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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

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ANALYSIS OF PRE REQUISITES OF A PRODUCTION MANAGER IN A KNITWEAR INDUSTRY**DR. S.SRIVIDHYA****ASST. PROFESSOR****SCHOOL OF MANAGEMENT STUDIES
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ANNA UNIVERSITY REGIONAL CENTER
COIMBATORE****ABSTRACT**

The core purpose of this article is to examine the pre requisites of a production manager in a knitwear industry. Apparel sector is the second largest employment provider following the agriculture in India. The country exports around 18 billion all over the world. To make the knitwear sector highly organized in respect to production few competencies are identified as essential for a production manager, which will increase the efficiency of the individual and organization at large. 15 production managers from different companies are interviewed to frame the basic requirements of the production manager and are classified under three broad categories of competencies as inter – personal, intra – personal, and technical. Based on the interview a questionnaire was formed to examine the most important competencies required for a production manager and the survey reported its high importance to Technical, followed by Intra personal and inter personal respectively.

KEYWORDS

production manager, knitwear industry.

INTRODUCTION

The world is in the midst of revolution, everything keeps on changing every day. The concept developed yesterday is no longer new today in the globalized scenario. The changes are expected in economical, political, and cultural state of affairs. The apparel sector was with much of restrictions before 2005, but today after abolition of quota system, any exporter has the liberty to export any number of quantity to anywhere in the world without any constraint. This has made the export graph to grow to 18 billion as on date, simultaneously the competition between the companies in terms of production, infra structure, retaining man power also increases day by day. This article may serve the individuals who inspire themselves to be a production manager in the new future. A competent production manager is considered as an important asset of the organization. The policies framed by the corporate give its utmost importance for managing and retaining the competent work force.

Competency is the superior performance expected from the employee, the ordinary performance will no longer help today for both the individual as well as the organization, therefore competency is the need of the hour, and the individual capability is assessed in terms of competency sets. An individual should identify his area of choice to work and then work out the competencies expected for the job and should map with his present position. On mapping one will be able to list out the areas where they are lacking and how the gap could be bridged.

Klemp(1980) says that competency is the underlying characteristics of a person which results in effective / superior performance on the job. Competency is the combination of Knowledge, Skill and Attitude.

The pre requisites of a production manager will be a frame work for the production managers of today and tomorrow as this helps in

1. Realising the competencies required for an effective production manager
2. Could analyse what all competency sets he / she possess
3. Analysis provides to build on strengthen areas and to practise on weaken areas
4. Bridging the gaps reveals the self confidence
5. Developed competencies serve as an asset to both individual and the organization

STATEMENT OF THE PROBLEM

The technical advancements have compelled the production managers of the knitwear industry to stay competent to serve the requirements of the buyer. The buyers are from all over the world and their needs are new and different each time. To solve this issue the knitwear sector should assess the important competencies of a production manager to serve better.

RELATED REVIEWS

Stojkovic (1998) states that the cultural mixes in the day to day affairs of the organization compels for various types of competencies, which will help to settle down the issues arising in the company. These usages of competency by the individual should not favour any one set of people and it should be for the overall development of the organization

Stuart Wells1998 deliberates modes are the mechanisms by which a mind processes order and patterns to build paradigms. The thought modes appear to be pairs of opposite qualities but actually are points along a continuum of patterns the mind uses to organize thinking.

MacKenzie and Hickman(1998), in their report on the effectiveness of offender rehabilitation programs in Washington State (titled "What Works In Corrections?"), reference several research studies indicating that community employment programs are effective in reducing recidivism. Therefore, a strategy to expand job opportunities for offenders may support the achievement of a correctional agency/organization's goals and objectives.

Reina(1999) explains When team leaders respect the knowledge, skills, and abilities of team members, they demonstrate willingness and motivation to trust the capabilities of others and themselves. Building competence trust includes—in addition to respecting people's knowledge, skills, and abilities— respecting people's judgments, involving others and seeking their input, and helping people learn skills.

Gebelein (2000): notes that the strategic thinker sees issues in the context of systems and their relationships to other systems. The skilled strategic thinker knows how to take advantage of opportunities that others might miss, recognize the relationships between seemingly disparate entities, and view the daily tactical issues in a broader and longer term context. The strategic thinker is able to consider a broad range of alternatives when addressing a challenge.

Bill Breen (2000) Imagery involves creating images of preferred futures or having teammembers imagine how something might or might not work. Those images or words are then explored for linkages.

OBJECTIVES

To identify the important pre requisites of a production manager to bring out efficiency in the knitwear industry

RESEARCH METHODOLOGY

35 production managers working in different companies whose average turnover is more than forty crores was considered as the respondents of the study. To frame the questionnaire 15 managers were interviewed and brainstormed and competencies on the three broad areas were enlisted as Inter – personal competencies, Intra – Personal competencies and Technical competencies.

To know the reliability of the questionnaire Cronbach Alpha were used and the test revealed the alpha value as .888 which is positive to continue the study. The individual reliability was also done through cronbach Alpha. The descriptive statistics of mean, standard deviation, variance, skewness and kurtosis tests were done to identify the most important competency of the production manager and the priority of competencies to be developed. One sample kolmogorov – Smirnov test was adapted to test whether the factors considered for the study is been normally distributed.

DATA ANALYSIS AND INTERPRETATION

TABLE 01: OVERALL RELIABILITY USING CRONBACH ALPHA

Reliability Statistics	
Cronbach's Alpha	N of Items
.888	57

Inter – Personal competencies with 4 factors like Willingness to learn the change, Proactive and being punctual, Takes responsibility to achieve results & Emotional Resilience were considered. Intra – Personal competencies with 4 factors including Team work, Manage relationship for effective decision making, plan & organize & Business Acumen followed by Technical competencies with 3 factors of Production know how, Product know how and Technical knowhow are analysed to know the importance of each competency a production manager in a knitwear should possess and the analysis showed an overall reliability of .888 which is highly reliable.

Reliability analysis were carried out for all the three sets of competencies in an individual manner and the below is the statistical analysis.

TABLE 02: RELIABILITY ANALYSIS FOR INTER – PERSONAL COMPETENCIES(18 variables)

Reliability Statistics	
Cronbach's Alpha	N of Items
.774	18

4 factors Willingness to learn the change, Proactive and being Punctual, Takes responsibility to achieve results, Emotional Resilience along with 18 variables had a high reliable alpha value of .774

TABLE 03: RELIABILITY ANALYSIS FOR INTRA – PERSONAL COMPETENCIES(14 variables)

Reliability Statistics	
Cronbach's Alpha	N of Items
.734	14

4 factors Teamwork, Strategic thinking, Managing relations for effective decision making, Business Acumen and plan organise competency along with 14 variables are considered and the alpha value is reliable with .734

TABLE 04: RELIABILITY ANALYSIS FOR TECHNICAL COMPETENCIES (25 variables)

Reliability Statistics	
Cronbach's Alpha	N of Items
.774	25

3 factors Product know how, Production know how and Machinery know how along with 25 variables are very highly reliable with the alpha value of .774

TABLE 05: DESCRIPTIVE STATISTICS

Descriptive Statistics			
	Mean	Std. Deviation	N
TC	1.0883E2	6.28484	35
intper1	77.9429	5.74939	35
intper2	59.6286	4.60872	35

The 3 competencies are tested for their mean and the standard deviation and the statistics proved Technical competency to the first set of competencies to be acquired by a production manager with a mean value of 1.0883 and the standard deviation with 6.28484, followed by Intra – Personal competency with the mean value of 77.9429 and S.D of 5.749 and Inter – Personal competency with 59.6286 mean value and 4.6087 S.D.

TABLE 06: INTER CORRELATION TEST

Correlations				
		intper1	intper2	TC
intper1	Pearson Correlation	1	.590**	.490**
	Sig. (2-tailed)		.000	.003
	N	35	35	35
intper2	Pearson Correlation	.590**	1	.719**
	Sig. (2-tailed)	.000		.000
	N	35	35	35
TC	Pearson Correlation	.490**	.719**	1
	Sig. (2-tailed)	.003	.000	
	N	35	35	35

** . Correlation is significant at the 0.01 level (2-tailed).

To test whether all the factors are inter correlated, correlation study was done and is found that all the factors are inter correlated as the **r value is significant at 0.01 level (2 tailed)**

TABLE 07: SKEWNESS & KURTOSIS

Descriptive Statistics										
	N	Mini	Maxi	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Interpersonal competencies	35	48.00	68.00	59.6286	4.60872	21.240	-.554	.398	.361	.778
Intrapersonal competencies	35	65.00	89.00	77.9429	5.74939	33.055	.030	.398	-.120	.778
Technological competencies	35	98.00	124.00	1.0883E2	6.28484	39.499	.367	.398	.259	.778
Valid N (listwise)	35									

From the above table, it is seen that the managers give strong importance to Technological competencies as the mean value is 1.0883E2 and Std. Deviation value is 6.28484. Next is Intra personal competencies and the last one is interpersonal competencies. Regarding skewness, intrapersonal and technological competencies are having positively skewed distribution and tails off to the right of the distribution and interpersonal competencies are having negative skewed distribution and tailed to the left of the curve. Regarding Kurtosis interpersonal competencies and Technological competencies are having relatively peaked distribution (leptokurtic) of variables and intrapersonal is having flat distribution (platykurtic).

TABLE 08: ONE SAMPLE KOLMOGOROV – SMIRNOV TEST

One-Sample Kolmogorov-Smirnov Test				
		itp	itv	tech
N		35	35	35
Normal Parameters ^a	Mean	77.9429	59.6286	1.0883E2
	Std. Deviation	5.74939	4.60872	6.28484
Most Extreme Differences	Absolute	.108	.189	.146
	Positive	.108	.097	.146
	Negative	-.081	-.189	-.100
Kolmogorov-Smirnov Z		.639	1.120	.865
Asymp. Sig. (2-tailed)		.809	.163	.442
a. Test distribution is Normal.				

In order to test whether the factors considered are normally distributed the above test has been done and the test revealed that all the factors are distributed normally.

RESEARCH IMPLICATIONS

The findings have proved that Technical competency to be highly important for a production manager in a knitwear industry, the 25 variables considered for the study could be used a role model by the individuals who have a keen interest to be a production manager. One could prioritize the needs and could get the experience in the lacking areas to call himself sound and capable. The other two competency sets Intra personal & Inter personal may be developed in the long run once he / she is technically proficient.

MANAGERIAL IMPLICATIONS

Though the knitwear sector gained a rapid growth, the external situations are not favourable as on date. In order to cope with the changing needs the industries can instruct the HR department to have a basic test on the list of competencies used for the study and to recruit person with talent alone. To have a streamline the recruitment can be through outsourcing consultants, who will abide by the list and also ensure a long term retention of the employees.

CONCLUSION

To meet the changes in the liberalized world the export houses should equip themselves with highly competent production managers to look over the changing needs of the buyer, their expected standards and procedures to enhance their turnover and stay in the business for the long run.

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