

Nature of Employee Recruitment Practices Adhered in the Knitwear Units in Tirupur District

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ABSTRACT

Textile and clothing is the sector major industrial activity in India, observed by the agricultural practices. Effective, talented middle level managers are in high demand for the knitwear manufacturing companies in Tirupur to remain competitive in the global market. This survey proposes to evaluate the nature of employee recruitment practices adhered in the knitwear units in Tirupur. Quantitative research technique has been adopted for collection of secondary data i.e., reviews of literature. An elaborate field survey was conducted for collection of required primary data. The required data were accumulated by the supply of fully close-ended questionnaire. 1150 questionnaires were distributed, of which 1096 questionnaires returned by the sample population. The study has retained 1096 questionnaires only. Frequency distribution or say simple percentage analysis and Scaling measurement techniques Kendall's concordance of co-efficient was applied to assess the factors. According to the findings, management cadre personnel in knitwear companies are hired based on their talents, educational qualifications, English language fluency, merchandising ability, and innovative thinking. The following work skills are expected to be strengthened by managers working in Tirupur knitwear factories: 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 skill.

Key Words: Knitwear, Managers, Recruitment practices, Skill and Knowledge.

Introduction

Textile and clothing is the sector major industrial activity in India, observed by the agricultural practices. This industry contributes 10 per cent of the total manufacturing practice carried across the country, though it contributes just four per cent to the nation's GDP (Gross Domestic product), in total 14 per cent of the country's export earnings comes from this sector. Tirupur knitwear sector contributes total of 47 per cent of total apparel exports of the nation. The export volume of this region value to Rs.24000 crores and the export from this sector is anticipated to reach Rs.1 lakh Crore by 2020. Tirupur knitwear cluster holds a very significant position in the India Textile and Clothing industry. Effective, talented middle level managers are in high demand for the knitwear manufacturing companies in Tirupur to remain competitive in the global market. For sustainability and diversification of production and upgradation of higher-value merchandise, activities in Knitwear factories functioning in Tirupur cluster, effective talent management have been riveted by the exporting firm.

Scope of the Study

This survey proposes to evaluate the nature of employee recruitment practices adhered in the knitwear units in Tirupur.

Statement of the Problem

Knitwear export organisations in Tirupur are witnessing significant changes, which have given management philosophy a fresh perspective and resulted in managers transitioning from traditional to participation-oriented management approaches. The managerial skills a person need to possess for effective

execution of their work are: Personal skill like self-awareness, stress management, problem solving skills, interpersonal skills like, communication skills, power of influencing others, conflict management, skills of motivating people. Beside, these skills managers also need to possess group skills like empowerment, team building and authority delegation. But, the irony is that the many exporters in Tirupur sector claim that present day managerial cadre employees in the knitwear sector most likely to face difficulties in complying with business conditions. Moreover, there is no clear empirical evidences that helps in establishing the managerial efficiency, competency or skill gaps that prevails in the Tirupur knitwear sector. This study aims to analyse Managerial skill gaps in the knitwear industry in Tirupur District, Tamil Nadu.

Objectives of the Paper

- To evaluate the nature of employee recruitment practices adhered in the knitwear units in Tirupur.

Hypotheses of the Study

H1: There exists a difference in the primary factors considered by export firms while recruiting employees.

Methodology of the Study

Stage I: Quantitative research technique has been adopted for collection of secondary data i.e., reviews of literature.

Stage II: Since descriptive research work is based on observation, this study is also deemed to be qualitative in nature. An elaborate field survey was conducted for collection of required primary data. The required data were accumulated by the supply of fully close-ended questionnaire.

Import of the Study Area

Tirupur has been known as one of the primary textile and clothing clusters functioning in India. This cluster is too recognized for its specialization in cotton knitwear manufacturing, as well known as “Dollar City” or “Knit City”. In total there are 1024 registered exporters are functioning in Tirupur as per the TEA report (Tirupur Exporters Association). The output and export potential and economic significance of this region motivated research to choice this region for the conduct of the work and assess the nature of managerial skill or its related gap prevailing in this part.

Sampling Framework

Preliminarily the entire sample population, i.e., Exporters in Tirupur were classified into three, based on their proportionate distribution the sample population was selected. In total there are 1024 registered exporters are functioning in Tirupur as per the TEA report (Tirupur Exporters Association). These exporters are sorted into three categories i.e., Manufacturing, exporters, merchant exporters and third-party exporters. This categorization of the exporter is named as a cluster (segmentation), the export units are chosen based on certain judgment i.e., Criteria.

Nearly here, 1150 questionnaires were distributed, of which 1096 questionnaires returned by the sample population and rests of the 54 questionnaires were found to be either incomplete or not refunded by the sample respondents, thus, these 54 questionnaires were taken off from actual sample. In this survey, only 1096 questionnaires were retained.

Data Source

Data collection made by the researcher has been split into two phases. In the beginning phase, the researcher largely concentrated along the revaluation of available secondary literature, which constitute a piece of the desk research work. The data were compiled from statistics published by the WTO (World Trade Organization), Apparel Export Promotion Council (AEPC), and garment industry associations, multilateral agencies, research works, operating papers, papers, magazines, diaries, web sites and other authenticated published sources.

Statistical Tools Applied

- In the first, stage of data analysis observed data were sorted out and tabulated with the support of frequency distribution or say simple percentage analysis.
- Scaling measurement techniques Kendall’s concordance of co-efficient was applied to assess the factors weighed by the exporters while recruiting employees in managerial position.

Top Level Executives Knowledge in Skill Identification

Manpower skill identification is very critical for any organisation, especially during recruitment of an individual for a specific. Selection of the right man for the right job ensures that the organization acquire the right talent for the specific job. As skilled persons are constantly viewed as more fat compared to less or least skilled persons. In this section of study man power recruitment practices of knitwear factors has been discussed.

TABLE 1

Top Level Executives' Opinion on Nature of Employees Recruited In Their Organisation

Sl.No	Opinion	No. of the Respondent	Percentage
1.	Very Effective	179	16.33
2.	Effective	861	78.56
3.	Moderately Effective	49	4.47
4.	Not Effective	4	0.37
5.	Not at all Effective	3	0.27
	Total	1096	100

Source: Primary Data

The study inferred that majority i.e., 78.56 per cent of the knitwear factories have succeeded in attracting right talents i.e., skilled people.

TABLE 2

Top Level Executives' Opinion on Recruitment of Skilled Persons in the Organisation

Sl. No	Opinion	No. of. Respondents	Percentage
1.	Skilled Persons	1079	98.45
2.	Unskilled Persons	17	1.55
	Total	1096	100

Source: Primary Data

The above table inferred that 98.45 per cent of the top level executives have opined that their management mostly recruits skilled people. Remaining 1.55 per cent of the managers' has claimed that their organisation has recruited less skilled persons in their concern.

Knitwear factories functioning in Tirupur have succeeded in recruiting 98.45 per cent skilled employees.

TABLE 3

Top Level Executives' Opinion on Nature of Skills Preferred By Their Employers

Sl.No	Types of Skills	No. of the Respondent (N=1079)	Proportionate Percentage
1.	Work Skill	621	57.55
2.	Communication Skill	409	37.91

3.	People Skill	247	22.89
4.	Customer Skill	302	27.99
5.	Leadership Skill	277	25.67
6.	Business Skill	217	20.11
7.	Analytical Skill	177	16.40

Source: Primary Data

Knitwear exporting firms focuses on the work skill i.e., the performances employees to complete the assigned task i.e., 57.55 per cent.

EXHIBIT 1

Top Level Executives' Opinion on Nature of Skills Preferred By Their Employers

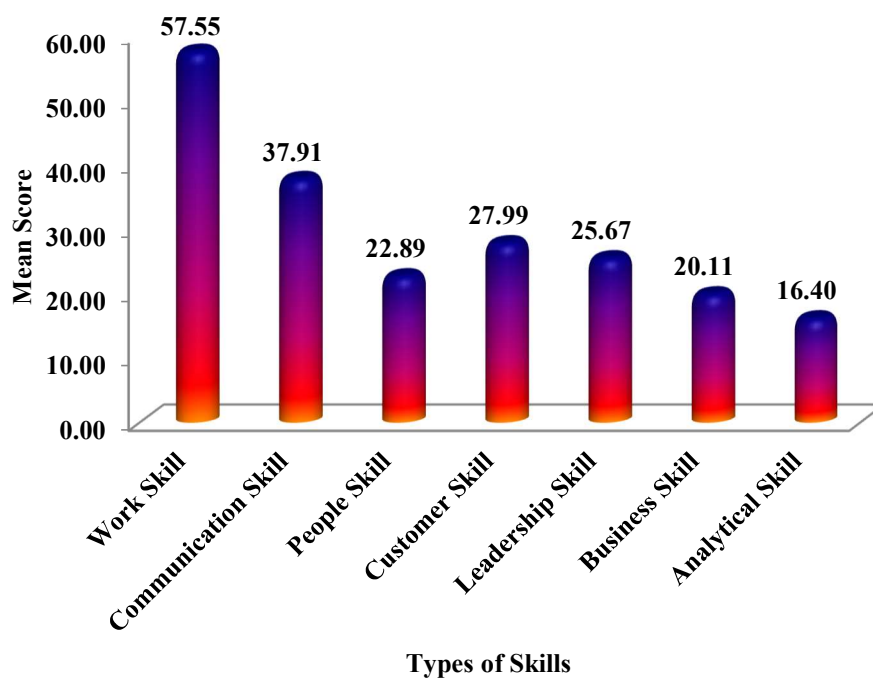


TABLE 4

Top Level Executives' Level of Awareness on the Nature of Managerial Skills Demanded By the Employers

Sl.No	Awareness	No. of the Respondent	Percentage
1.	Very High	629	57.39
2.	High	421	38.41
3.	Moderate	40	3.65
4.	Low	3	0.28
5.	Very Low	3	0.27
	Total	1096	100

Source: Primary Data

The study observed that 57.39 per cent of the managers have expressed very high level of awareness towards the managerial skill demanded by their employers.

TABLE 5

Top Level Executives' Realisation on Basic Qualities Expected From a Potential Employees

Sl.No	Opinion	No. of the Respondent (N=1096)	Proportionate Percentage
1.	Based on Educational Qualification	540	49.27
2.	Relationship with the Owners	544	49.64
3.	Based on Previous Work Experiences	559	51.00
4.	Based on Training Gained	553	50.46

Source: Primary Data

The study confirmed that 51 per cent of the managers recruited on the basis of previous work experience gained by the potential employees.

EXHIBIT 2
Top Level Executives’ Realisation on Basic Qualities Expected From a Potential Employees

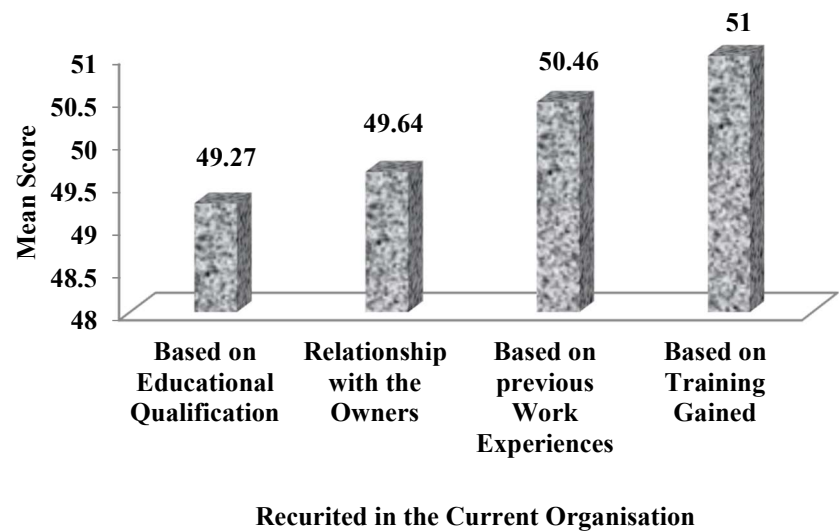


TABLE 6

Primary Factors Stated By Top Level Executives While Recruiting Them in the Current Organisation

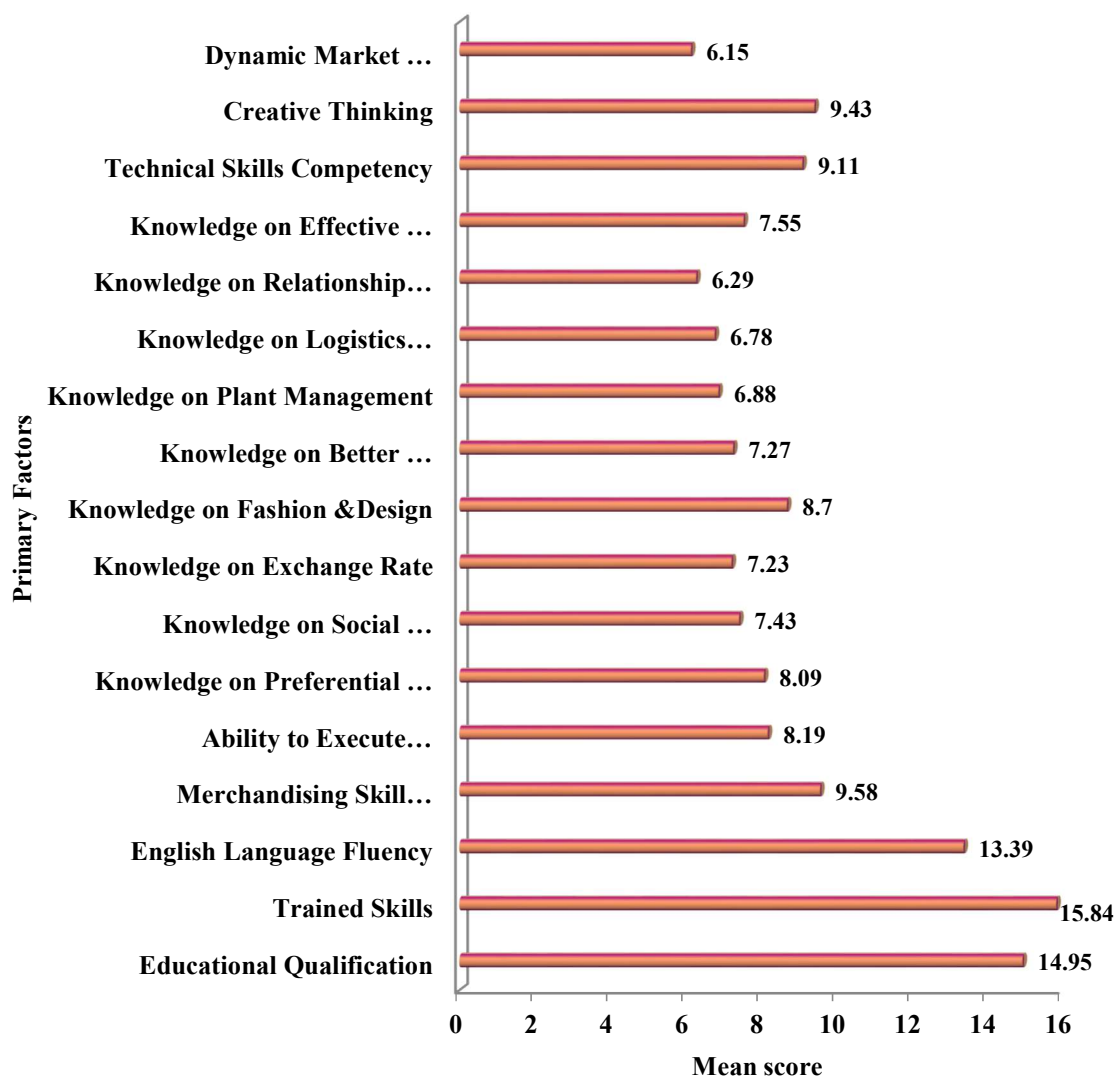
Sl. No	Factors	Sum	Mean	Rank
1.	Educational Qualification	16380	14.95	2
2.	Trained Skills/ Previous Work Experience	17362	15.84	1
3.	English Language Fluency	14677	13.39	3
4.	Merchandising Skills Possessed	10505	9.58	4
5.	Ability to Execute Orders on Time	8978	8.19	8
6.	Knowledge on Preferential Trade Agreement	8862	8.09	9
7.	Knowledge on Social & Labour Welfare Norms	8147	7.43	11
8.	Knowledge on Exchange Rate	7923	7.23	13
9.	Knowledge on Fashion & Design	9540	8.70	7
10.	Knowledge on Better Quality Management	7973	7.27	12
11.	Knowledge on Plant Management	7545	6.88	14
12.	Knowledge on Logistics management	7431	6.78	15
13.	Knowledge on Relationship & Negotiation Management	6891	6.29	16
14.	Knowledge on Effective Pricing	8278	7.55	10
15.	Technical Skills Competency	9983	9.11	6
16.	Creative Thinking	10337	9.43	5
17.	Dynamic Market Orientation	6736	6.15	17

Source: Primary Data

Thus the study inferred that majority of the top level executives are recruited based on their previous work experience and nature of trained skills acquired by them.

EXHIBIT 3

Primary Factors Stated By Top Level Executives While Recruiting Them in the Current Organisation



In Table 5 a set of skill factors are listed, that employer expect their employees to be possess to render the task assign to them flawless. The discussion made in the previous table provided a base for constructing the first hypothesis of this study.

H1: There exists a difference in the primary factors considered by export firms while recruiting employees.

TABLE 7

Result of Kendall's Concordance of Co-Efficient Primary Factors Stated by Top Level Executives While Recruiting Them in the Current Organisation

W	S	DF	Chi-Square Value	Table Value
.966	408	16	16.000	26.296

Level of significance: 5 per cent

The calculated chi-square value 16.000 is less than the table value 26.296, at 5 per cent level of significance. Therefore, the hypothesis framed is accepted. Hence, it is inferred that there exists a difference in the primary factors considered by export firms while recruiting employees. In an export firm different activities are carried right from production to dispatch of goods. During this value chain process managers are responsible to monitor, control and supports in smooth flow of various operations, they have to build-in co-ordination among employees at different level and from synchronization of operation carried in different departments of works. Export firms based on its size, operational capacity, number of countries it exports and level of technological advancement its practices, select their managerial employees. Thus one export firm's managerial need is different from other export firm.

Findings of the Study

- The study inferred that majority i.e., 78.56 per cent of the knitwear factories have succeeded in attracting right talents i.e., Skilled people.
- The study notified that Knitwear factories functioning in Tirupur have succeeded in recruiting 98.45 per cent skilled employees.
- Knitwear exporting firms focus on the work skill i.e., the performances employees to complete the assigned task i.e., 57.55 per cent.
- The study observed that 57.39 per cent of the managers have expressed a very high level of awareness towards the managerial skill demanded by their employers.
- The study confirmed that 51 per cent of the managers recruited on the basis of training they gained in their current organisation.
- The study depicted that majority of the top level executives were recruited in the current organisation based on their previous work experience and nature of trained skills acquired by them.

Suggestions

- The manufacturing or export firms are suggested to concentrate more on enhancing the basic knowledge of their managers.
- The garment manufacturing cum exporters are suggested to conduct frequent seminars and discussion sessions with experts as it helps the managers to gain more knowledge and to develop their competency skills.
- If the managers pay more attention to enhance their competency skill sets it supports them in enhancing their work quality and performance.

Conclusion

According to a survey, executives employed by knitwear companies are recruited based on potential employee qualifications, education qualifications, English fluency, existing merchandising skills, and employee creative thinking. The study inferred that there exists a skills gap between the top level executives as surveyed. Managers working in the 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. As Tirupur contributes nearly 75 per cent of cotton garment

exports earning and it retains a very reputed position at international market. At the same time this industrial cluster also suffers from certain operational inefficiencies.

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