
Identification of Managerial Skill Prevailing In Tirupur Knitwear Industry

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Abstract

Effective talent management has positive effects on efficiency of the firm. RMG products and offer higher value-added services, such as research and product design, rapid establishment of the RMG sector; however, these day knitwear units functioning in Tirupur are facing the challenge to upgrade and improve their productivity in order to stay competitive in the global arena. This study aims to assess the nature of skill gap prevail among managerial employees working in knitwear units in Tirupur. The study observed that the managerial employees employed in knitwear firms are recruited based on skilled possessed by the potential employees, educational qualification, English language fluency, merchandising skills possessed and creative thinking of the employees. The study inferred that there exists skills gap among the employees surveyed. Managers working

in Tirupur knitwear factories expected to strengthen following work skills: demand forecasting, distribution requirement planning, and functional knowledge, inventory management, integration of information flow internally and externally, garment cutting and tailoring skill, dyeing and printing skills. The study also acknowledge the fact that almost 99.73 per cent of sample respondents have said that career progression and enhancement prospects are well available in Tirupur knitwear industry.

Key Words: Skill Gap, Knitwear Industry, Managerial Employees Efficiency

Introduction

In the age of cut throat competition among continuous upgradation of employee skills is must to remain competitive in a sector like textiles and clothing, where export potentials are high. Realising this fact

Knitwear export organisations functioning in Tirupur is undergoing dramatic changes, which have added a fresh perspective to management philosophy and managers shifting their styles from conventional to participation oriented managerial styles. Effective talented middle level managers are the need of the hour for the knitwear manufacturing units functioning in Tirupur for sustainability and diversification of production and upgrading to higher-value products and activities in Knitwear factories functioning in Tirupur cluster. Effective talent management has positive effects on efficiency of the firm. RMG products and offer higher value-added services, such as research and product design, rapid establishment of the RMG sector; however, these day knitwear units functioning in Tirupur are facing the challenge to upgrade and improve their productivity in order to stay competitive in the global arena.

The skill of employees working in this industry are passed on generation to generation through passage of knowledge from one learned employee to another and there a few institutions that truly train the employees in their skill sets required to render their services flawless. To meet the growing global demand and to remain

competitive among Asian competitors Indian apparel industry needs more than 10 million trained workers. Moreover, due to globalisation of textile and clothing business across the world after the removal of quota system in 2005, there are number of opportunities available to the small and medium scale entrepreneurs to boost their business with the support of technological advancement, this again provides wider scope for enough job creation in this sector.

Issues Focused

Due to globalisation of textile and clothing business across the world after the removal of quota system in 2005, there are number of opportunities available to the small and medium scale entrepreneurs to boost their business with the support of technological advancement, this again provides wider scope for enough job creation in this sector. But, the irony is that there is shortage of right employees with required skills to performance their jobs. The textile and clothing industry faces issues especially in recruiting employees in managerial carder, who has right knowledge on clothing Value Chain and its effective management.

Objective of the Paper

This study aims to assess the nature of skill gap prevail among managerial employees working in knitwear units in Tirupur.

Methodology Adopted

In the initial phase, detailed secondary search was conducted and this form bases for desk research that helped the researcher to design review of available secondary literature for the study concern. Required primary data were collected from the managerial employees working garment manufacturers and exporters with support of well- structured questionnaire. Judgmental sampling technic was adopted in selection of sample managerial employees for collection of data. Out of the 717, merchant export units 32 per cent of the units were chosen as sample, from each units a sample of five managerial employees were again selected for data collection that was summed to 1150 employees, 1096 questionnaires distributed were returned by the sample population and rests of the 54 questionnaires were found to be either incomplete or not returned by the sample respondents

Results and Discussions

The results of empirical analysis revealed 93.70 per cent of the respondents are male, 58.76 per cent of the respondents belong to the age group of 31-40 years and 59.67 per cent of the sample respondents are said to be degree holder. The sample population is duly segment as per their designation: 24.82 per cent human resource manager, 17.79 per cent general manager, 15.51 per cent production manager. Consequently, 14.42 per cent are in others category of occupation like: sales manager, supervisor, cost manager, managing director etc., and 6.39 per cent of the finance manager and rests of 0.82 per cent are working as marketing manager. Further, it has been observed 33.49 per cent of the respondents have accumulated 5-10 years of work experience and 19.71 per cent of the respondents have said that they work for more than 15 years in knitwear factories. Majority i.e., 78.56 per cent of the respondents have stated that there is effective talent pool made by the knitwear firms functioning in Tirupur cluster. And 98.45 per cent of the respondents have said that knitwear firms recruited skilled persons.

TABLE: 1(A)

**EMPLOYEES' LEVEL OF PERCEPTION TOWARDS
NATURE OF SKILL LIKE TO POSSESS IN FUTURE
AS LACK AT PRESENT**

Skills	Skills Possessed at Present	Percentage	Skills Expected to Strengthen in Future	Percentage
	Mean		Mean	
Works Skills				
Demand forecasting	3.89	77.80	4.05	81.00
Distribution requirement planning	3.75	75.00	3.80	76.00
Functional knowledge	3.56	71.20	3.79	75.80
Inventory management	3.56	71.20	3.70	74.00
Integration of information flow internally & externally	3.70	74.00	3.82	76.40
Garment cutting & Tailoring skill	3.59	71.80	3.64	72.80
Dyeing & Printing Skills	3.66	73.20	3.69	73.80
Supply Management skill	3.64	72.80	3.56	71.20
Communication Skills				
Computer skill	3.64	72.80	3.81	76.20
Communication skills written and oral	3.79	75.80	3.65	73.00
Conflict management	3.68	73.60	3.69	73.80
Coordination skill	3.61	72.20	3.75	75.00
It skills	3.60	72.00	3.69	73.80
Documentation filling & recording skills	3.68	73.60	3.60	72.00
People Skills				
Inter-personal skills	3.76	75.20	3.83	76.60
Problem solving skill	3.88	77.60	3.85	77.00
Team orientation (co-ordination)	3.66	73.20	3.64	72.80
Understanding other emotions	3.51	70.20	3.60	72.00
Tolerance or for going ability	3.64	72.80	3.54	70.80
Exchange of skills to others	3.69	73.80	3.65	73.00
Adoption skill	3.62	72.40	3.63	72.60
Customer Skills				
Innovative Designs Creation	3.67	73.40	3.75	75.00
Critical reasoning skill	3.70	74.00	3.79	75.80
Cross-functional coordination skills	3.76	75.20	3.68	73.60
Cross-functional awareness	3.67	73.40	3.59	71.80
Work skill	3.66	73.20	3.56	71.20

Source: Computed from Primary Data

TABLE: 1(B)

**EMPLOYEES' LEVEL OF PERCEPTION TOWARDS
NATURE OF SKILL LIKE TO POSSESS IN FUTURE
AS LACK AT PRESENT**

Skills	Skills Possessed at Present	Percentage	Skills Expected to Strengthen in Future	Percentage
	Mean		Mean	
Leadership Skills				
Listening other Requirements	3.77	75.40	3.74	74.80
Motivator (Benevolent)	3.69	73.80	3.76	75.20
Mind Reading Ability	3.65	73.00	3.71	74.20
Visionary – Future Planning	3.66	73.20	3.60	72.00
Work skill	3.62	72.40	3.74	74.80
Business Skills				
Ability to Benchmarking Task	3.67	73.40	3.77	75.40
Maintaining Business Ethics	3.64	72.80	3.68	73.60
Business process improvement	3.71	74.20	3.61	72.20
Being Trustworthy	3.62	72.40	3.67	73.40
Keeps promises (Truthfulness / Honest)	3.49	69.80	3.62	72.40
Analytical Skills				
Analytical skill	3.82	76.40	3.83	76.60
Ability to make decisions	3.80	76.00	3.69	73.80
Ability to plan	3.58	71.60	3.67	73.40
Ability to priorities	3.53	70.60	3.66	73.20
Ability to see big picture	3.66	73.20	3.78	75.60

Source: Computed from Primary Data

It is observed that managers working in Tirupur knitwear factories expected to strengthen following work skills: demand forecasting, distribution requirement planning, functional knowledge, inventory management, integration of information flow internally and externally, garment cutting and tailoring skill, dyeing and printing skills. It has been inferred that sample managers expected to strengthen

communication skills like: Computer skill, Conflict management, Coordination skill and It skills in future. Focused People skills improvements in future are: Interpersonal skills, understanding other emotions and adoption skill. Customer skills skill enhancement expected by the sample population are: Innovative Designs Creation and Critical reasoning skill. Leadership skills: motivator (Benevolent) and Mind Reading ability. Managers are willing to improve the business skills in

future such as: Ability to Benchmarking Task, Maintaining Business Ethics, Being Trustworthy and Keeps promises. Further, it has been inferred that following skills are expected to

improve in future such as: Analytical skill, Ability to plan, Ability to priorities and Ability to see big picture

EXHIBIT: 4.37
EMPLOYEES' LEVEL OF PERCEPTION TOWARDS NATURE OF SKILL LIKE TO POSSESS IN FUTURE AS LACK AT PRESENT

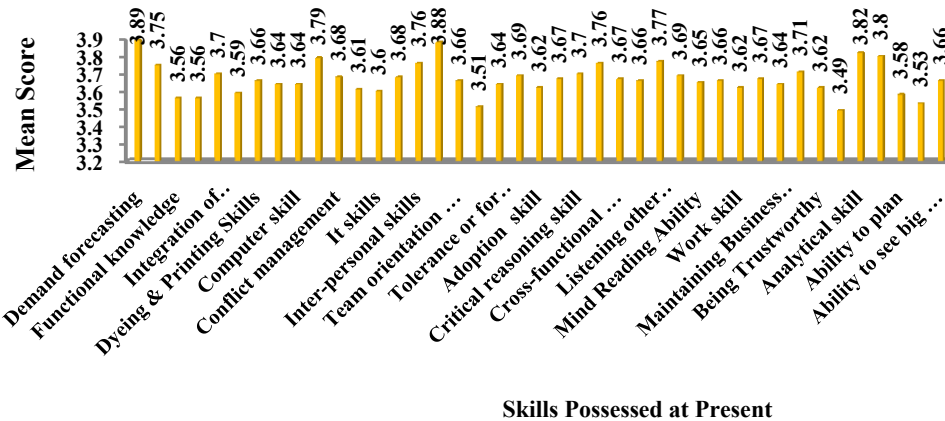
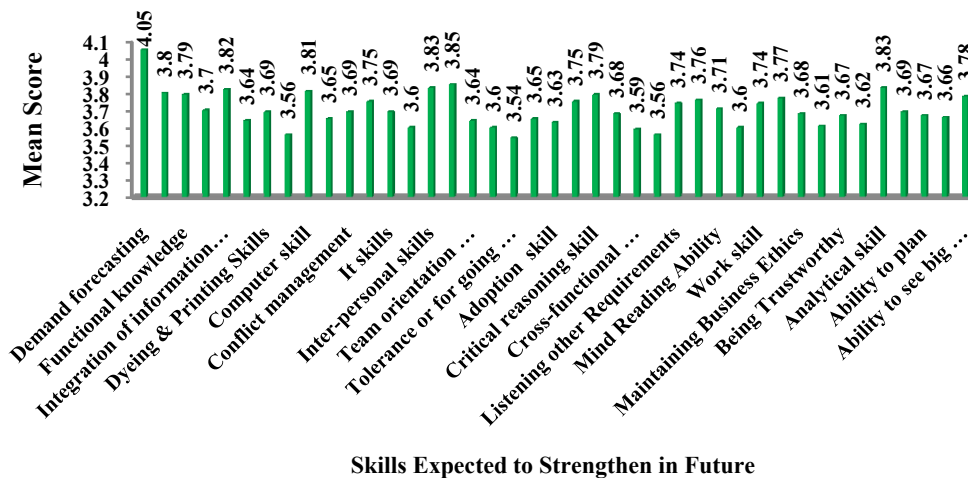


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Findings

The study observed that the managerial employees employed in knitwear firms are

recruited based on skilled possessed by the potential employees, educational qualification, English language fluency, merchandising skills possessed and creative thinking of the employees. The study inferred that there exists skills gap among the employees surveyed. Managers working in Tirupur knitwear factories expected to strengthen following work skills: demand forecasting, distribution requirement planning, and functional knowledge, inventory management, integration of information flow internally and externally, garment cutting and tailoring skill, dyeing and printing skills. The study also acknowledge the fact that almost 99.73 per cent of sample respondents have said that career progression and enhancement prospects are well available in Tirupur knitwear industry.

Conclusion

Based on the above mentioned findings it is right to mention that employees need to strengthen their skill in order to excel in their job, to record efficiency in their performances, in work handling and completion of assigned task in right time and with right specifications mentioned by the overseas buyers. The authors also like to emphasis the fact that prevalence of

inadequacy of skills among manager and workers greatly hindered the competitive position of RMG (Ready Made Garment) sector, especially in term productivity, labour efficiency and also in rendering flawless services to the overseas buyers. As stated earlier the stakeholders have to realise the fact that effective talented middle level managers are the need of the hour for the knitwear manufacturing units functioning in Tirupur for sustainability and diversification of production and upgrading to higher-value products and activities in Knitwear factories functioning in Tirupur cluster.

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