years as compared to HR managers with service length of less than 2 years agreed significantly more strongly on '*Job descriptions that do not fulfill the current requirements of the organization are mostly observed at higher management level'*.

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