Research Paper   **Human Resource**

A Predictive Model - Cluster of Endearing Behaviors of Employees in Tirupur Garment Industry

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ABSTRACT

The garment sector has been always the first industry to start developing an economy. In today's business environment, it's important to measure and predict the performance. The current globalization of economy necessitates innovative approaches in managing the work force. The fast changes happening in the demography and social systems thereof have given breathing space for various HR practices enhancing the employee productivity and growth. Cluster of successful behaviors is a process of identify key competencies for an organization and using those competencies throughout the various processes of the organization. It is enable individual to identify and articulate what they offer-regardless of the job they happen to have at the time so that their organization can see, value and utilize what capability is actually available. Every well managed firm should have well defined roles and list of competencies required to perform each role effectively. This paper is aimed to find out the cluster of successful behaviors of employees in Garment industry. The well structured questionnaire is constructed with sample respondents. 120 samples are chosen using convenient sampling technique. Both primary and secondary data collection method is employed to collect data for the study. The collected data is analyzed using simple percentage, chi -square and Co-efficient of Correlation. The suitable suggestions and conclusion are drawn based on the findings.

Keywords : Competencies, Endearing behaviors, Garment employees.

INTRODUCTION

Every industry in the present scenario is trying to achieve high efficiency and effectiveness in order to survive in this cutthroat competition Health behaviors do not occur in isolation. Relatively they cluster together. Every well-managed firm should have well defined roles and list of competencies required to perform each role effectively. Competency mapping identifies an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts need to be directed. Competency mapping is not only done for Confirmed employees of an organization and it can also be done for contract workers or for those seeking employment to emphasize the specific skills which would make them valuable to a potential employer. It is essential to examine patterns of health behaviors to inform a more holistic approach to health in both health promotion and illness prevention strategies. "A combination of knowledge, skills, attitude and personality of an individual as applied to a role or job in the context of the present and future environment that accounts for sustained success within the framework of Organizational Values."

Skills and competency, therefore, becomes a focal point of companies, which aims at improving their performance. Each industry, especially production industries, emphasizes on skill and competency Cluster of Endearing behaviors are also defined as "competencies. Competency mapping plays a very important role in the recruitment & retention process. Through Competency mapping organization can make a accurate analysis about the difference between the job requirement and candidate's capability for doing that job & the training needed to fill that gap.

Key ingredients to facilitating successful behavior change
· Building self-efficacy while recognizing autonomy
· Identifying and facilitating readiness to change
· Facilitating motivation to change
· Helping to prevent and manage relapses
· Fostering a good working alliance
· Using evidence-based procedures
· Providing relevant information and advice

· Allowing sufficient time for change

Key Elements
There are three key elements required for behavior change to be successful, these are:
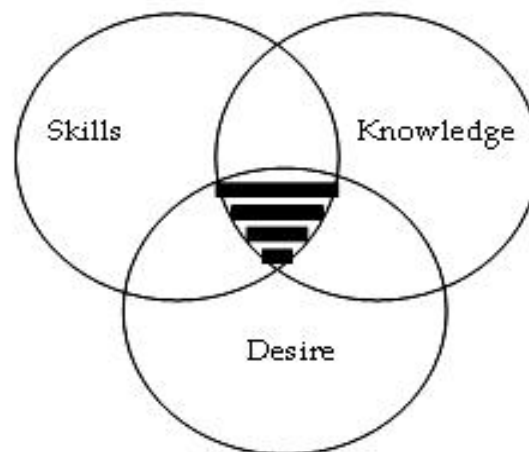
1. Desire (want to do it, will put in the effort, have made it a priority)
2. Knowledge (know what to do, when, where, how)
3. Skills (can do it properly/effectively)

SIGINFICANCE OF THE STUDY

Key performance areas can be improved by understanding the fields where there is a gap between the actual and the desired results. Once the competencies are determined, proper training can be provided to the individuals to work more efficiently on the processes. Through competency mapping, the individual is preparing himself for the next set of responsibilities. With the help of the competency mapping the individual

can alter the style of work where the gap exists. Competency based approach can lead the individual to derive much efficient results (with more accuracy) as compared to work in a non competency derived situation. Helps the individual to determine the areas where the development is required and thus leads the individual to develop a self development plan.

OBJECTIVES OF THE STUDY
❖ To find out the cluster of behavior of employees in garment workers.
❖ To evaluate efficiency of an employees in the organization.
❖ To find out the determinate of competencies of employees.
❖ To find out employees performance through their competency level.

LIMITATIONS OF THE STUDY
❖ Since the study is conducted in a particular industry, the results of this study cannot be generalized to other industries.
❖ The study totally depends upon the information provided by the respondents, subjective bias is not eliminated.
❖ Due to lack in time, sample size is very small.

REVIEW OF LITERATURE
Carmuffo and Camacho, 2005 found that the result is the curious condition in which individual could be seen as possessing high competencies, all while working in a mediocre or failing organization. Grant, 1996; Hamel, 1994; Schoemaker and Amit, 1997 found at the level of multiple people doing various tasks in a coordinated, managed, and supported system of performance moreover, organizations possess these capabilities independently on any specific individual. Hafeez and Assmail, 2007 reported a paired comparison procedure, the relative contribution of personal, organizational, and technological factors to the core competencies was estimated. Kuchinke and Han, 2005 found that there are four issues related to the traditional approach to KSA and competency assessment first, by isolating the individual characteristics correlated with superior task performance independent of contextual factors, it presents and simplified and potentially misleading model of performance. Porter, 1980, 1985 found that in short looking for core competencies among individual performers can actually limit the opportunity to produce superior and differentiated organizational performance. Spencer and Spencer, 1993 found that observed KSA deficiencies would become the platform for a training curriculum designed to remedy these deficiencies and there by enable adequate performance.

RESEARCH METHODOLOGY
Here in this study the researcher used Descriptive research design, this is concerned with describing the characteristics of a particular individual or of a group. The primary data is collect through questionnaire. Secondary data here has been collected from books, journals and websites. It covers the employees, those who are all working in Garment industry. Samples were collected from employees in whom the total sample size of respondents is 120. The sample units are selected according the convenience of the researcher. A structured questionnaire is designed specifically to meet the objectives of the study. It contains 25 questions and is broadly divided into 5 sections and used 5 point scale. Tools used for this study is Simple percentage, Chi-square test & Correlation. The study was conducted for period of six months.

DEMOGRAPHIC VARIABLES
TABLE 1

Description	No. of Respondents	Percentage (%)
Gender Male Female	67 53	56 44
Age Below20 21-35 36-45 Above45	12 39 46 23	10 33 38 19
Educational Qualification Below SSLC HSC UG PG Others	29 26 25 20 20	24 22 21 17 16
Experience Below 1 yr 1-3 yrs 3-5 yrs Above 5 yrs	25 40 30 25	21 33 25 21

Source: Primary Data

The above table shows that 8% of the respondents are male and 6% of the respondents are female. 5% of the respondents are between the age group of 21-35, 5% of the respondents are between the age group of 36-45, 3% of the respondents are above 45 and 1% of the respondents are below the age group of 20. The table shows that 4% of respondents are qualified at HSC level, 3% of respondents are qualified below SSLC, 3% of respondents having UG degree, 2% of respondents are PG qualified and 2% of the respondents are come under the category of other. 5% peoples are 1-3 years of experience, 4% peoples are 3-5 years experienced, 3% peoples are below 1 year experienced and 3% peoples are above 5 years experienced.

ANALYZING VARIOUS COMPETENCY'S OF EMPLOYEES
PERSONAL COMPETENCY
TABLE 2

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Personal Competency Assertiveness Integrity Self Sufficiency High Emotional Stamina	70(58) 66(55) 76(64) 37(31)	36 (30) 44(36) 34(28) 26 (21)	12 (10) 9(8) 10(8) 20(17)	1 (1) 1(1) 0 (0) 20(17)	1 (1) 0(0) 0 (0) 17(14)

Source: Primary Data

Assertiveness-The above table shows that 58% of the respondents are strongly agree, 30% of the respondents are agree ,10% of them are neutral, 1% of the respondents are disagree and strongly disagree regarding able to state one's opinion firmly and positively. Integrity- 55%, 37%, 8% the respondents are strongly agree, agree, neutral regarding gain trust and confidence by interacting with fairness, honesty and truthfulness. Self sufficiency-64% of the respondents are strongly agree, 28% of the respondents are agree, 8% of the respondents are neutral, no one says that disagree and strongly disagree regarding self Exercises the professional duties without assistance. High emotional stamina:31%,21%,17%,17%,14% of the respondents are strongly agree ,agree ,neutral, disagree strongly disagree regarding they are relaxed & poised. Maintain effectiveness even under pressure.

KNOWLEDGE LEVEL COMPETENCIES
TABLE 3

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Knowledge Level Competencies Command of basic facts Quality consciousness Organization Awareness Knowledge on standards & specifications	63 (52) 74(61) 40 (33) 66(55)	38(31) 37(31) 30 (25) 37(31)	17(15) 7(6) 25 (21) 15(12)	1 (1) 2 (2) 25(21) 2 (2)	1 (1) 0 (0) 0 (0) 0 (0)

Source: Primary Data

Command of basic facts-The above table shows that 53%,32%,15% , of the respondents are strongly agree, neutral, no one says that disagree and strongly disagree regard-

ing Understand the business holistically and have a sound knowledge of the business operations. Quality conscious- ness-61% of the respondents are strongly agree,31% of the respondents are agree, 6% of the respondents are neutral opinion, 2% of the respondents are disagree and no one says that disagree regarding they are work always with quality awareness. Organizational awareness-3%,25%,21%,21% of the respondents are strongly agree, agree neutral , disagree and no one says that strongly disagree regarding organiza- tional awareness. work always with organizational aware- ness. Knowledge on standards and specifications-55% of the respondents are strongly agree with the knowledge on stand- ards and specifications, 31% of the respondents are agree with the knowledge on standards and specifications, 12% of the respondents are neutral opinion about knowledge on standards and specifications, 2% of the respondents are dis- agree regarding knowledge on standards and specifications and no one says that strongly disagree regarding knowledge on standards and specifications. Have wide knowledge about the organization, its departments and functions.

JOB RELATED SKILLS COMPETENCIES
TABLE 4

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Job Related Skills Competencies Presentation skill Analytical & problem solving skill Concern for Excellence Negotiation skill	62(52) 31(26) 65(55) 71(59)	32(26) 28(23) 35(29) 39(33)	20(17) 21(17) 16(13) 10(8)	6(5) 20(17) 4 (3) 0(0)	0(0) 20(17) 0 (0) 0(0)

Source: Primary Data
Presentation skill-52% of the respondents are strongly agree, 26% of the respondents are agree,17% of the respondents are neutral opinion,5% of the respondents are disagree with the presentation skill, and no one says that strongly disagree regarding able to present ideas, concepts, plan and proce- dures clearly to the target group. Analytical and problem solving skill-26%,23%,17%,17%,17% of the respondents are strongly agree, agree, neutral opinion, disagree, strongly dis- agree regarding analytical and problem solving skill. Concern for excellence-55% of the respondents are strongly agree, 29% of the respondents are agree,13% of the respondents are neutral opinion,3% of the respondents are disagree and no one of the respondents are strongly disagree regarding concern for excellence. Negotiation skill- 59%,33%,8% of the respondents are strongly agree, agree, neutral opinion, no one say that disagree and strongly disagree regarding dis- cussion and sharing opinions so as to arrive at a constructive agreement.

COMMUNICATION & INTERPERSONAL COMPETENCIES
TABLE 5

Description	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Communication & Interpersonal Competencies Listening skill Precision in communication Persuasiveness Sensitivity	76 (63) 65(53) 62(52) 64(53)	37 (31) 39(33) 46 (38) 44 (36)	7(6) 13 (11) 10 (8) 8(7)	0 (0) 2 (2) 0 (0) 3(3)	(0) 1(1) 2(2) 1 (1)

Source: Primary Data
Listening skill-63% of the respondents are strongly agree, 31% of the respondents are agree 6% of the respondents neutral opinion no one say that disagree and strongly disagree regarding they are listen to others views with patience. Preci- sion in communication-54%,33%,11%,2% of the respondents are strongly agree 33% of the respondents are agree, 11% of the respondents are neutral, 2% of the respondents are disa-

gree, and no one say that strongly disagree regarding they are Listen to others and express the idea with clarity and pre- cision.Persuasiveness-52% of the respondents are strongly agree,38% of the respondents are agree, 8% of the respondents are neutral opinion, no one say that disagree and 2% of the respondents are strongly disagree regarding able to move others in getting things done.Sensitivity-53%, 37%,7%, 3%of the respondents are strongly agree ,agree, neutral, disagree and no one says that strongly disagree regarding they are aware of what is going on in the work place and responds in a suitable manner to situations as they arise.

CHI-SQUARE TEST
Table showing relationship between gender and emotional stamina, Educational qualification and Organizational aware- ness, Experience/ Analytical problem.

(Ho): There is no significant association between gender and emotional stamina, Educational qualification and Organiza- tional awareness, Experience/Analytical problem.

TABLE 3

Description	Chi-square value	Degree of freedom	Table Value
Gender / Emotional stamina Educational qualification/ Organizational Awareness Experience/ Analytical problem	4.11 4.49 12.47	4 12 12	9.488 21.026 21.01

Source: Primary Data
From the above table it could be inferred that the calculated value (4.11) is less than the table value (9.488).So framed null hypothesis can be accepted. Since there is no signifi- cant association between gender and emotional stamina of an employee. Calculated value (4.49) is less than the Table value (21.026) for educational qualification and organizational awareness of an employee's. So null hypothesis can be ac- cepted. Since there is no significant association between the educational qualification/Organizational awareness. Calcu- lated value (12.47) is greater than the Table value (21.026) for experience and analytical problem of an employee. So null hypothesis can be rejected. Since there is significant as- sociation between experience and analytical problem of an employee.

CORRELATION ANALYSIS
The table showing relationship between Basic facts and qual- ity consciousness, Organizational Awareness& Knowledge on standards & specifications, Precision in communication and persuasiveness

TABLE 4

Description	R= Value	Result
Basic facts and quality consciousness Organizational Awareness& Knowledge on standards & specifications Precision in communication and persuasiveness	+ 0.98 + 0.79 + 0.94	Positive Positive Positive

Source: Primary Data
There is positive correlation between basic facts and quality consciousness, organizational awareness and knowledge on standard and specifications, precision in communication and persuasiveness.

FINDINGS
➤ Most of the respondents are strongly agreed regarding personal competencies like assertiveness, integrity, self sufficiency and high emotional stamina.
➤ Most of the respondents are strongly agreed regarding knowledge level competencies.
➤ Majority of the respondents are strongly agreed regard- ing job related skills.
➤ Most of the respondents are strongly agreed communica- tion and interpersonal skills.
➤ By applying chi-square test there is no significant asso- ciation between gender and emotional stamina, educa-

tional qualification and organizational awareness.

➢ There is no significant association between experience and analytical problem.

➢ By applying correlation analysis there is positive correlation between basic facts and quality consciousness, organizational awareness and knowledge on standard and specifications, precision in communication and persuasiveness.

SUGGESTIONS

➢ The organization should consider individuals opinion regarding organizational activities and give a chance to employees to participate in various organization decisions. The supervisors should give proper guidance to their subordinates. The employees should take necessary steps to control their emotions.

➢ The organization has to provide adequate knowledge to the employees like their business operations, quality awareness and overall standards and specifications of an organization.

➢ Management should create a mutual relationship between employer and employees. It helps to develop their inter personal skills.

➢ The organization should take necessary steps to develop communication and interpersonal skills of employees through arranging career development program and on the job training program.

CONCLUSION

The ultimate goal of the organization, which believes in cluster of behavior analysis, is Excellence more than Quality. The quality is built in, while excellence is designed. If the goal is quality, it means individuals will be assessed whether they meet the established standards. It is assumed that they possess the minimum competencies. If the goal is to achieve excellence, individual will be assessed on their competence levels based on continuous evaluation scale. Hence when evaluating for excellence, it would be necessary to rate and compare the relative competence between people in addition to measuring their competence against the standard scale. Finally, the researcher found over all cluster of behavior of an employee is good. Suggestions have been given, which if it is implemented it helps to increase the employees skills in an organization.

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