



Competency Of Managers Of Different Industries - A Study With Reference To Sivakasi

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ABSTRACT

Management is the great task which leads the success of the organization. Some authors say that management is the art. The role of manager in the organization is crucial and important. In order to face such crucial and important task generally manager needs some special qualities and qualifications. Such qualities and qualification here called as competency. Sivakasi is a industrial town full of match works and fireworks, run round the clock throughout the year. There are thousands of organization in Sivakasi. Therefore this study makes an attempt to analyse the competency of managers of different industries in Sivakasi.

Keywords :Competency, Leadership, Quality, Managers.

INTRODUCTION

Effective leadership is commonly viewed as central to organizational success, and more importance is placed on the role expansion of the "Top-chair" leaders than ever before. This top-management role expands horizontally, vertically and also diagonally. Increasingly, leadership is defined not as what the leader does but rather as a process that engenders and is the result of relationships - relationships that focus on the interactions of both leaders and collaborators, instead of focusing on only the competencies of leaders. It is also more about the role expansion and enrichment, especially for the top chairs. The role of top level managers in an organization has been undergoing significant changes in recent times. With the implementation of new legislations to avoid frauds and malpractices, and with the increased demands of stakeholders, the job of top management is becoming more tedious and enormous. As top leaders are expected to be omnipresent throughout the company, they tend to implement many control techniques in the workplace, especially in decision-making areas. Today's top management is 'business' leaders, not merely of their own domain. This top leader may be called as manager, managing director, chief executive manager, etc.

The need for good managers is not going away. It is intensifying. With 'flatter' organizations and self-directed teams becoming common; with personal computers and networks making information available to more people more quickly; the raw number of managers needed is decreasing. However, the need for good managers, people who can manage themselves and others in a high stress environment, is increasing. In order to cater these needs, the manager can do to the followings.

STATEMENT OF THE PROBLEM

Managing in today's complex workplace demands a new type of leadership. Twenty-first century managers must lead as visionaries and entrepreneurs, mentors and change agents, team builders and servant-followers. To succeed, they must increase competitive advantage, improve customer service, nurture a diverse workplace and meet unprecedented global, ethical, and business challenges. Leadership success depends on developing and using the skills that move organizations and people forward toward these common goals and objectives.

Sivakasi, a municipal town in Virudhunagar District, is famous for cottage and small scale industries, which provides employment to plenty of poor people. In Sivakasi there are innumerable business units working in and around. All the organizations are managed by the person who called as manager. The success of the organization is some extent depends upon the efficiency of the manager. Hence this research study analyses the competency of managers of different industries in Sivakasi.

SCOPE OF THE STUDY

The study mainly confined to the competency of managers of different industries in Sivakasi. The competency of manager has been analysed through the opinion of employees of different industries in Sivkasi. Sivakasi is the place which full of tiny and small scale industries. In small scale industries, generally a one man is appointed as a manager who is responsible for all activities of the business like production, accounts, marketing, and finance and so on. Therefore this study discusses the competency of that type of manager.

OBJECTIVE OF THE STUDY

The present study has the following objective.

- Ø To analyse the opinion of employees about the attitude and competency of managers.
- Ø To measure the competency of managers at different industries in Sivakasi.
- Ø To offer suitable suggestions on basis of findings of the study.

METHODOLOGY OF THE STUDY

This study is blend of both the descriptive and analytical methods. The first hand information has been collected from the sample employees to analyse the competency of managers of different industries. The secondary data has also been collected from books, journals, newspapers bulletin and web-sites.

SAMPLE OF THE STUDY

The main objective of the study is analysis of the competency of managers of different industries. Sivakasi taluk was chosen as the area of the study. It was very difficult to collect the data from the entire population. Hence the researcher has decided to use sampling technique. The sample size has been fixed at 75. The Stratified sampling technique has been used to select the sample employees.

PLAN OF ANALYSIS

The data were analysed using appropriate statistical techniques such as percentages, averages, weighted average method, mean and standard deviation.

The mean and standard deviation have been used to measure the competency level of managers of different industries at Sivakasi.

FIELD WORK AND DATA COLLECTION

The researcher himself carried on the field investigation of study during the period from January 2011 to April 2011. Personal interview method was adopted to collect the opinion of employees about the competency managers of different industries in Sivakasi.

DATA PROCESSING

After completing the interview schedule a through check of the data was made. Then the researcher prepared a tally mark sheet for the purpose of classifying the data. With the help of the tally sheet, the master table was prepared and lastly classification tables were prepared for further analysis and interpretation of data.

LEADERSHIP STYLE OF MANAGERS

In order to know the leadership style of the managers, the employees are asked about the leadership style of the managers. Table 12 shows the leadership style of the managers.

Leadership Styles of Managers

S. No	Particulars	No. of Employees	Percentage
1.	Autocratic	8	10.60
2.	Democratic	24	32.00
3.	Free rein	5	6.60
4.	Attractive	19	25.40
5.	Participative	19	25.40
Total		75	100

Source: Primary Data

Form the above Table 12 it is clear that 10.6 per cent of the employees feel that the managers are autocratic, 32 per cent feels that the managers are democratic, 6.60 per cent feels that the managers are free rein, 25.4 per cent feels that the managers are attractive and the remaining 25.4 per cent feels that the managers are participative in decision making.

OPINION OF EMPLOYEES ABOUT SUPPORTIVE CHARACTER OF MANAGERS

The following Table 13 shows the opinion about supportive character of managers.

Supportive Character of Manager

S. No	Particulars	No. of Employees	Percentage
1.	Support the labour	63	84
2.	Not support the labour	12	16
Total		75	100

Source: Primary Data

From the above table 13 it is clear that 84 per cent of the employees feel that the managers are support the labour and 16 per cent feels that the managers are not support the labour.

OPINION ABOUT THE TECHNICAL COMPETENCY OF MANAGERS

The following Table 14 shows the technical competency of managers of different concerns in Sivakasi.

Technical Competency of the Manager

S. No	Particulars	No. of Employees	Percentage
1.	Competent	60	80
2.	Not competent	15	20
Total		75	100

Source: Primary Data

From the above Table 14, it is clear that 80 per cent of the employees feels that the managers are technically competent and 20 per cent feels that the managers are not technically competent for their job.

OPINION OF EMPLOYEES ABOUT INDUSTRIAL KNOWLEDGE OF THE MANAGERS

The following Table 15 shows the industrial knowledge of the managers of different industries in Sivakasi.

Industrial Knowledge of the Managers

S. No	Particulars	No. of Employees	Percentage
1.	Well Knowledgeed	59	78.60
2.	Poor knowledgeed	16	21.40
Total		75	100

Source: Primary Data

From the above Table 15 it is clear that 78.60 per cent of the employees feel that the managers are knowledgeable about the industry where they are working and 21.40 per cent of the employees feel that the managers have poor knowledge.

Suggestions

In Sivakasi most of the businesses are family business. The managers of that business firms are personally related to the proprietors or owner. Here the qualification is not considered for the appointment. Therefore the managers of these firms should qualify themselves.

The manager should develop the communication skills and other skills in order to develop the business. He should have the sense of hearing the opinion of all the stakeholders of the business. It is suggested that the owners should come forward to allow the manager to take decision independent. The managers should treat all employees equally and distribute the work evenly. The managers should take steps to know the legislations regards with the business.

The manager should treat the employees equally and give chances to act independently.

The manager should make discussion with employees about business decisions.

Learning is the continuing process. Manager is not an exception to this. Therefore, they should learn from each and every experiences. That will help them in future.

CONCLUSION

The Competency of managers has been measured on the basis of the opinion received from employees. According to the opinion of the employees most of the managers of different industries in Sivakasi are competent for the post of managers. Some of the managers are highly competent and few are not competent.

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